

City of Visalia

Municipal Service Review



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Tulare County
Local Agency Formation Commission
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INTRODUCTION

This report provides information about the municipal services and Sphere of Influence boundaries of the City of Visalia. It is for use by the Local Agency Formation Commission in conducting a statutorily required review and update process.

State law requires that the Commission conduct periodic reviews and updates of the Sphere of Influence of each city and district in Tulare County (Government Code section 56425(e)). A Sphere of Influence is the probable extent of the City's boundary and service area. The Sphere is an important tool used by LAFCO to encourage the orderly formation and growth of local government agencies, preserve open space and agricultural lands, discourage urban sprawl, and encourage the efficient provision of services. The law also requires the Commission to update information about municipal services before adopting Sphere updates (Government Code section 56430).

The analysis, conclusions, and recommendations in this report were prepared with information provided by, and in consultation with, the City of Visalia. Data sources, including reference documents and a detailed survey completed by the City, are available for review in the office of LAFCO.

This report contains information about the municipal services provided by the City of Visalia. Information has been gathered about the capacity of services, the ability to provide services, the accountability for service needs, and the efficiency of service provision. The information is organized by seven statutory determinations that need to be made by the Commission: (1) Growth and population projections for the affected area (2) Present and planned capacity of public facilities and adequacy of public services, including infrastructure needs or deficiencies (3) Financial ability to provide services (4) Status of, and opportunities for, cost avoidance and shared facilities (5) Accountability for community service needs, including governmental structure and operational efficiencies (6) Any other matter related to effective or efficient service delivery, as required by commission policy. Chapter 6 includes recently required information and determinations related to disadvantaged unincorporated communities. The Executive Officer recommends that the Commission conduct a public hearing and adopt the updated service review information for the City of Visalia. A draft Resolution will be prepared that supports this recommendation.

Written Determinations

1 Growth and Population

Population

1. Based upon population estimates available from the California Department of Finance (DOF), the City had a population of approximately 125,770 as of January 2011.
2. Based on current data Visalia experienced an average annual growth rate of 2.52% between 1990 and 2010. The recession of the late 2000s caused a reduction in population growth, with California losing population between 2007 and 2010. Although, the Central Valley added population at just less than 1 percent per year, and Visalia at 2.1 percent per year, during this period. The most recent DOF data shows a 1.3 percent change in population from January 1, 2010 to January 1, 2011.
3. Using an annual average growth rate of 2.52% results in a year 2020 population of approximately 159,620 and a 2025 population of approximately 180,778 compared to the year 2020 *Proposed General Plan Land Use Element* estimate of 165,000. Based upon these comparisons, it is concluded that the *General Plan Land Use Element* provides reasonable estimates of the City's population at General Plan build-out, projected to occur by year 2020.
4. According to the City of Visalia's Draft General Plan Update, it will add 65,500 new residents over the next 20 years, a respective increase of 46 percent and 39 percent above existing levels. From the 2009 population of 123,670 to the projected 2030 population of 207,600, population is projected to grow at an annual rate of 2.6 percent.

Planning Boundaries

5. Visalia's *General Plan Land Use Element* establishes planning boundaries including a UAB, UGB, and UDB's to help create a timeline for establishing urban development areas. Currently Visalia is updating the General Plan. The planning area is the geographic area for which the General Plan establishes policies about future urban growth, long-term agricultural activity, and natural resource conservation. The boundary of the planning area was determined by the General Plan Update Review Committee (GPURC). It comprises all land within the city limits as well as neighboring unincorporated land, including the community of Goshen. It encompasses approximately 104 square miles or 66,640 acres. It is roughly bounded by Avenue 320 and Avenue 328 to the north; Road 158 and Mariposa Avenue to the east; Avenue 264 and Avenue 260 to the south; and Road 64 and Road 52 to the west.
6. To ensure that growth occurs in compact and concentric manner the City has urban growth policies that implement the General Plan's phased growth strategy. The General Plan land Use Diagram establishes growth "rings" comprised of the UDB and UAB. Urban growth policies including the following monitoring requirements:
 - Five-year update of basic assumptions of urban growth projections including population growth, average density of urban development, infrastructure constraints, employment trends

- Comprehensive update every 10 years to reflect changing community needs and values
 - Review of urban development boundaries based on actual population and buildout, rather than the current date-based system
7. While the City's *General Plan Land Use Element* associates the SOI with the UAB, this is not consistent with a SOI as defined by Tulare County LAFCO. As defined by LAFCO, a SOI would be more representative of Visalia's definition of a UGB. A City's SOI should generally extend beyond or be coterminous with a City's UGB, and inside a City's UAB, which is not currently the case with the City of Visalia.

Land Use Findings

8. The City's *General Plan Land Use Element*, in addition to the preparation of Specific Plans provides for the logical and reasonable growth and development for the City of Visalia.
9. The City of Visalia is now in the process of updating the General Plan. The City Council began this multi-year process in 2010, commencing a unique and important opportunity for residents to share their ideas about their community's future. The General Plan update is a collaborative effort between the City and its residents to create a vision and a blueprint for development through 2030.¹
10. The City plans future development through the preparation, adoption, and implementation of Specific Plans. Specific Plans address the distribution of land uses, the location and sizing of supporting infrastructure, methods of financing public improvements, and standards of development for a specific planning area boundary. To date, the City of Visalia has eight Specific Plans in effect. The City requires specific plans to be approved for community centers prior to development.
11. There is adequate land designated for residential development within the City's current UGB to accommodate residential growth through the year 2020.
12. The current Urban Development Boundary (UDB) is essentially still adequate as a boundary for future growth, although minor adjustments may be appropriate.²
13. The Housing Element (2010) is a comprehensive update of the previous Housing Element (2005) and is valid for a 7½-year planning period (i.e., January 1, 2007 to June 30, 2014). The previous Housing Element (2005) served a planning period from 2001 to 2007.
14. The City's *General Plan Land Use Element* provides for adequate land zoned for retail commercial and office within the City's UGB.
15. The *Visalia Industrial Park Implementation Plan* establishes a study area, which lies totally within Visalia's UAB, but portions of which are outside the City's UDB, UGB, SOI, and city limits. The boundaries of the study area were designed to make sure jurisdictional issues

¹ City of Visalia's website

² General Plan Update existing conditions report

between the City and County were addressed. The City indicates a need for additional land zoned for industrial uses to accommodate future expansions of the industrial park area.

16. The *Visalia Industrial Park Implementation Plan* provides for Master Planned growth within the northwest industrial area, including land use, public utilities, traffic and circulation, economic analysis, financial planning, and environmental documentation.

Annexations

17. Since 1996, Visalia has successfully annexed 5,976.4 acres between 1996 and 2011.
18. Since 2006, Visalia has annexed 480 acres intended for future industrial development, and 113 acres of mostly developed industrial land area south of Goshen Avenue, and 437 acres for various public uses and 160 acres for a future school site.
19. There are 11 “islands” (developed and undeveloped) within the city limits, in which services are currently provided by Tulare County. Visalia has some infrastructure in place in many of the developed islands, anticipating ultimate connection to their services.
20. California SB 1266, effective January 1, 2005, amended AB 1555 by expanding the maximum area for island annexations from 75 to 150 acres. All other provisions of the current law will remain unchanged. The sunset date is currently January 1, 2014.
21. From 2003 to 2006, the City annexed 15 developed County Islands that included 392 acres of land, 3,053 people and 1,032 housing units.

Potential SOI Updates

22. The City's SOI should generally extend beyond or be coterminous with the City's UGB, and inside the City's UAB, which is not currently the case with the City of Visalia. At a minimum, the City's SOI should be updated to encompass land within the City's UGB if the UGB is found to be consistent with LAFCO's SOI policies.
23. Since 2006, the City's SOI has been amended in conjunction with the approximately 480-acre industrial annexations. The City indicates that a SOI amendment is still necessary for the Industrial Park and the SOI would need to be expanded by 160 acres to include additional area between Avenue 312 and 320 to reach its development potential. All industrial annexations after 2007 have remained undeveloped.

2 Present and Planned Capacity of Public Facilities and Adequacy of Public Services, Including Infrastructure Needs & Deficiencies

Water

1. The City of Visalia contracts with California Water Service (Cal Water), a private water service provider, to serve the City with potable water and fire protection use. The Cal Water Visalia District primarily serves the City of Visalia, the community of Goshen to the west, and several unincorporated areas adjacent to the City of Visalia. It should be noted

that Cal Water is not subject to a SOI determination, and therefore has been identified as being exempt from the municipal service review requirement.

2. The Cal Water Visalia District completed a comprehensive Water Supply and Facilities Master Plan (Boyle Engineering) in February 2005. The master plan program is intended to proactively address the service needs of the existing customers in light of potential water quality and quantity issues as well as address expansion to the system to meet projected future growth. The master plan has a study area consistent with the City's UGB.
3. The City is in a watershed where the groundwater supplies (from the Tulare Lake Basin) are over-drafted, which means more water is being withdrawn from the ground for use than is being replenished. The City has been actively involved in seeking and implementing ways to mitigate the impacts of groundwater overdraft.
4. According to the UWMP, Cal Water has an estimated capacity to pump 105,668 acre-feet per year in 2010, all from groundwater. This maximum pumping capacity is expected to remain relatively constant through 2030. The UWMP indicates the pumping capacity at this level will continue to keep up with the demand requirements through 2030 and beyond. The water volume projected to be pumped based on recent estimates of demand is 37,220 acre-feet per year for 2010. Cal Water's recent estimates also indicate a relatively uniform growth rate of 57,364 acre-feet per year by the year 2030.
5. Types of uses in the Cal Water system include Single Family Residential, Commercial, Multi Family Residential, Industrial, Government, Other and Unspecified. Growth is expected in each of the service types with residential and government demand growing at more than twice the rate of the commercial and industrial sector. In fact, Cal Water projects 57 percent more service connections in 2030 compared to 2010, with overall demand expected to be 54 percent higher than 2010. Recent legislation requires a 20 percent reduction by 2020.
6. In August 2005, the City adopted a groundwater overdraft mitigation ordinance which assesses impact fees upon new development and a volumetric fee upon existing urban water supplies to fund activities and projects to mitigate the impacts of groundwater overdraft. These efforts demonstrate the City's ability to continue to implement long term water supply solutions even through they are not the direct supplier of domestic water to City residents.
7. The City of Visalia has a capital improvement fund set up for underground water recharge efforts. Funds are used for the acquisition of water, and other activities to improve groundwater levels, and increase the supply of water to the City.
8. The City's Municipal Code contains a *Water Conservation Ordinance* which outlines specific policies pertaining to the conservation of potable water. Employees of California Water Service Company are authorized by the ordinance to issue written notices of violations, but are not authorized by law to issue citations for violations. The City's *Water Conservation Ordinance* is available on the City's website.
9. Despite the fact that the City is not the direct domestic water supplier for its residents the City continues to make significant efforts to ensure that the long term water supply needs of the City continue to be addressed. City officials have indicated that they are studying the feasibility of various alternatives of implementing a City owned domestic water system.

Drainage Infrastructure

10. The City continues to expand and improve its drainage infrastructure as new development occurs within the City. The City accomplishes this through development fees (for new drainage facilities), and a drainage utility fee of \$0.75 per month for all developed properties (for maintaining existing facilities).
11. The City has a Master Planned storm drain system that is anticipated to meet drainage infrastructure needs through the build-out of the General Plan. The *Storm Water Master Plan and Management Program* addresses future facility expansion needs to accommodate growth within the City's UGB.
12. The City of Visalia has two capital funds set up for storm sewer improvements, one for new facilities, and one for correcting existing deficiencies as outlined in the *Storm Water Master Plan and Management Program*.

Wastewater Collection, Treatment and Disposal

13. The City continues the process of upgrading and replacing sewer collection pipelines through the implementation of the *Sewer System Master Plan*. The *Sewer System Master Plan* is a long range plan that identifies trunk lines that would ultimately serve the City's UAB.
14. The City has a comprehensive capital improvement program that appropriates funds to construct sewer infrastructure projects on an annual basis.
15. The *Sewer System Master Plan* indicates that many trunk sewers are nearing capacity, and the maintenance of these lines is essential to provide the designed flow capacities. The Master Plan recommends that the City develop a sanitary sewer maintenance program that includes cleaning pipes on a regular basis.
16. The City continues to upgrade the wastewater treatment plant through the implementation of the *Wastewater Treatment Master Plan Update*. The City has budgeted \$1,000,000 annually to carryout upgrades associated with NPDES discharge regulations. Continual upgrades of the wastewater treatment plant will be necessary to accommodate future growth.
17. Improvements to the VWCP have increased the plant's hydraulic capacity to 22 MGD, the BOD5 capacity to 103,229 lbs/day, and the SS capacity to 148,068 lbs/day. The current permit in which the VWCP is operating under, which prescribes a maximum average daily dry weather flow of 16 MGD, expired on March 1, 2002. The City has submitted a renewal application for the NPDES permit, which is pending action from the RWQCB. The City has been directed by the RWQCB to continue operating under the expired permit until a new permit is issued by the Board. The City anticipates that the renewed permit will allow for a maximum flow of 22 MGD.
18. As of August 2004, the average dry weather flow into the treatment plant was 12.5 MGD, resulting in a reserve design capacity of approximately 9.5 MGD. The Goshen CSD contracts with the City of Visalia for wastewater treatment services, and has a current

(December 2005) contracted capacity of 335,000 GPD. As of November 2005, Goshen was contributing a flow of 315,000 GPD to the VWCP.

Streets and Roads

19. The City continues the process of upgrading and replacing roads and streets through the implementation of its comprehensive capital improvement program that appropriates funds to construct transportation infrastructure projects on an annual basis. Currently, the City has four capital funds that are allocated to annual transportation improvements.
20. The City coordinates closely with the Tulare County Association of Governments (TCAG) and Caltrans to obtain funding for transportation improvement projects.
21. The City's *General Plan Circulation Element* provides a comprehensive policy base for improving the City's transportation system.
22. The Tulare County Regional Transportation Plan (RTP) provides a link between local (City) and regional (County) transportation needs. The Regional Transportation Improvement Program (RTIP), which qualifies projects for the State Transportation Improvement Program (STIP), is consistent with the RTP, and serves as the implementing document.
23. Due to the State budget crisis, several projects programmed to receive STIP funding have been significantly delayed, and therefore, the City has had to prioritize which transportation projects to construct based on immediate needs, and funding shortages.
24. The 2010 public opinion survey indicates respondents rated street and road maintenance as the most important City service after police and fire. Traffic flow was rated excellent with the exception of the North East due in large part to the Lovers Lane 198 intersection. The survey found that in the public's opinion street lighting has improved from previous years. These results indicate that the City may need to focus more on these issues in future years.
25. The City Council recently adopted a major policy change in the way that the City's arterial and collector streets are funded and constructed. Under the new policy, the City will now have the financial responsibility for all portions of arterial and collector streets. If these streets are built by developers, they will be reimbursed the entire cost of construction. In exchange, the City significantly raised its traffic impact fees for new development. The City anticipates that the new policy for constructing streets will provide the funding capability to respond to the public's major traffic concerns in a more timely fashion.

Fire and Police Protection Services

26. The City of Visalia operates six fire stations of which five are staffed 24 hours a day, 365 days a year, and responded to approximately 11,000 calls in 2011. There are six fire companies, two aerial ladder trucks and four engines that cover an area of 34 square miles. All fire companies are staffed with a minimum of three personnel with one member being a paramedic. The Visalia Fire department staffs two Regional Specialty Teams including Cal EMA Type I Haz Mat Response Team. There are a total of 72 full-time employees.

27. The Police Department has 143 allocated positions, as well as 11 reserve-sworn officers, 64 allocated civilian positions, and 75 volunteers. Operations are supported by units such as Communications, Records, and Investigations.
28. Through capital improvement funds and general fund allocations, the City of Visalia continues to meet the public safety needs of its residents.
29. The voters approved a ¼-cent sales tax on March 2, 2004 (Measure T). No sales tax funds can replace General Fund dollars budgeted for normal operations at the previous year's service level unless the City Council declares an economic emergency by a 4/5ths vote. The distribution of Measure T funds is 60% Police Department and 40% Fire Department.
30. The City requires developers to pay public safety impact fees prior to the issuance of any building permits. The fees vary based upon type of service (police and fire), and proposed land use. The fees collected are allocated to fund capital improvements to police and fire protection facilities.
31. Police headquarters is at 303 South Johnson Street in downtown Visalia, adjacent to City Hall West. In 2007, the Department opened two substations, and shifted to district-based operations. The District 1 substation, serving northern Visalia, is located at 204 Northwest 3rd Avenue, near Lincoln Oval. District two, at 4100 South County Center Drive, serves the southern part of the City. These facilities are intended to facilitate contact with the community and support robust incident response. Fire Administration Headquarters is located at 707 W. Acequia Ave.

Solid Waste

32. The City has ordinances in place that require residents to bag garbage, and recycle. This helps reduce the amount of solid waste transported to County landfills. The City of Visalia salvages approximately 1,150 ton of recyclables and 2,500 tons of green waste per month in residential and commercial operations.
33. In 1989, Assembly Bill 939, known as the Integrated Waste Management Act, was passed because of the increase in waste stream and the decrease in landfill capacity. AB 939 required jurisdictions to meet solid waste diversion goals of 25 percent by 1995 and 50 percent by 2000. In 2009, AB 737 amended the Integrated Waste Management Act to require CalRecycle to adopt programs to increase statewide diversion to 75 percent by 2020. AB 737 also addresses recycling in the largely under-served commercial sector.
34. The City of Visalia is contracted with Sunset Waste and pays Sunset Waste to provide recyclable material processing (not including green waste). The City of Visalia provides all of the collection services for residential customers and for many of the commercial customers. Various private haulers provide refuse, recycling, C&D and green waste to the remainder of the commercial accounts, along with providing those services for construction sites and other cleanup jobs.
35. The City provides split containers for residential trash and recycling, and green waste containers for residential green waste and compostable materials. The City also actively encourages commercial recycling and provides refuse, green waste and recycling bins or

boxes to the commercial accounts it services. As of 2006, Visalia also has a construction and demolition debris recycling and reuse plan requirement.

36. The Consolidated Waste Management Authority is a joint powers authority that is recognized by the State and collectively manages the solid waste recycling and diversion activities for eight local area members including Tulare County, Tulare, Visalia, Dinuba, Exeter, Farmersville, Lindsay and Porterville. The Consolidated Waste Management Authority has continued to improve its diversion rate as established by the State. The State recently changed its diversion calculation method from a percentage of waste diverted from the landfill to a calculation of pounds per person per day (PPD) that goes to the landfills. Most recent data shows that the CWMA has a base rate to achieve of 6.2 PPD. CWMA has been able to successfully achieve an annual PPD significantly lower than the benchmark established by the State. In 2008 the CWMA achieved a diversion rate of 5.2 PPD, and in 2009 lowered it even further to 4.4 PPD.
37. Visalia has a household compost collection program where residents are able to dispose of organic waste and soiled cardboard in their greenwaste containers along with their green waste. Items allowed include food scraps (not meat or protein) pizza boxes and hamburger wrappers—that may be placed in the residential green-waste containers to be composted instead of going to the landfill. The entire residential community now has access to use this program and the City and composting facilities continue to add items to the allowable composting material list. Initial response from the community has been very positive it appears many residents are taking advantage of the program. Other cities in the area are now also implementing a similar residential composting program. Visalia expects to achieve as high as a 20% participation rate once the program is fully and correctly implemented.

3 Financial Ability to Provide Services

1. The City prepares an award-winning annual budget that clearly and comprehensively describes the services provided by the City to residents and the funds expended for those services.
2. The City prepares its annual budget on a two-year cycle, thereby reducing administrative costs associated with preparing comprehensive budgets on an annual basis. The two-year budget includes a mid-cycle review in June and two mid-year reviews each January.
3. The City recognizes the need to offset revenue losses resulting from the State budget crisis, and continues to develop strategies to offset these losses.
4. Despite this improvement in sales tax, unemployment remains higher in California than in the nation (9.0% compared to 11.7% as of October 2011). This high level of unemployment will continue to overshadow any other improving economic statistic as people suffer from a loss of income. Nevertheless, Visalia has shown some signs of improving economic activity.
5. The City's total outstanding debt balance as of June 30, 2011 was \$64,573,530 with \$44,268,123 classified as Governmental Activity Debt, and \$20,305,407 classified as Business Type Activity Debt. The City's Total Liabilities decreased by \$5.2 million (-7.4%) during the current fiscal year. This was mainly due to reduction in long-term debt as

wastewater revenue bonds of \$5.8 million were paid off. No new debt was accumulated, and annual debt payments were made.

4 Status of, and Opportunities for, Cost Avoidance and Shared Facilities

Fiscal Structure

1. The City uses conservative budgeting practices to ensure adequate and cost-effective services to current residents.
2. The City's two-year budget cycle provides for an excellent short-term fiscal planning tool while reducing the amount of time and resources associated with the preparation of annual budgets.
3. Master planned infrastructure helps the City in avoiding unnecessary costs through effective planning and implementation policies, and help eliminate overlapping and/or duplicative services.
4. The City has worked to have development pay for itself by instituting infrastructure impact fees. These impact fees pay for necessary infrastructure which supports new development. The City also implemented a number of maintenance fees to pay for the ongoing maintenance necessary for common residential landscaping. The dramatic decline in impact fees parallels the decline in construction activity. In this case, the City will slow down the pace of capital improvements to match the new level of revenues and growth.
5. To Visalia's credit, City Council has worked to maintain fiscally sound budgets and adequate reserves to meet these fiscal challenges. Visalia's financial reserves have allowed the City to adjust to the changing financial environment with less drastic actions than other entities. However, the use of the City's reserves will cushion the economic blow but does not eliminate the need to change how the City operates. The City has also made expenditure reductions, not in an across the board manner but according to how revenues have declined in various parts of the budget

Purchasing Policy

6. The City has a well defined purchasing policy that promotes healthy competition, and guides the City in obtaining cost effective quality services.

Fee Structure

7. Rates and fees for services are established and updated using the City's budget process, ordinances and other regulations.
8. The City has a sound fee structure in place which allows the City to continue to provide cost effective services to its residents while continuing to maintain and improve the current infrastructure.
9. There is no evidence suggesting that the City would not be able to provide services to areas within the SOI and UGB.

Current Facilities Sharing Activities

10. The City continues to look for opportunities to construct joint use projects, and opportunities for shared services. The City has demonstrated this effort with the completion of many projects in cooperation with the County, and by sharing services with local and surrounding jurisdictions.
11. The City should continue to collaborate with other agencies to facilitate exceptional and efficient service and maintain; expand working relationships; and look for new opportunities to work with other agencies such as Kaweah Delta Water Conservation District, Cal Water and the County in ways that support the City's planning goals.

Future Opportunities

12. The City has several future opportunities to share services and/or facilities in the future, including but not limited to: groundwater recharge efforts, recreational facilities, and the sharing of office buildings.

5 Accountability for Community Service Needs, Including Government Structure and Operational Efficiencies

Development within SOI Areas

1. Since development of properties within the SOI/UGB generally relies on Master Planned infrastructure available from the City, it is logical for the City to assume the lead in planning for these sites, consistent with the City of Visalia General Plan.
2. The City has a sound governmental structure that provides necessary resources to provide public services and infrastructure improvements within the SOI/UGB areas.
3. Annexation of County islands into the City would create a more defined City Limit boundary while meeting or exceeding the current level of services provided by the County.
4. Coordinated infrastructure plans, for development within the SOI/UGB areas, submitted with specific annexation requests would create a checks and balance system for incorporating lands into the City while promoting improvements to impacted adjacent County land.
5. Tulare County LAFCO has adopted specific policies for reviewing proposals for a change in organization, reorganization, incorporations, dissolution and other proposals processed by Tulare County LAFCO, including annexations, and SOI amendment proposals.

Boundary Conflicts

6. The City of Visalia governmental structure could be affected by the potential overlapping of boundaries with the Goshen Community Services District (which provides sanitary sewer collection service in the Goshen Community).
7. The City of Visalia has a Wastewater Service Agreement with the Goshen CSD, which sets forth specific criteria with regard to wastewater collection and treatment services within the boundary of each agency.

8. The agreement does not appear to address wastewater collection services within the Goshen CSD SOI, which in some areas overlaps with the City of Visalia SOI. Boundary conflicts and service provisions would ultimately be resolved between the City of Visalia, the Goshen CSD, and Tulare County LAFCO.

Evaluation of Management Efficiencies

9. The City has an effective organizational structure that is readily available to respond to the needs of the community.
10. There is no evidence indicating that the City's current management structure would not be able to assume services within the SOI/UGB areas, and/or continue to assist other agencies through mutual aid agreements.
11. The City should ensure that services can be efficiently provided in the SOI/UGB areas through the preparation of master service plans that include funding mechanisms for infrastructure that will ultimately serve the SOI/UGB areas.
12. As a part of the budget process, the City evaluates the accomplishments during the previous budget cycle, and outlines specific objectives for the following budget cycle. This is done for each department at the division and/or bureau level.

Local Accountability and Governance

13. The City continues to make reasonable efforts to maintain public involvement regarding land use and development projects in the community. The City accomplishes this through regular City Council meetings, newsletters, and website postings.
 14. The City maintains an excellent comprehensive website, which provides a means to keep the public informed on local events, current City projects, department budgets, recreational activities, and other activities occurring in the City.
 15. The City conducts public workshops to keep the public involved with local planning issues including land use, housing, circulation, and other issues key to the development and growth of Visalia.
 16. The City's budget preparation process gives residents the opportunity to review the services the City is providing, and the cost of those services. This type of accountability helps the City to identify services that are operating efficiently and areas where improvement may be needed within the organization.
- 6 Any Other Matter Related to Effective or Efficient Service Delivery, As Required by Commission Policy

Disadvantaged and Other Developed Unincorporated Communities

1. There are five unincorporated communities within or adjacent to the existing City SOI (Goshen, Patterson Tract area, Oak Ranch, K Street Island and Sierra View), one unincorporated community outside the SOI but within the City UDB (Tract 92) and one unincorporated community outside the SOI and UDB that is connected to the same

domestic water system that serves Visalia (Tract 396). Patterson Tract (Tract 34), Tract 359, Goshen, K Street Island and Tract 92 are disadvantaged.

2. All of the unincorporated communities are either served by CalWater's Visalia water system or by a Community Services District, except for Tract 111 which is served by Sunrise Mutual Water Company.
3. All of the unincorporated communities' sewer services are individual septic systems with the exception of Goshen, which is served, by its CSD's sewer system and City's treatment facility.
4. The City and the County have a mutual-aid agreement for fire protection services with five City fire stations and three County fire stations in the Visalia area.
5. The inclusion of the various unincorporated communities around Visalia in its SOI shall be reviewed in the next SOI update.

Conflicting Growth Boundaries

6. LAFCO shall determine the SOI for the City of Visalia pursuant to State law and Tulare County LAFCO Policy C-5.
7. There are numerous inconsistencies between the current SOI, City UDB and County UDB.
8. The City of Visalia's SOI update should wait until after the completion of their General Plan update.
9. Due to the relationship of the City of Visalia's and Tulare's SOIs, the SOI updates for both of the cities should be completed contemporaneously.
10. The City and County signed an MOU which includes the statement, "*The County will cooperate with the City to establish a new 20-year UDB adopted by both the County and the City, which the Parties will use their best efforts to make coterminous with the SOI set by LAFCO*". The MOU also included provisions regarding development, land use and impact fees within the UDB/SOI and the County UAB.

City of Visalia

Background

In July 2003, the Tulare County Local Agency Formation Commission (LAFCO) Board adopted a Municipal Service Review (MSR) policy, which identifies the agencies that would be subject to a review and the extent of that review. The agencies in Tulare County were divided into three (3) categories: agencies subject to a full comprehensive study; agencies subject to a questionnaire study; and agencies exempt from a MSR study. Each of the Cities in Tulare County shall be subject to full review. The policy further identifies that the services subject to review shall be:

- Police protection
- Fire protection
- Water and wastewater
- Solid waste collection and disposal
- Streets and traffic circulation
- Power generation and distribution
- Health Care

The City of Visalia, founded in 1852 and incorporated in 1874, is located within western Tulare County in the heart of the San Joaquin Valley. The City of Visalia operates under the Council-Manager form of government, and provides the following services that are subject to a municipal service review: public safety (police and fire protection), highways and streets, wastewater collection, treatment, and disposal, and solid waste collection. Although the City provides solid waste collection services, the solid waste landfills are owned and operated by Tulare County.

For the City of Visalia, domestic water service is not provided as a City operation, but is instead provided by California Water Service Company, a private water provider. Information has been obtained from California Water Service Company in order to review (to the extent possible) the domestic water service provided within the City of Visalia and associated Sphere of Influence (SOI) area. Similarly, power generation and distribution is provided by privately owned utility companies. The Southern California Edison (SCE) Company serves most of the cities within Tulare County, including Visalia. Review of the services provided by privately owned and operated utility companies is outside the scope of this MSR. It should also be noted that due to the unique nature of healthcare, review of this service has been specifically excluded from this report.

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 and food and fiber processing plants. Visalia is the Tulare County seat and principal trading center for the County, which consistently ranks as one of the three 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 an estimated 500,000 persons living within Tulare County, southern Fresno County, Kings County and northern Kern County. Over the past ten years, the City has averaged approximately 50 % of the retail sales in Tulare County, while having about 28% of the population.

Incorporated cities surrounding Visalia include Farmersville to the east and Tulare to the south. Smaller size communities surrounding Visalia include Ivanhoe to the northeast, Goshen to the west and Tagus to the south. The current City Limit Boundary and the currently adopted SOI for the City of Visalia are illustrated on Figure 1-1. The following excerpt from the Tulare County LAFCO website (www.co.tulare.ca.us/lafco/info.asp) defines a SOI and the purpose it serves.

A “Sphere of Influence” is the physical boundary and service area that a local governmental agency is expected to serve. Establishment of this boundary is necessary to determine which governmental agencies can provide services in the most efficient way to the people and property in any given area. The Sphere of Influence requirement also works to discourage urban sprawl by preventing overlapping of jurisdictions and duplication of services.

In 2006, the Local Agency Formation Commission of Tulare County conducted its first review of services provided by the City of Visalia. This report presents a brief update. The information is organized by the seven determinations that need to be made for a municipal service review.

1 Growth and Population Projections for the Affected Area

1.1 Historical Data

Based upon information contained in the *General Plan Land Use Element* (City of Visalia, Updated 1996), Visalia had a population of 49,729 in 1980, 75,636 in 1990 and projected a population of 91,565 in 2000, and 124,680 in 2010. In 2000, the City of Visalia had an incorporated land area of approximately 28 square miles (18,176 acres), approximately 32,650 housing units, and a total population of 91,565. The same data indicates that Tulare County had a year 2000 population of 368,021. Between 1990 and 2000, according to census data, Visalia experienced an average annual growth rate of approximately 1.9%.

Census 2010 results indicate, the City of Visalia had an incorporated land area of approximately 36 square miles, approximately 44,205 total housing units, and a population of approximately 124,442. The same data estimates a 2010 population of approximately 442,179 and approximately 141,696 total housing units for Tulare County.

Visalia experienced an average annual growth rate of approximately 2.52% between 1990 and 2010. The recession of the late 2000s caused a reduction in population growth, with California losing population between 2007 and 2010 table 1-1. Although, the Central Valley added population at just less than 1 percent per year, and Visalia at 2.1 percent per year, during this period. The most recent DOF data shows a 1.3 percent increase in population from January 1, 2010 to January 1, 2011.

According to the City of Visalia's Draft General Plan Update, it will add 65,500 new residents over the next 20 years, a respective increase of 46 percent and 39 percent above existing levels. From the 2009 population of 123,670 to the projected 2030 population of 207,600, population is projected to grow at an annual rate of 2.6 percent.

Table 1-1 Visalia Population Growth Comparisons: 1990-2010

Population	Year Beginning:					Annual Growth			
	1990	2000	2005	2007	2010	1990 - 2000	2000 - 2010	2007 - 2010	
Visalia	75,659	91,891	107,281	116,819	124,442	2.0%	3.1%	2.9%	
Tulare County	311,921	368,021	408,816	425,677	442,179	1.7%	1.9%	1.3%	
Visalia as a % of:									
Tulare County	24%	25%	26%	27%	28%				
Central Valley	3%	3%	3%	3%	3%				

Sources: California Department of Finance; Economic & Planning Systems, Inc.; Dyett & Bhatia, 2011.

1.2 City of Visalia Planning Boundaries

Visalia's *General Plan Land Use Element* establishes planning boundaries including a UAB, UGB, and UDB's to help establish a timeline for urban development areas. Currently, Visalia is updating their General Plan. The planning area is the geographic area for which the City's General Plan establishes policies about future urban growth, long-term agricultural activity, and natural resource conservation. The City of Visalia's General Plan Update Review Committee (GPURC) determined the boundary of the planning area. It comprises all land within the City limits as well as neighboring unincorporated land, including the community of Goshen. It encompasses approximately 104 square miles or 66,640 acres. It is roughly bounded by Avenue 328 to the north; Road 158 and Mariposa Avenue to the east; Avenue 264 and Avenue 260 to the south; and Road 64 and Road 52 to the west. The *City of Visalia's General Plan* provides the following descriptions for each of these planning boundaries.

Urban Area Boundary (UAB) – This area represents the area necessary for Visalia's growth over the 30 years plus an additional area to provide an open space buffer around the community. The UAB for Visalia is projected to increase from its current area of 54 square miles to 90 square miles.

Urban Development Boundary (UDB) – The Boundary represents the area in which growth shall be permitted to occur in the immediate future. Although the land use map reflects several growth phasing lines associated with various population levels, they are contained within the inner urban development boundary is eligible for development. The City Council, through a general plan amendment may expand this urban development boundary into the next area based on finds indicated in the policies.

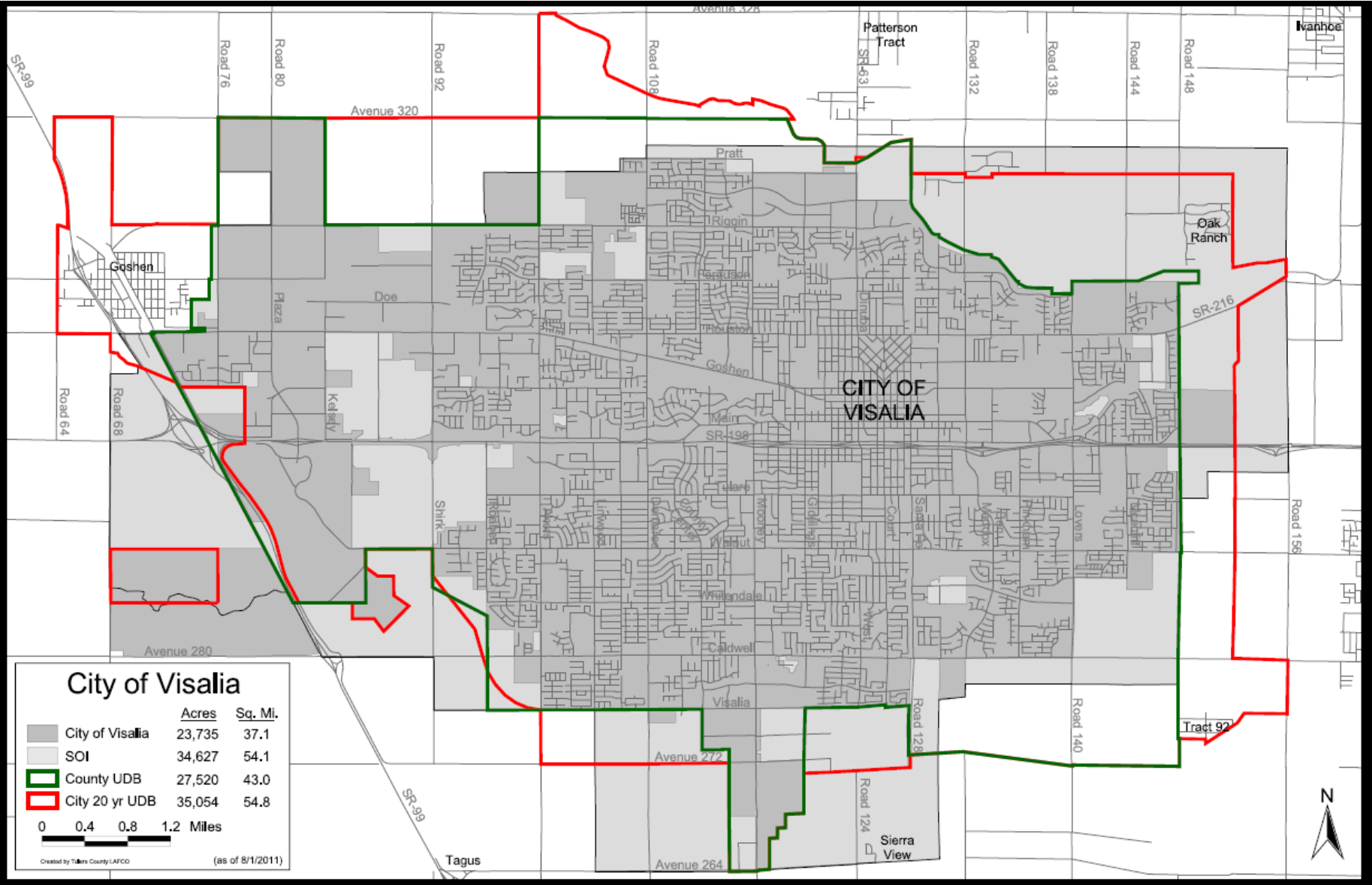
Urban Growth Boundary (UGB) – This boundary is projected to be the ultimate 30-year urban growth limit line.

To ensure that growth occurs in compact and concentric manner the City has urban growth policies that implement the General Plan's phased growth strategy. The General Plan land Use Diagram establishes growth "rings" comprised of the UDB and UAB. Urban growth policies will include monitoring requirements a five-year update of basic assumptions of urban growth projections including:

- Population growth, average density of urban development, infrastructure constraints, employment trends.
- Comprehensive update every 10 years to reflect changing community needs and values.
- Review of urban development boundaries based on actual population and buildout, rather than the current date-based system.

While the City's *General Plan Land Use Element* associates a SOI with the UAB, this is not consistent with a SOI as defined by Tulare County LAFCO. As defined by LAFCO, a SOI would be more representative of Visalia's definition of a UGB. A City's SOI should generally extend beyond or be coterminous with the City's UGB, and inside the City's UAB. Figure 1-1 shows the City's UGB, and UAB, in comparison to the current city limits and SOI.

Figure 1-1 – Visalia UGB, UAB, SOI, and City Limits



1.3 Land Use

The City of Visalia is now in the process of updating the General Plan. The City Council began this multi-year process in 2010, commencing a unique and important opportunity for residents to share their ideas about their community's future. The General Plan update is a collaborative effort between the City and its residents to create a vision and a blueprint for development through 2030.³

In 2010, Visalia had a population of over 125,000, yet, most residents identify Visalia as a "small town," or as a growing city that has maintained its "small town feel."⁴ Visalia is to some extent an isolated city, bordered primarily by agricultural lands and natural open space. While some edges of the city are clearly outlined by physical features like Highway 99, St. Johns River, and the airport along the east side of Highway 99, development primarily in the form of residential subdivisions feathers out into these agricultural areas, often resulting in a rural-urban fringe.

The downtown core, bounded by Ben Maddox Way to the east, Mooney Boulevard to the west, Houston Avenue to the north, and Tulare Avenue to the south, is Visalia's original town site area and historic center. Although the core of the city is located several miles to the east from Highway 99, development in the western reaches of the city has evolved over time to include the city's employment and industrial core, airport, and regional park space. As these areas continue to develop, maintaining the existing open space buffer between the highway and city core will be a key driver for location of new development and establishing a clear gateway into the city.

According to *General Plan Update: Existing Conditions Report* as of January 2010, approximately 2,785 acres of land in Visalia were in the process of being developed. Projects ranged from those in the preliminary permitting stage to those close to completion of construction.

³ City of Visalia Website.

⁴ City of Visalia General Plan Update Existing Conditions Report

Table 1-2 displays the breakdown of existing land use in the planning area, both within city limits and outside.

Table 1-2. Existing Land Use in the Planning Area

	<i>Inside City Limits</i>		<i>Outside City Limits</i>		<i>Total Planning Area</i>	
<i>Land Use</i>	<i>Acres</i>	<i>Percent</i>	<i>Acres</i>	<i>Percent</i>	<i>Acres</i>	<i>Percent</i>
Agriculture	2,778	15%	36,739	88%	39,518	65%
Low Density Residential	6,289	33%	351	1%	6,640	11%
Rural Residential	1,430	8%	2,675	6%	4,104	7%
Vacant	2,262	12%	656	2%	2,917	5%
Public/Institutional	1,554	8%	406	1%	1,960	3%
Light Industrial	1,180	6%	291	1%	1,471	2%
Parks and Recreation	1,108	6%	53	0%	1,161	2%
General Retail/Commercial	723	4%	79	0%	801	1%
Heavy/Service Commercial	343	2%	197	0%	540	1%
Office	338	2%	12	0%	351	1%
Heavy Industrial	233	1%	66	0%	299	0%
Medium Density Residential	262	1%	2	0%	264	0%
Right of Way	148	1%	106	0%	254	0%
Canal	34	0%	171	0%	205	0%
Water	163	1%	23	0%	186	0%
High Density Residential	126	1%	1	0%	127	0%
Railroad	46	0%	45	0%	91	0%
Grand Total	19,017	100%	41,872	100%	60,889	100%

Source: Dyett & Bhatia, 2010

Residential

This Housing Element (2010) is a comprehensive update of the previous Housing Element (2005) and is valid for a 7½-year planning period (i.e., January 1, 2007 to June 30, 2014). The previous Housing Element (2005) served a planning period from 2001 to 2007.

Based upon estimates provided in the *General Plan Update: Existing Conditions Report*, About 1,950 acres were in the residential development “pipeline,” for a total of 6,755 single-family lots and multifamily units in subdivisions. These include approved tentative maps, final maps, and proposed but currently unapproved tentative maps. The current residential pipeline accounts for 22 percent of the total number of housing units needed to accommodate projected population growth over the 20-year planning horizon. Of the units and lots in current development projects, 5,975 were single-family and 780 were multi-family units (88 percent and 12 percent, respectively). Gross densities of single-family developments average 4.0 units per acre; multi-family developments average 9.9 units per acre. Most of the projects are on sites large enough to require new public streets and infrastructure, meaning that average density on a *net* basis—excluding land needed for public purposes—will be higher. Many of the pipeline projects are part of larger development projects, master plans, or specific plans that are in the process of being built out. Projects under construction include phases or units of Shannon Ranch, Fieldstone Oaks, Ashley Grove, Riverwood, and some 40 other subdivisions.

Visalia had 44,205 total housing units in the year 2010 based upon information provided in the *US Census Bureau* of the 44,205 total housing units, 41,349 units (93.5%) were occupied while 2,856 units (6.6%) were vacant. Of the occupied units, 57.4 % were owner-occupied, while 36.1 % were renter-occupied. Based upon the above occupancy and housing data, along with *Census 2010* population data, it can be concluded that Visalia has an average household density of approximately 2.98 persons per household. A comparison of household densities for all cities in Tulare County is provided in Table 1-3.

**TABLE 1-3
YEAR 2010 HOUSEHOLD DWELLING
UNIT OCCUPANCY RATES COMPARISON**

City	Persons Per Unit
City of Visalia	2.98
County of Tulare	2.90
City of Farmersville	4.08
City of Tulare	3.33
City of Porterville	3.39
City of Exeter	3.04
City of Lindsay	3.87
City of Woodlake	3.70
City of Dinuba	3.71

*Source: DP-1: Profile of General Population and Housing Characteristics:
2010 Census Summary File 2*

As indicated, Visalia had 2010 "dwelling unit occupancy rate" of 2.98 persons per household, the lowest of all cities within Tulare County, lower than the County average of 3.36, and slightly higher than the statewide average of 2.96 persons per household. Visalia's General Plan Housing Element, (updated in 2009) analyzes housing needs and identifies ways in which those needs can be met. For the 2007-2014 period, Visalia's Regional Housing Needs Allocation (RHNA) was for an additional

13,835 units, with specific proportions affordable for households at a range of incomes. After units built between the beginning of the planning period and March 2009 are accounted for, the Housing Element identifies a need for 11,079 new units.

Commercial Centers

The majority of retail space is still in southern Visalia and along Mooney Boulevard, which has developed into a regional retail cluster. The Mooney Boulevard Corridor includes the City's malls (Visalia Mall and Sequoia Mall) and offers additional opportunities for new growth. The area has experienced increasing vacancies and space underutilization in recent years because of the economic downturn and fractional ownership challenges. Recently, Macy's and Hobby Lobby have filled spaces previously vacated by Mervyn's and Gottschalks department stores. It continues to be the City's primary retail hub and is likely to function in that manner for the foreseeable future. In addition to Mooney Boulevard, Visalia has a number of other north-south retail corridors that support a variety of neighborhood, auto-oriented, and local serving tenants, generally in a mixed-use setting. While each of these areas presents unique opportunities for modest upgrade and in-fill expansion of retail uses, major new retail (re-)development opportunities are likely to be limited and dependent on site-specific factors (e.g., parcel size and availability, project financing, and entitlement considerations).

As the population of Visalia continues to grow, there may be opportunities for the development of one or several additional neighborhood commercial centers to serve new or expanding neighborhoods. Typically, a neighborhood commercial center is anchored by a traditional full-service supermarket, as well as a mini-anchor such as a pharmacy or bank and a number of "in-line" tenants. In more suburban settings, these developments typically range from 65,000 to 130,000 square feet and require between 6 and 10 acres of land (including parking). The market viability of a neighborhood center generally depends on the supermarket anchor and thus the population density within a one-mile radius; however, other factors such as geographic boundaries and distance to competition also play a role.

Industrial Park

The county's overall industrial market consists of about 23 million square feet of space with vacancy below 5 percent. Visalia includes about 15 million square feet of industrial space, about two-thirds of the county inventory total.

Visalia's industrial land is concentrated in the northwest, and consists of a mix of light and heavy industrial uses. Total acreage is 1,770 acres. Three percent of the land in the planning area is in industrial use (Figure 1-2). Light industry makes up the majority of the existing industrial uses (85 percent) and consists of operations such as warehousing, distribution, research and development, and limited manufacturing versus heavy industry, which includes more intense manufacturing and processing operations. A smaller concentration of industrial uses is also found east of downtown, along Ben Maddox Way and Goshen Avenue.

Properties within the industrial park range in building and parcel sizes and zoning designations, which provide flexibility to accommodate a wide range of uses. The majority of vacant parcels are below 5 acres in size, as shown in Table 1-4. The City recently completed the annexation of more than 480 acres of prime vacant industrial land to accommodate future growth at the northeast intersection of Riggan Avenue and Plaza Drive. Opportunities for expansion may also exist near the municipal airport. In addition, the owners of a 160-acre site at the northwest corner of Plaza Drive and Riggan are

seeking annexation into the City. The industrial park accommodates warehouse, distribution, and manufacturing industries. Notable tenants include Spectrum Brands, VF Outdoor Inc., and California Dairies.

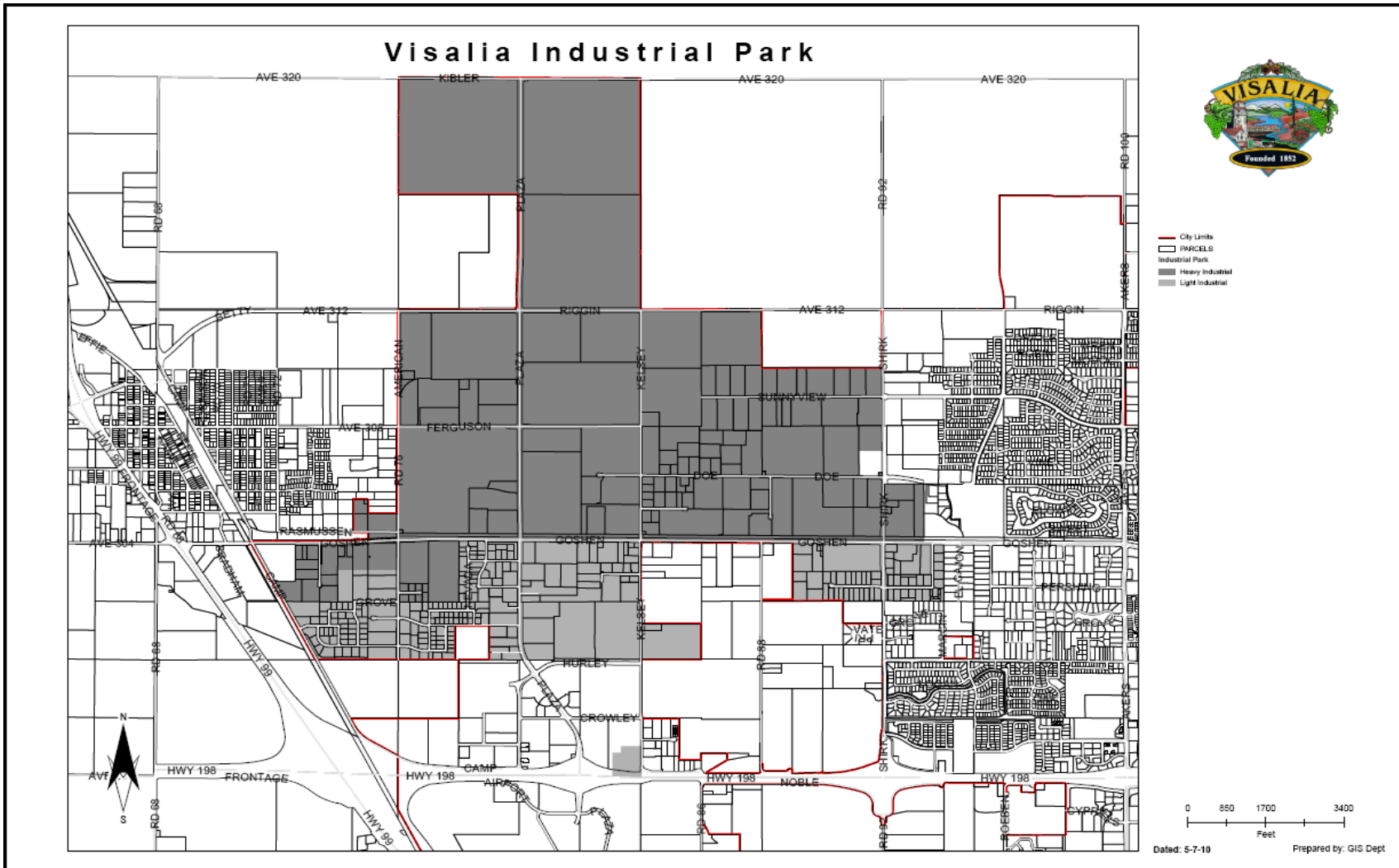
Table 1-4: Vacant Parcels

Parcels

<i>Size (acres)</i>	<i>Total Acres</i>	<i>Number</i>	<i>Percent</i>
0 to 5	252	344	88%
5 to 10	149	22	6%
10 to 20	93	7	2%
20 to 40	289	9	2%
40+	1,534	11	3%
Total	2,317	393	100%

Sources: City of Visalia; Economic & Planning Systems, Inc.

Figure 1-2 – Visalia Industrial Area



Source: Tulare County GIS Database

1.4 Annexations

Past Annexations (1996 – Present)

Since 1996, the City has successfully annexed approximately 5,976.4 acres of land into the City. Table 1-5 below provides an annual breakdown of the amount of land that has been annexed into the City since 1996. Since 2007 approximately 573 acres of land has been annexed into the City.

Annexations have occurred within the industrial park planning area, north of Houston and Riggins Avenues, near the northwest Quadrant of the Demaree Street/Goshen Avenue intersection, just north and south of Caldwell Avenue, northeast of the Walnut Avenue/Ben Maddox Way intersection (including a previous County island), and along the eastern City Limit boundary.

**TABLE 1-5
HISTORICAL ANNEXATIONS (2006 – PRESENT)**

Year	Number	Acres Annexed
2006	11	382
2007	3	508
2008	0	0
2009	1	160
2010	4	438
2011	1	117

As indicated in Table 1-5, since 2006, the City successfully annexed 1,605 acres of land into the City, approximately. Since 2006 Visalia has annexed approximately 480 acres intended for future industrial development, 113 of mostly developed industrial land south of Goshen Ave, 437 acres for various public uses, and 160 acres for a future school site.

County Islands

There are 10 fully surrounded “islands” (developed and undeveloped) within the City limits, in which services are currently provided by Tulare County (See Figure 1-3). Visalia has some infrastructure in place in many of the developed islands, anticipating ultimate connection to their services. It should be noted that SB 1266 (Torlakson), effective January 1, 2005, amended AB 1555 by expanding the maximum area for island annexations from 75 to 150 acres. All other provisions of the current law will remain unchanged. From 2003 to 2006, the city annexed 15 developed “County Islands”

1.5 Potential Sphere of Influence Updates

Urban Boundaries

A LAFCO SOI represents the physical boundary and service area that a local governmental agency is expected to serve, while a City's UGB generally represents the area around a City designed to contain enough land to accommodate 20-years of growth. As previously noted, a City's SOI should generally lie between a City's UGB and UAB, which is not currently the case with the City of Visalia. At a minimum, the City's SOI should be updated to encompass land within the City's UGB. The last SOI amendment was December 5, 2007.

Industrial Park

The City of Visalia has indicated that the ultimate development potential of Visalia's industrial park would require the expansion of the current SOI. To meet projected demands within Visalia's industrial area, a SOI expansion to include the area bounded by Shirk Road, Road 68, Avenue 312 and Avenue 320 may be necessary. The City should be aware of, and properly address any complications with property under Williamson Act contracts. The City and County should work cooperatively to establish a special tax sharing agreement upon annexation of the land.

The City of Visalia's ongoing efforts to improve its service to the industrial park are exhibited by current plans to strengthen the transportation infrastructure immediately surrounding the growing industrial area. The City also exhibits its efforts to attract new industrial and manufacturing businesses through the implementation of a tax-exempt industrial development bond (IDB) program to finance eligible projects from \$2 million to \$10 million dollars. Up to 100% financing can be obtained for land, buildings, capital equipment, and on-site improvements. Before a tax-exempt IDB can be issued, a project must be reviewed by the *California Industrial Development Financing Advisory Commission* and the allocation (the amount of the IDB issuance request) must be approved by the *California Debt Limit Allocation Committee* (CDLAC). The City's Economic Development staff and the Industrial Development Authority's familiarity with this process, has led to a high success rate in securing State allocation approval and actual IDB issuance.

In 2003 the City adopted the *Visalia Industrial Park Implementation Plan* (Quad Knopf, 2003.). The plan addresses several issues within the industrial park planning area boundaries including land use, public utilities, traffic and circulation, economic analysis, financial planning, and environmental documentation. The *Visalia Industrial Park Implementation Plan* is separated into two study areas, the northern study area, and the southern study area. The northern study area is generally bounded by Avenue 320 to the north, Hurley Avenue/Mill Creek Ditch to the south, Shirk Road to the east, and Road 68, Road 72, and SR 99 to the west. The southern study area is located at the southwest quadrant of the SR 99/SR 198 interchange, and is generally bounded by SR 198 to the north, Avenue 288 to the south, SR 99 to the east, and Road 68 to the west. While the study area lies totally within Visalia's UAB, portions of it are outside the City's UDB, UGB, SOI, and city limits. The boundaries of the study area were designed to make sure jurisdictional issues between the City and County were addressed.

Agricultural preserve contracts obligate a landowner to limit use of the land to agricultural production in exchange for tax benefits. Referred to as the Williamson Act, the program allows farming to continue in areas close to urbanization by a beneficial tax assessment procedure whereby the land is assessed based on its agricultural value rather than its speculative value for urbanization purposes. The contracts are for ten years and are automatically renewed each year for another ten years, and will continue indefinitely unless: (1) the owner requests cancellation or, (2) a notice of non-renewal is filed, or, (3) a City elects not to succeed the provisions of the agricultural preserve contract upon annexation of the land. While the existence of a non-protested Williamson Act contract does not prohibit development, it does require special findings (primarily that there are no non-contracted lands which are suitable for the project), and payment of a cancellation fee equal to 12.5% of the urban value of the property.

The *Visalia Industrial Park Implementation Plan* concluded that there is a need for between 600 and 1,000 additional developed industrial acres over the next twenty years. The City's present supply of annexed vacant industrial land totals approximately 275 acres, an approximate five to nine year supply. Constraints exist for expansion north of the Avenue 316 alignment as prescribed by the *General Plan Land Use Element* due to the presence of non-protested agricultural preserves; this

condition affects virtually all of the property on Visalia's long-term industrial development horizon. The plan recommends annexation of land to ensure that Visalia has at least a ten-year supply of annexed and zoned industrial land; the plan therefore concluded that there is an immediate need to annex between 25 and 225 acres of land, and that priority be given to annexation of unincorporated areas south of Goshen Avenue, land which is currently within Visalia's SOI.

Visalia Industrial Park Implementation Plan

The Industrial Park Implementation Plan, adopted in 2003, provides guidelines for annexation and infrastructure provision, identifies needed infrastructure, and provides a land use plan for some 5,463 acres in and adjacent to Visalia's northwest industrial area. The Plan also intends to help the City facilitate project review, and to expedite environmental review while meeting its obligations under the California Environmental Quality Act (CEQA). The Plan satisfies a policy in the current General Plan.

Market Analysis

The Implementation Plan included an economic study to determine the type and amount of industrial growth likely over a 20-year period. This study suggested that Visalia should target six industrial sectors: distribution and warehousing; trucking; food processing; communications equipment; machinery; and engineering laboratory services. The study estimated the need for between 600 and 1,000 acres of industrial land, with demand split evenly for parcels smaller and larger than ten acres. The study recommended that Visalia provide parcels larger than 40 acres, parcels served by rail, and parcels able to serve water-intensive users such as food processing facilities. In addition, it was determined that the Study Area could support a long-term demand for up to four convenience commercial centers.

Land Use

Analysis for the Plan determined that the current inventory of 275 acres of vacant, industrially zoned land could meet demand for five to nine years, and that between 25 and 225 acres should be annexed in the near term to increase supply. Over the longer term, the Plan recommends that the Industrial Park expand northward along Plaza Drive, then east and west along Riggin Avenue (Avenue 312). It calls for industrial or service commercial uses along Road 76, and identifies the Road 74 alignment for to be designated as the consistent boundary between the City of Visalia and the community of Goshen between Goshen and Riggin avenues. Meanwhile Shirk Road would form the eastern boundary of the industrial district. The Plan identifies three locations for convenience commercial centers along the Plaza Drive corridor, and one at the corner of Goshen Avenue and Shirk Road.

Utilities

The Implementation Plan determined that utilities are adequate to meet short-term needs, but will require significant modifications to accommodate growth. Specifically, it identifies the need for transmission water mains on a one-half-mile grid, up to five new water wells, and water storage facilities for one million gallons. A new trunk sewer is anticipated to be needed along Shirk Road unless heavy users are located closer to the water treatment plant in the Southern Study Area west of Highway 198. Stormwater drainage basins will be required as development occurs. Altogether, "wet utilities" costs associated with industrial development over the 20-year plan period are estimated at \$12.9 million.

Circulation

The Implementation Plan estimates the need for \$70.2 million in roadway improvements to handle traffic generated by industrial park development. Development impact fees and County and State funds are projected to cover these costs.

Visalia Industrial Park Expansion Assessment

In 2006, the City undertook a new assessment of industrial land needs, in the context of a proposed annexation of properties north of Riggins Avenue. The Assessment detailed the significant increase in industrial development in the period since the Implementation Plan, noting that almost as much new industrial space was developed in Visalia between 2004 and 2006 as was developed between 1994 and 2003. Most of the new development was in very large increments (in buildings between 100,000 to 250,000 square feet in size), with the greatest increase coming in spaces over 500,000 square feet. Analysis of recent industrial inquiries found this pattern to bear out with potential new space users. The Assessment determines that Visalia has sufficient vacant industrial land in general, but has shortfalls in two parcel size categories—10 to 20 acres, and over 40 acres—and in the 100,000 to 250,000-square foot space category. The Industrial Park continues to offer excellent opportunities for expanding industry with attractive land prices, excellent freeway access, readily available workforce, overnight delivery to 1/3 of the U.S. and a central location between the San Francisco Bay Area, Sacramento and southern California markets.⁵

The Plan recommends that Visalia proceed with annexation of more land to fill these gaps, according to certain conditions. Among these: the City should remain consistent with established policies in the General Plan and the Visalia Industrial Park Implementation Plan, master plans should be required for annexed parcels, addressing the type, size, location, and phasing of proposed development; and development north of Riggins Avenue should be phased to provide for the logical extension of infrastructure and public services.

Recent Annexation

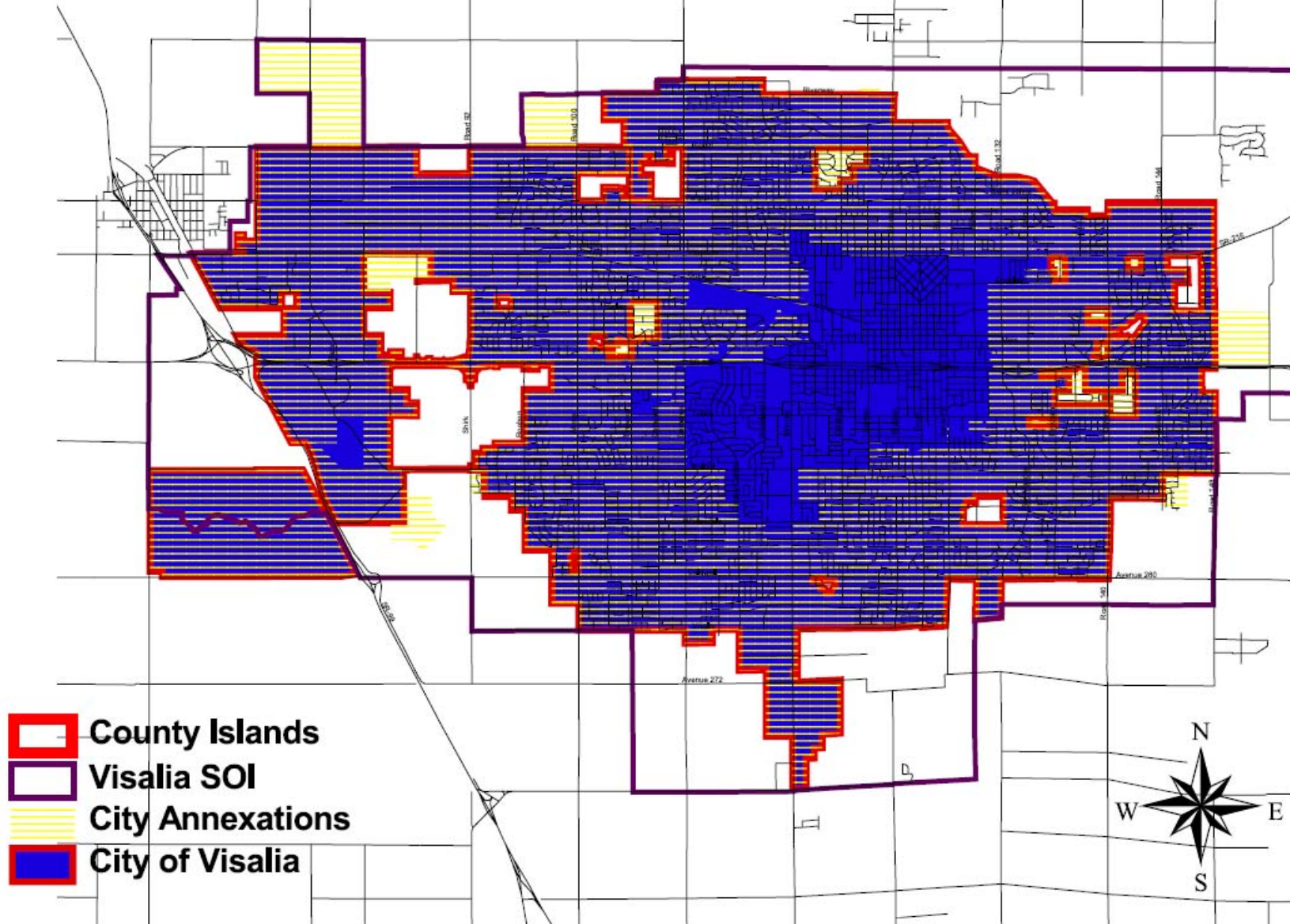
Since the Assessment, the City has annexed one of the two properties in consideration, totaling approximately 480 acres, between Riggins Avenue and Road 320, on both sides of Plaza Drive. This expansion is consistent with the Implementation Plan's Recommended Land Plan.

A comprehensive SOI update is still necessary for the entire City to reach its development potential. According to the City of Visalia, for the Industrial Park, the SOI would need to be expanded by 160 acres to include additional area between Avenue 312 and 320. All industrial land annexed since 2006 remains undeveloped to date.

⁵ http://www.ci.visalia.ca.us/depts/housing_n_economic_development/economic_development/industrial_park.asp

Figure 1-3

City of Visalia



1.6 Written Determinations

Population

1. Based upon population estimates available from the California Department of Finance (DOF), the City had a population of approximately 125,770 as of January 2011.
2. Based on current data Visalia experienced an average annual growth rate of 2.52% between 1990 and 2010. The recession of the late 2000s caused a reduction in population growth, with California losing population between 2007 and 2010. Although, the Central Valley added population at just less than 1 percent per year, and Visalia at 2.1 percent per year, during this period.
3. Using an annual average growth rate of 2.52% results in a year 2020 population of approximately 159,620 and a 2025 population of approximately 180,778, compared to the year 2020 *General Plan Land Use Element* estimate of 165,000. Based upon these comparisons, it is concluded that the *General Plan Land Use Element* provides reasonable estimates of the City's population at General Plan build-out, projected to occur by year 2020.
4. According to the City of Visalia's Draft General Plan Update, it will add 65,500 new residents over the next 20 years, a respective increase of 46 percent and 39 percent above existing levels. From the 2009 population of 123,670 to the projected 2030 population of 207,600, population is projected to grow at an annual rate of 2.6 percent.

Planning Boundaries

5. Visalia's *General Plan Land Use Element* establishes planning boundaries including a UAB, UGB, and UDB's to help create a timeline for establishing urban development areas. Currently Visalia is updating the General Plan. The planning area is the geographic area for which the General Plan establishes policies about future urban growth, long-term agricultural activity, and natural resource conservation. The boundary of the planning area was determined by the General Plan Update Review Committee (GPURC). It comprises all land within the city limits as well as neighboring unincorporated land, including the community of Goshen. It encompasses approximately 104 square miles or 66,640 acres. It is roughly bounded by Avenue 328 to the north; Road 158 and Mariposa Avenue to the east; Avenue 264 and Avenue 260 to the south; and Road 64 and Road 52 to the west.
6. To ensure that growth occurs in compact and concentric manner the City has urban growth policies that implement the General Plan's phased growth strategy. The General Plan land Use Diagram establishes growth "rings" comprised of the UDB AND UAB. Urban growth policies including the following monitoring requirements:
 - Five-year update of basic assumptions of urban growth projections including population growth, average density of urban development, infrastructure constraints, employment trends

- Comprehensive update every 10 years to reflect changing community needs and values
 - Review of urban development boundaries based on actual population and buildout, rather than the current date-based system
7. While the City's *General Plan Land Use Element* associates the SOI with the UAB, this is not consistent with a SOI as defined by Tulare County LAFCO. As defined by LAFCO, a SOI would be more representative of Visalia's definition of a UGB. A City's SOI should generally extend beyond or be coterminous with a City's UGB, and inside a City's UAB, which is not currently the case with the City of Visalia.

Land Use Findings

8. The City's *General Plan Land Use Element*, in addition to the preparation of Specific Plans provides for the logical and reasonable growth and development for the City of Visalia.
9. The City of Visalia is now in the process of updating the General Plan. The City Council began this multi-year process in 2010, commencing a unique and important opportunity for residents to share their ideas about their community's future. The General Plan update is a collaborative effort between the City and its residents to create a vision and a blueprint for development through 2030.⁶
10. The City plans future development through the preparation, adoption, and implementation of Specific Plans. Specific Plans address the distribution of land uses, the location and sizing of supporting infrastructure, methods of financing public improvements, and standards of development for a specific planning area boundary. To date, the City of Visalia has eight Specific Plans in effect. The City requires specific plans to be approved for community centers prior to development.
11. There is adequate land zoned for residential development within the City's current UGB to accommodate residential growth through the year 2020.
12. The current Urban Development Boundary (UDB) is essentially still adequate as a boundary for future growth, although minor adjustments may be appropriate.⁷
13. The Housing Element (2010) is a comprehensive update of the previous Housing Element (2005) and is valid for a 7½-year planning period (i.e., January 1, 2007 to June 30, 2014). The previous Housing Element (2005) served a planning period from 2001 to 2007.
14. The City's *General Plan Land Use Element* provides for adequate land zoned for retail commercial and office within the City's UGB.
15. The *Visalia Industrial Park Implementation Plan* establishes a study area, which lies totally within Visalia's UAB, but portions of which are outside the City's UDB, UGB, SOI, and city limits. The boundaries of the study area were designed to make sure jurisdictional issues

⁶ City of Visalia's website

⁷ General Plan Update existing conditions report

between the City and County were addressed. The City indicates a need for additional land zoned for industrial uses to accommodate future expansions of the industrial park area.

16. The *Visalia Industrial Park Implementation Plan* provides for Master Planned growth within the northwest industrial area, including land use, public utilities, traffic and circulation, economic analysis, financial planning, and environmental documentation.

Annexations

17. Since 1996, Visalia has successfully annexed 5,976.4 acres between 1996 and 2011.
18. Since 2006, Visalia has annexed 480 acres intended for future industrial development, and 113 acres of mostly developed land area south of Goshen Avenue, and 437 acres for various public uses and 160 acres for a future school site.
19. There are 10 “islands” (developed and undeveloped) within the city limits, in which services are currently provided by Tulare County. Visalia has some infrastructure in place in many of the developed islands, anticipating ultimate connection to their services.
20. California SB 1266, effective January 1, 2005, amended AB 1555 by expanding the maximum area for island annexations from 75 to 150 acres. All other provisions of the current law will remain unchanged. The sunset date is currently January 1, 2014.
21. From 2003 to 2006, the City annexed 15 developed County Islands that included 392 acres of land, 3,053 people and 1,032 housing units.

Potential SOI Updates

22. The City’s SOI should generally extend beyond or be coterminous with the City’s UGB, and inside the City’s UAB, which is not currently the case with the City of Visalia. At a minimum, the City’s SOI should be updated to encompass land within the City’s UGB if the UGB is found to be constant with LAFCO’s SOI policies.
23. Since 2006, the City’s SOI has been amended in conjunction with the approximately 480-acre industrial annexed. The City indicates that a SOI update is still necessary for the Industrial Park and the SOI would need to be expanded by 160 acres to include additional area between Avenue 312 and 320 to reach its development potential. All industrial annexations after 2007 have remained undeveloped.

2 Present and Planned Capacity of Public Facilities and Adequacy of Public Services, including Infrastructure Needs or Deficiencies

The City's *General Plan Update* will include goals and policies that provide a framework for orderly growth and development and emphasize the provision of services and facilities concurrent with need. The City annually reviews the present and planned capacity of public facilities and the adequacy of services, including any infrastructure needs or deficiencies, through the City's Annual Budget process, and adoption of a Capital Budget and Capital Improvement Program. The City Council's review and update of these documents ensures that city services, facilities, and infrastructure will address existing demands and projected growth.

The City of Visalia is directly responsible for providing a variety of public services and facilities, including: law enforcement and police; parks, recreation facilities, open space; street maintenance; landscaping and landscape maintenance; storm drain maintenance; surface water disposal and flood control. The City receives additional services through contracts with neighboring cities and other local agencies.

2.1 Capital Improvement Program

The Capital Improvement Program (CIP) include the construction of streets and public facilities, the purchase of major pieces of equipment, major maintenance of existing facilities, land acquisition for future City use and other construction projects. The City's Capital Improvement Program presents the two fiscal years 2010/11 and 2011/12 for adoption and appropriation. Four additional years are shown in the document for planning purposes. This allows the City to plan future projects and consider the near term impacts of those decisions.

The City has multiple capital improvement funds and sources including unrestricted funds, restricted funds, enterprise funds, internal service funds, and fiduciary funds set up for specific improvement purposes. Each of these funds is described below.

Unrestricted Funds

General Fund – Revenues derived from sales and property taxes, motor vehicle license in-lieu fees, business license taxes, transient occupancy taxes, construction permits, fees for services and interest earnings. These revenues, for the most part, are discretionary and are approved by City Council.

Restricted Funds

Police Impact Fund – Revenues derived from Public Safety 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. A portion of funds generated from Measure T, a ¼-cent sales tax increase for public safety improvements, would also be allocated to this fund.

Fire Impact Fund – Revenues derived from Public Safety 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. A portion of funds generated from Measure T, a ¼-cent sales tax increase for public safety improvements, would also be allocated to this fund.

Gas Tax Fund – Revenues derived from Sections 2105, 2106, and 2107 of the Streets and Highways Code. These revenues come from a gas tax placed on motor vehicle fuels. Allocations are generally distributed on a population basis. This fund also received 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.

Park and Recreational Facilities Fund – Revenues derived from fees paid by developers in lieu of providing parks and open space. Funds are to be used only for open space acquisition and providing and maintaining park and other recreational facilities.

Storm Sewer Construction Fund – Revenues derived from Storm Sewer Impact Fees collected at the time of development. Funds are to be used only for construction of new storm sewer lines to implement the Storm Water Master Plan.

Storm Sewer Deficiency Fund – Revenues derived from a portion of the monthly storm sewer user fees. Funds are to be used for construction of storm sewer facilities to correct existing deficiencies as identified in the Storm Water Master Plan.

Kaweah Lake Fund – Revenues derived from a portion of the monthly storm sewer user fees. Funds are to be used for the Kaweah Lake enlargement & maintenance of the lake.

Underground Water Recharge Fund – Revenues derived from a portion of the monthly City Utility Bill. The fees from this fund are based on the size of the water service line. Funds are to be used for the acquisition of water and other activities to improve groundwater levels and increase supply of water to the City.

Wastewater Trunk Line Construction Fund – This fund's revenues are derived from Sanitary Sewer and Treatment Plant connection fees. Funds are to be used only for new sanitary sewer trunk line construction, and not for operation and maintenance.

Transportation Impact Fees Fund – Revenues 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.

Waterways Fund – Revenues derived from a combination of monthly storm sewer rates and developer impact fees. The funds are restricted for acquisition of development setbacks along waterways designated in the Visalia General Plan, restoration of riparian vegetation, and maintenance of the setback areas.

Transportation Fund – Revenues derived from ¼ 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; 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 TCAG and the STIP, which is to be used only for approved transportation projects.

Traffic Congestion Relief Fund – This fund is derived from money received from sales tax on

gasoline from the State Transportation Congestion Relief Program. This money must be used only for street and highway pavement maintenance, rehabilitation and reconstruction of necessary associated facilities such as drainage and traffic control devices. Rehabilitation or reconstruction may include widening to bring the roadway width to meet standards.

Community Development Block Grant Fund – Monies for this fund are provided to the City as an entitlement community 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.

Multi-Funded/Resource Fund – Revenue derived 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.

Enterprise Funds

Airport Fund – Revenue derived from the Federal Aviation Administration (FAA) and various grants. This money can only be used for approved capital projects. 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 10% match on FAA and grant funded projects.

Convention Center Fund – Revenues derived from rental fees at the Convention Center, ILL. Williams Theater, and Rotary Theater, and a contribution from the general fund. Funds are to be used only for Convention Center, L.J. Williams Theater, and Rotary Theater projects.

Wastewater – Revenues derived from Sanitary Sewer user fees and rates. Funds are to be used only for operations and maintenance, and improvements, including vehicle and equipment acquisitions related to collection and disposal of wastewater.

Solid Waste Fund – Revenue 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 oil continues to be used for capital replacements.

Transit Fund – Revenues derived from State Transportation Funds, Federal grants, and user fees. Revenue is to be used for transit operating and capital expenditures, such as buses and bus shelters. State and Federal grant funds are to be used for major projects such as the regional bus transfer facility and the operations maintenance facility.

Street Sweeping Fund – Revenue derived from residential and commercial street sweeping fees that are collected on the Solid Waste bill. Monies are to be used for operation, maintenance and improvements, including equipment and vehicle acquisitions related to sweeping of streets.

Internal Service Funds

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

Information Services Fund – This fund is supported by 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.

Fiduciary Funds

Parking In-Lieu Fund – Revenue derived from in-lieu fees paid by uses established within the central business district which do not provide required street parking spaces. The in-lieu fee is assessed in the amount of \$3,824.86 per space at the time of building permit issuance.

2.2 Water

Visalia's municipal water supply is derived primarily from groundwater, the source being runoff from Sierra snowmelt. Snowmelt soaks into the ground and slowly percolates into local aquifers. The City contracts with California Water Service Company (Cal Water), a private water service provider. Most potable water in the City is distributed by Cal Water. Although, there is at least one mutual water district located within city limits.

California Water Service Company (Cal Water) is the largest investor-owned American water utility west of the Mississippi River and the third largest in the country. Formed in 1926, the San Jose-based company serves more than 460,000 customers through 28 Customer and Operations Centers throughout the state. Cal Water acquired the Visalia district water system from the Visalia City Water Company in 1927. The Cal Water Visalia District primarily serves the City of Visalia, the community of Goshen to the west, and several unincorporated areas adjacent to the City of Visalia. It should be noted that Cal Water is not subject to a SOI determination, and is therefore exempt from the municipal service review requirement. Information regarding domestic water provided by Cal Water has been provided for informational purposes only.

Cal Water's Visalia District supply wells extract groundwater from the Kaweah Groundwater Subbasin. The Cal Water system includes 75 groundwater wells, about one third of which have auxiliary power for backup. There are 519 miles of main pipeline in the system, ranging in size from two inches in diameter to 12 inches in diameter. The Cal Water system includes two elevated 300,000 gallon storage tanks, an ion exchange treatment plant, four granular activated carbon filter plants and one nitrate blending facility. These facilities are in place to provide Cal Water's customers with safe drinking water of a quality and quantity to meet State and Federal drinking water standards.

Cal Water maintains and upgrades its facilities to ensure a reliable, high-quality supply. In 2007 and early 2008, Cal Water installed 12,000 feet of ductile-iron water main on Mooney Boulevard, replaced 500 feet of main and services in other locations, added a hydrant on Carl Drive, and upgraded four other hydrants. During the last year, they constructed three new wells and a treatment system. Construction of two 1-million-gallon storage tanks is planned in the near future.

In addition to the system serving the City of Visalia, Cal Water also operates three other small systems in the Visalia area, defined as Oak Ranch, (wells with distribution pipeline), Post Mitts (two wells with distribution pipeline), and Fairway (well with distribution pipeline). These systems are within Cal Water's Visalia District system, but are outside of Visalia city limits.

Cal Water operates as a private utility with rates to its customers set and regulated by the California

Public Utility Commission. Cal Water's drinking water must meet standards set by the federal Safe Drinking Water Act and the California Safe Drinking Water Act. The California act authorizes the California Department of Public Health to protect the public from contaminants in drinking water by establishing maximum contaminants levels that are at least as stringent as those developed by the U.S. EPA. Cal Water operates within these federal and State requirements and must meet reporting and operating requirements as regulated by the California Department of Public Health. According to the last Department of Public Health 2010 Water Quality Report, the Visalia district met or surpassed all primary and secondary water quality standards during this reporting period.

The system serves an estimated population of 136,270 which could grow to 238,980 by 2030 according to the adopted "California Water Service Company, 2007 Urban Water Management Plan - Visalia District." (UWMP) Cal Water estimates it is serving 39,205 residential, commercial, and industrial customers in 2010, with an expected growth to 61,404 customers by 2030.

According to the UWMP, Cal Water had an estimated capacity to pump 105,668 acre-feet per year in 2010, all from groundwater. This maximum pumping capacity is expected to remain relatively constant through 2030. The UWMP indicates the pumping capacity at this level will continue to keep up with the demand requirements through 2030 and beyond. The water volume projected to be pumped based on recent estimates of demand is 37,220 acre-feet per year for 2010. Cal Water's recent estimates also indicate a relatively uniform growth rate of 57,364 acre-feet per year by the year 2030.

Table 2-1 below shows the annual estimated demand for the mix of uses in the Cal Water System for the years 2010, 2020, and 2030.

<i>Customer Type</i>	<i>Projected Number of Customers 2010</i>	<i>Projected Annual Demand (2010 Acre-feet)</i>	<i>Projected Number of Customers 2020</i>	<i>Projected Annual Demand 2020 (Acre-feet)</i>	<i>Projected Number of Customers 2030</i>	<i>Projected Annual Demand 2030 (Acre-feet)</i>
Single Family Residential	34,498	24,324	44,160	31,137	55,165	38,896
Multi Family Residential	439	2216	562	2837	702	3544
Commercial	3547	4913	3954	5476	4407	6104
Industrial	68	926	76	1043	86	1175
Government	574	1670	734	2138	917	2671
Other	79	270	101	345	127	431
Unspecified	N/A	2900	N/A	3668	N/A	4542
Total	39,205	37,219	49,587	46,644	61,404	57,363

Source: Cal Water Submittal to the City of Visalia, April, 2010

As seen in Table 2-1 growth is expected in each of the service types with residential and government demand growing at more than twice the rate of the commercial and industrial sector. In fact, Cal Water projects 57 percent more service connections in 2030 compared to 2010, with overall demand expected to be 54 percent higher than 2010. Recent legislation requires a 20 percent reduction by 2020.

In general, the system is described as a looped water distribution system with deep wells spaced throughout a distribution pipeline grid system. The deep well and pipeline grid has expanded with the growth of the City. Because of the flat topography, the entire system is in one pressure zone, with wells spaced throughout the system. Modeling analysis done for the "Water Supply and Facilities Master Plan" indicate the grid system pipe sizes and well spacing have kept normal operating pressures in the system above 40 pounds per square inch (psi) and fire flow pressure residuals at fire hydrants above 20 psi.

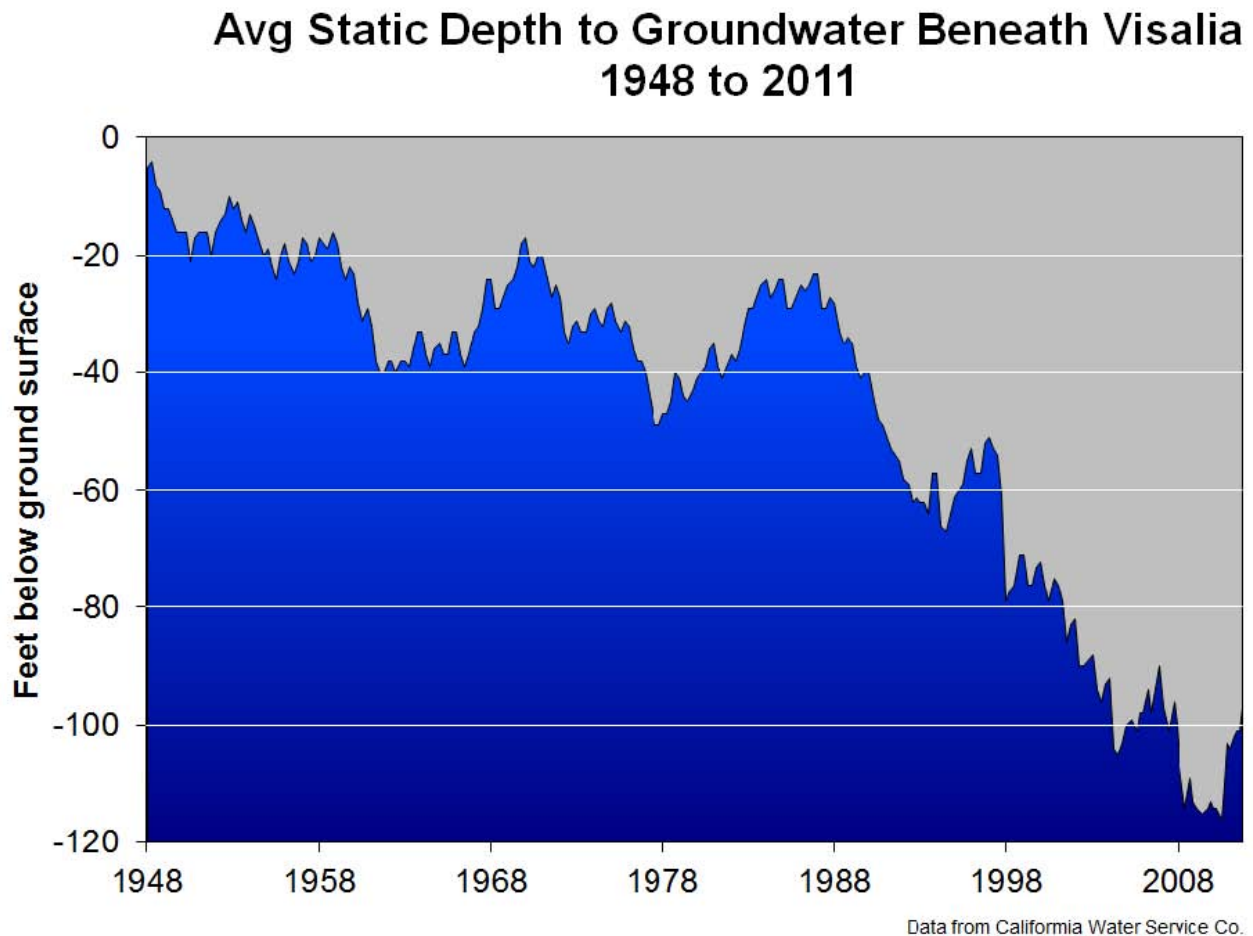
The Cal Water Visalia District completed a comprehensive *Water Supply and Facilities Master Plan* (Boyle Engineering) in February 2005. According to Cal Water, the document is updated in 10-year increments. The master plan program is intended to proactively address the service needs of the existing customers in light of potential water quality and quantity issues as well as address expansion to the system to meet projected future growth. The master plan has a study area consistent with the City's UGB.

SB 610 and SB 220 amended state law, effective January 1, 2002, to improve the link between information on water supply availability and certain land use decisions made by Cities and Counties. SB 610 and SB 220 are companion measures, which seek to promote more collaborative planning between local water suppliers and Cities and Counties. Both statutes require detailed information regarding water availability to be provided to the City and County decision-makers prior to approval of specified large development projects. Both statutes also require this detailed information be included in the administrative record that serves as the evidentiary basis for an approval action by the City or County on such projects. Under SB 610, water assessments must be furnished to local governments for inclusion in any environmental documentation for certain projects (as defined in Water Code 10912) subject to the California Environmental Quality Act (CEQA). Under SB 220, approval by a City

or County of certain residential subdivisions requires and affirmative written verification of sufficient water supply.

The City is in a watershed where the groundwater supplies are over-drafted, which means more water is being withdrawn from the ground for use than is being replenished. There is a particularly large cone of depression under the City, because virtually all the City's water comes from groundwater sources. Consequently, groundwater levels will continue to drop and it will cost more to provide water in the future. As you can see from the data in Figure 2-2. The Visalia City Council has previously expressed interest in looking at ways to enhance the water supplies that serve the City.

Figure 2-2 Historical Water Levels for the City of Visalia



Source: California Water Service Co.; City of Visalia Natural Resource Conservation Division.

The City has three funding sources for its Groundwater Recharge Fund, as follows:

In August 2005, the City adopted a groundwater overdraft mitigation ordinance, which assesses impact fees upon new development and a volumetric fee upon existing urban water supplies to fund activities and projects to mitigate the impacts on groundwater overdraft. The fee is calculated on a per/acre basis. The current fee is \$1,094/acre. Such activities include, but are not limited to, acquisition of surface water rights and surface water supplies; development of groundwater recharge facilities; reconfiguration of storm water facilities designed to retain as much storm water as possible

within and near the City; enhancement of cooperative programs with local water management agencies and companies; development of more efficient water delivery systems. These efforts demonstrate the City's ability to continue to implement long term water supply solutions even though they are not the direct supplier of domestic water to City residents.

The Groundwater Recharge Fee was created in 2001. This fee is collected as part of the monthly City utility bill, and is based on the size of the water service line. It provides funding to Kaweah delta Water Conservation District and the City groundwater recharge projects. The Groundwater Impact Fee was adopted in 2006 and requires all municipal water suppliers serving the City to pay a groundwater impact mitigation fee (currently \$14/acre-foot) of water pumped.

As discussed in the previous section, the City of Visalia has a capital improvement fund set up for underground water recharge. The City has set aside annual funding as a part of the capital improvement program 2010/11-2015/16, for the purchase of water rights and water supply for groundwater recharge. Water rights could potentially be purchased from any surface water sources from which land within, or annexed into the City has rights attached thereto, including creeks, rivers, irrigation ditches, or reservoirs.

The City's Municipal Code contains a *Water Conservation and Landscape Ordinance*, which outlines specific policies pertaining to the conservation of potable water and the State-mandated water efficient landscape ordinance. The landscape ordinance does the following:

- Promotes efficient use of water
- Promotes erosion prevention
- Offers fire protection
- Replaces ecosystems lost to development
- Establishes a structure for planning, designing, installing, maintaining and managing water efficient landscapes.

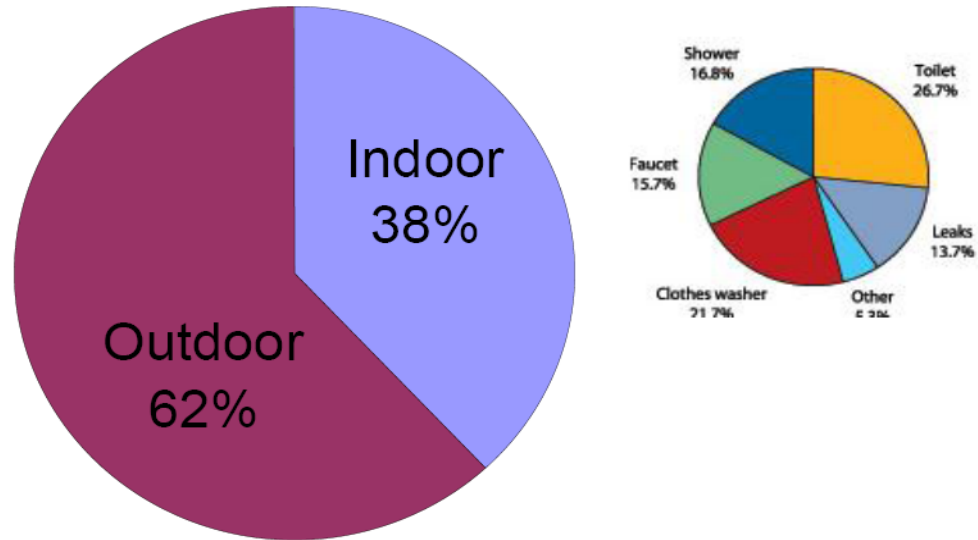
The intent of the Water Conservation Ordinance is to minimize outdoor water use and control unnecessary consumption of the city's potable water supply. Of the four water conservation stages the city is currently at stage three. The Specific stages of the *Water Conservation Ordinance* include the following:

- Prohibition on Water Waste
- Voluntary Compliance – Water Alert
- Mandatory Compliance – Water Warning
- Mandatory Compliance – Water Emergency

Employees of California Water Service Company are authorized by the ordinance to issue written notices of violations outlined in the above stages, but are not authorized by law to issue citations for violations. Despite the fact the City is not the direct domestic water supplier for its residents the City continues to make significant efforts to ensure that the long term water supply needs of the City continue to be addressed. City officials have indicated that they are studying the feasibility of various alternatives of implementing a City owned domestic water system.

Figure 2-3-Estimated Residential Water Use

Estimated Residential Water Use



- Swimming pool also use significant water
- Cool season turf (e.g., fescue) uses the most water

Source: DWR / Pacific Institute

Source: City of Visalia Natural Resource Division

2.3 Drainage Infrastructure

The City of Visalia provides storm-water collection, and disposal services throughout the City. The City operates and maintains a vast municipal storm drainage system that consists of drainage channels, 23 detention and retention basins, 33 pump stations and 250 miles of pipe. Historically, runoff was disposed of by directing it to the natural creeks, rivers and irrigation ditches that flow through the City including the St. John's River, Mill Creek, Packwood Creek, Modoc Ditch, Evans Ditch and Persian Ditch. To mitigate the increased runoff due to urbanization, the City has invested thousands of dollars in the purchase of land and the construction of permanent retention basins⁸

The City has a *Storm Water Master Plan and Management Program* in place that was adopted in 1994. The plan is a comprehensive document providing several informational and planning aspects, including but not limited to the following,

- Inventory of Existing Drainage Infrastructure
- Basis of Design
- Storm Water Management Alternatives
- Entitlement Flow Management Alternatives
- Proposed Improvements
- Cost Estimates and Capital Improvement Plan
- Financing
- Water Quality Measures

The City of Visalia's storm drainage management plan includes mapping, land use, and system inventory study of the area to the 2020 Urban Development Boundary (35,000 acres). Holding ponds at pump stations provide an opportunity for settlement, with the ultimate discharge of large holding ponds on the west side of town. Where retention basins are not feasible, the City will require developers to build temporary drainage basins to detain storm water runoff for later disposal. Many of these retention basins incorporate water quality features for environmental restoration and preservation.

The City, in conjunction with Kaweah Delta Water Conservation District, continues to develop ways to increase groundwater recharge capabilities. These efforts include use of the City's existing storm water basins as surface water layoff basins for groundwater recharge. Some of this effort is discussed in a document called "Phase I Storm Water Master Plan, City of Visalia," prepared for the City and Kaweah Delta Water Conservation District in December 2005. Shared use of facilities including creeks and ditches through the city, as well as upstream basins and downstream basins, are discussed and proposed for dual use to the benefit of both groundwater recharge and storm water protection. The Phase II portion of the Storm Water Master Plan will need to take the Phase I recommendations into account as the extent of proposed improvements are evaluated in conjunction with the General Plan update.

It is expected that over time, storm water treatment measures will become more important. Low Impact Design measures are already being proposed in some areas of the city, and this will likely be replicated to some degree throughout the city with increased demand for higher quality storm water discharge and the need to reduce storm water impacts with higher density development.

⁸ Storm Water Management Program November 2005

The City continues to expand and improve its drainage infrastructure as new development occurs within the City. The City accomplishes this through the implementation of the *Storm Water Master Plan and Management Program*. Funding for drainage infrastructure improvements is derived from development impact fees (for new drainage facilities), and a drainage utility fee of \$0.75 per month for all developed properties (for maintaining existing facilities). The City has two capital funds set up for storm sewer improvements, one for new facilities, and one for correcting existing deficiencies as outlined in the *Storm Water Master Plan and Management Program*. Several capital storm water infrastructure projects are programmed in the current City of Visalia capital improvement program (CIP), providing evidence that the City is working towards the full implementation of the *Storm Water Master Plan and Management Program*. The City's CIP should be referred to for a complete list of the capital improvements programmed through FY 2016

2.4 Wastewater Collection, Treatment, and Disposal

As previously mentioned, the increase in water demand has resulted on overdraft of the City's groundwater basin. The City owns and operates a Water Conservation Plant (WCP), located west of Highway 99 and south of Highway 198. Presently, the WCP's permitted capacity established by the Regional Water Quality Control Board is 20 million gallons per day. As of the beginning of 2010, the plant operates at an average daily flow of 13 million gallons per day with effluent treated to a secondary treatment level, disinfected then discharged into Mill Creek and/or stored in basins owned by the City. Currently, the treated effluent from the WCP is discharged to Mill Creek under Waste Discharge Requirements Order No. R5-2006-0091, issued by the California Regional Water Quality Control Board, Central Valley Region. Among other requirements, this order limits the WCP discharge to an average flow of 20 million gallons per day, which is 2 million gallons per day below the rated capacity of the existing treatment plant. The order further requires that the ammonia concentration in the discharge be reduced to 0.025 mg/L by March 25, 2011.

The Visalia Water Conservation Plant 2008 Master Plan identified the potential of recycled water reuse for irrigation of the Valley Oaks Golf Course, Highway 99 and 198 interchange and the local airport. Potential for recycled water reuse was further identified for irrigation of additional parks and agricultural lands within the City as well as a water exchange with the Tulare Irrigation District. The City intends to upgrade the Visalia Water Conservation Plant to produce recycled water suitable for the identified reuses in conformance with State regulation with a plant capacity of 22 million gallon per day. The capacity of the plant could be expanded further to 26 million gallons per day. These capacity levels will require further evaluation as proposed development is considered with the General Plan Update.

The City has plans to discontinue the discharge to Mill Creek and divert the plant discharge to City owned Basin No. 4. Basin 4 is a 160 acre settling basin located several miles west of the WCP. Visalia, in anticipated more stringent limitations for nitrogen concentration in the WCP discharge for disposal by percolation, will also include de-nitrification of the plant effluent.

The Sewer System Master Plan for the City was completed in February 1994. The Citywide system was divided into eight service areas based on proposed and existing sewer trunklines. The proposed improvements in the Sewer System Master Plan were also divided according to three growth rings established for the 2020 Land Use Element of the General Plan. The City has used this information to aid in the development of its Capital Improvement Program for sanitary sewer facilities in subsequent years. The City, in the last several years, has done additional follow up analysis as growth patterns have changed since 1994. Therefore, the Sewer System Master Plan is relatively up to date. It is

anticipated that some adjustments will be needed as proposed changes in land use are considered and adopted (See Figure 2-3).

Anticipated issues that will need to be addressed include the need to analyze and upgrade the Sewer System Master Plan to accommodate higher development densities within existing areas. For instance, the Downtown area has been a recent focus in this regard, with modeling and analysis done using proposed higher population densities. This has lead to a decision to increase the size of the Mineral King Avenue trunkline through the Downtown area. Other areas that are proposed for higher densities will need to be analyzed in a similar manner with similar results.

While the *Sewer System Master Plan* addresses current and future needs for the sewer collection system (pipelines and lift stations), the *Wastewater Treatment Master Plan Update* addresses current and future needs for wastewater treatment and disposal. The City is in the process of having a comprehensive update to the *Wastewater Treatment Master Plan Update* (which was adopted in 1993) prepared.

Table 2-2 shows the projected wastewater treatment plant loadings as identified in the 1993 *Wastewater Treatment Master Plan Update*. Average day maximum month flows are arrived at by considering average flows during the month in which the highest wastewater flows are encountered.

**TABLE 2-2
PROJECTED PLANT LOADINGS
CITY OF VISALIA WATER CONSERVATION PLANT**

Parameter	1995	2000	2005	2010	2015	2020
Quantity (MGD)						
Domestic	9.05	10.49	12.16	14.10	16.35	18.95
Industrial	1.60	1.68	1.77	1.86	1.95	2.05
Total (Avg.)	10.65	12.17	13.93	15.96	18.30	21.00
Avg. Day Max. Month Total	11.37	13.00	14.88	17.04	19.54	22.42
Quality (1,000 lbs./day)						
Avg. Day BOD ₅	45.32	50.10	55.61	61.81	68.81	76.83
Avg. Day SS	23.74	26.46	29.58	33.12	37.15	41.77
Avg. Day Max. Month BOD ₅	60.10	66.44	73.74	81.97	91.25	101.88
Avg. Day Max. Month SS	27.85	31.04	34.70	38.85	43.57	48.99

Notes: 1) Source: *Wastewater Treatment Master Plan Update* (John Carollo Engineers, 1993)

2) MGD = Million Gallons per Day

3) BOD₅ = 5-Day Biochemical Oxygen Demand

4) SS = Suspended Solids

The projected treatment plant loadings as indicated in Table 2-2 are based upon population projections outlined in the *Wastewater Treatment Master Plan Update*, as identified in Table 2-2 below (approximate values). The projected per capita flow is derived utilizing the average day maximum month flows outlined in Table 2-3, and projected population increases.

**TABLE 2-3
PER CAPITA FLOW PROJECTIONS
CITY OF VISALIA WATER CONSERVATION PLANT SERVICE AREA**

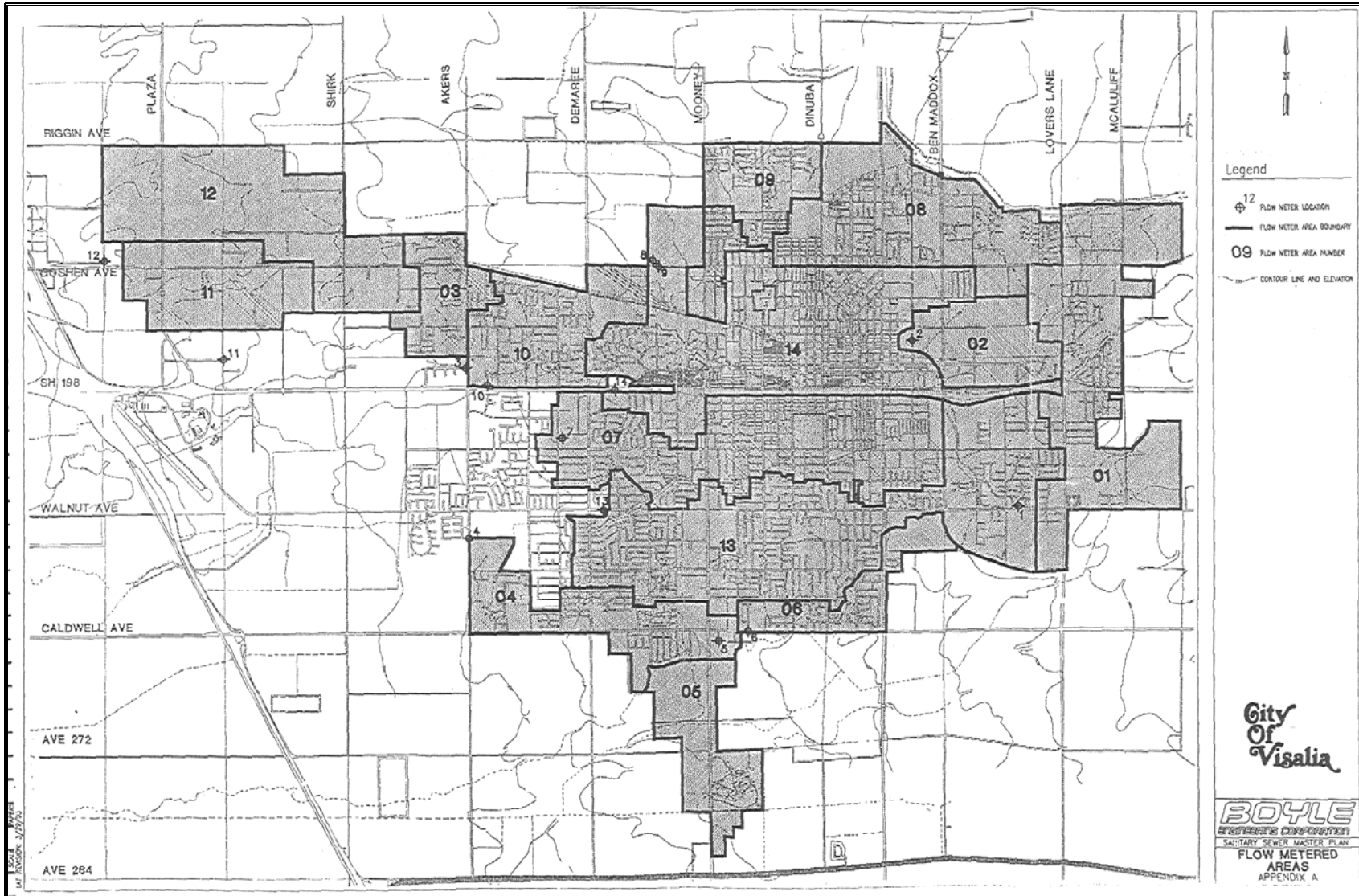
Year	Population	Per Capita Flow (GPD/Person)
1995	89,900	127
2000	104,200	125
2005	119,000	125
2010	140,000	122
2015	161,000	122
2020	188,300	120

*Notes: 1) Source: Wastewater Treatment Master Plan Update (John Carollo Engineers, 1993)
2) GPD/Person = Gallons per Day per Person*

Additional water conservation measures will likely cause reductions in average daily flows to the WCP. This will help delay the need for future expansions of the Water Conservation Plant and give the City potentially more flexibility in determining the types of development it deems appropriate. However, experience has shown that peak flows in the sewer collection system have not come down significantly. Peak flow is a key parameter in sizing of sewer trunk lines. Therefore, this will need to be taken into account as increased densities are proposed.

The City has a comprehensive capital improvement program that appropriates funds to construct sewer infrastructure projects on an annual basis. The City's Wastewater Fund, which is set up for operations and maintenance and improvements to existing facilities, provides funding for improvements to the VWCP. Capital wastewater treatment infrastructure improvements are programmed in the current capital improvement program (CIP), providing evidence that the City is working towards the full implementation of the *Wastewater Treatment Master Plan Update*. The City's current CIP should be referred to for a complete list of the capital improvements programmed through FY 2015-2016. Many of the sanitary sewer and treatment plant projects listed in the current CIP would provide additional capacity for developments occurring within the City's UGB and SOI.

FIGURE 2-3 – MASTER PLANNED SEWER SERVICE AREAS



Source: Sewer System Master Plan (Boyle Engineering Corporation, February 1994)

2.5 Streets and Roads

Regional Transportation

Routes of regional significance that serve the City of Visalia include State Route (SR) 198, SR 99, SR 216 (Houston Avenue east of Lovers Lane), SR 63 (Mooney Boulevard/Dinuba Road), Caldwell Avenue (Avenue 280), and Avenue 320. Western Visalia is served by four diamond interchanges along SR 198 at Plaza Drive, Shirk Road, Demaree Street, and Akers Street. Through central Visalia, SR 198 is straddled by the Noble Avenue, Mineral King Avenue one-way couplet, which includes freeway access at Mooney Boulevard, Johnson Street, Church Street, and Central Avenue. East of Ben Maddox Way, Noble Avenue, and Mineral King Avenue become two-way facilities. A hook ramp interchange exists along SR 198 just east of Ben Maddox Way, and provides access to Noble Avenue, and Mineral King Avenue.

The Tulare County Association of Governments (TCAG) has adopted the 2011 Regional Transportation Plan (RTP). The Regional Transportation Improvement Program (RTIP), which qualifies projects for the State Transportation Improvement Program STIP, is consistent with the RTP, and serves as the implementing document. The first RTP was written and adopted in 1975 with updates every two years and in 1999, the *California Transportation Commission* (CTC) amended the requirement to every three years. The 2011 RTP is based on regional transportation facilities and the proposed constrained improvements funded during the time frame of the Plan.

The 2011 RTP includes the following major chapters:

This RTP includes the following major chapters:

- Policy Element
- Action Element
- Financial Element
- Public Participation Summary
- Valleywide Chapter
- Goods Movement Chapter
- Environmental Impact Report
- Air Quality Conformity

The *2011 Regional Transportation Plan* identifies the following improvement projects as being programmed for *State Transportation Improvement Program* (STIP) funding over the next five years (2012/13-2016/17). Tulare County is proposing that the Regional Improvement Program (RIP) STIP shares be spent on improving the SR 99, SR 65, SR 198, SR 190, and SR 63 corridors.

The City assesses developer's traffic impact fees for street and road improvements. With the fees, the City is able to fund improvements on roads that are not programmed in the STIP.

General Plan Circulation Element Summary

The streets, roads and circulation patterns in the City of Visalia were studied as part of the *General Plan Circulation Element Final Environmental Impact Report (SCH EIR No. 1995032056)*, adopted by the City Council in February 2001. This information base provides an excellent foundation for evaluating the transportation issues in the City. The intent of the *General Plan Circulation Element* is to:

- Identify the transportation needs and issues within the City, as well as regional relationships which affect the City's transportation system;
- Describe the proposed circulation system in terms of geometric design elements, operating characteristics, and limits of operation, including current standards, guidelines, and accepted criteria for the location, design, and operation of the transportation system;
- Consider alternatives other than the single occupant vehicle as essential in providing services and access to facilities;
- Establish policies which coordinate the circulation system with planned land uses and provide direction for future decision-making in the realization of the Circulation Element goals;
- Develop implementation strategies and identify funding sources to provide for the timely implementation of the Circulation Element's recommendations.

The City's street network generally consists of a grid system of east-west and north-south arterials and collectors. In addition, Visalia provides local transit service through Visalia City Coach (VCC). A demand-responsive service is also available through the City's Dial-a-Ride program. The VCC won the 2004 Transit Excellence Award from the California Transit Association for its new Downtown Transit Center.

The City also owns and operates the Visalia Municipal Airport, which provides aviation services to approximately four fixed-base operators. One commuter airline provides passenger service at the airport to Los Angeles, Merced, and Las Vegas. Passenger rail service is currently provided via a feeder bus system that connects several Tulare County cities, including Visalia, to the existing Amtrak station located in the City of Hanford in Kings County. The City has adopted several ordinances and Master Plans aimed at alternative modes of transportation to relieve traffic congestion.

The *General Plan Circulation Element* outlines five goals defined as a vision of conditions related to public health, safety, or general welfare toward which the City directs planning and implementation. The five goals of the Circulation Element are quoted below.

- *Goal 1: "Provide an integrated transportation system for the safe and efficient movement of people and goods in the Visalia planning area. This system shall enhance the physical, economic, and social environment of the City."*
- *Goal 2: "Consider all modes of transportation as an integral component of the City's transportation system. These modes include mass transit (public and private bus, passenger rail, and taxi systems), air transportation, and non-motorized transportation (pedestrian and bicycle)."*

- Goal 3: “Develop and promote alternative transportation strategies designed to reduce vehicle trips and improve traffic flow.”
- Goal 4: “Participate in and assist with coordinating regional efforts which integrate the City’s transportation system with the 1998 Regional Transportation Plan (RTP).”
- Goal 5: “Plan and develop an efficient transportation system to promote the orderly development of Visalia.”

The *General Plan Circulation Element* outlines a variety of local, State, Federal, and private funding sources for its implementation. Local, State, and Federal funding sources as identified in the Circulation Element are identified below. The majority of funds generated from State and Federal sources are from gas taxes distributed through a variety of programs, acts, and grants.

Local Funding Sources

Airport Fund – An enterprise revenue account derived from airport user fees (such as hangar rentals and fuel sales) to fund airport operations and improvements.

General Fund – Unrestricted, discretionary funds for anything approved by the City Council. Its sources are sales and property taxes, motor vehicle in-lieu fees, business licenses, transient occupancy taxes, fees for services and interest earnings.

Redevelopment Funds – Monies for these funds are provided through tax increments generated in various project areas.

Transportation Impact Fees – Adopted in 1989, fees collected (when building permits are issued) for new street improvements and transportation facility expansion related to new growth.

Parking District – Fees collected on new and expanded development projects in the Central Business District and used to partially fund downtown area parking facilities.

Property Based Improvement District (PBID) – Downtown improvement district set up for promoting, landscaping, and parking improvements in the downtown area of the City.

Highway Users (Gas Tax) – Per capita allocations from motor vehicle gas tax monies placed on motor vehicle fuels for construction, improvements, and maintenance of streets and highways.

State Funding Sources

AB 2766 Program – Annual funds made available through the San Joaquin Valley Unified Air Pollution Control District (SJVUAPCD) for Clean Air Projects and Transportation Control Measures.

California Aid to Airports Program (CAAP) – a State and local government matching share program via grants based on priorities set in the STIP.

Flexible Congestion Relief (FCR) – A State funded program for regional or local transportation projects to reduce delay and congestion.

Local Transportation Fund (LTF) – Mass transit funds allocated by transportation planning agencies based on population.

State Transit Assistance – Funding for mass transit and transportation planning allocated to regional transportation planning agencies based on population and operator revenues.

Regional Transportation Improvement Program (RTIP) – List of proposed transportation projects submitted by TCAG as a request for State Funding – a four year planning document that is updated every two years.

State Transportation Improvement Program (STIP) – List of transportation projects, proposed in RTIP, which are approved funding by the California Transportation Commission (CTC).

Transportation Development Act (TDA) – The principal source of local funding for mass transportation programs – LTF and STA. The level of funds is subject to State-wide sales and fuel tax receipts.

Federal Funding Sources

Airport Improvement Program (AIP) – Based on allocating aviation-generated tax revenues for specified airport facilities on a local matching share basis.

Community Development Block Grant Program (CDBG) – Monies for this fund are provided through HUD under Title 1 of the National Affordable Housing Act to develop a viable community.

Federal Transit Administration (FTA) – Federal funding requiring local matching funds for:

- 49 U.S.C. 5309 – Funds projects which involve building a new fixed guideway system or extending an existing guideway.
- 49 U.S.C. 5303 – Planning components of transit operations such as short range and long range transit plans.
- 49 U.S.C. 5307 – Transit capital and operating assistance for urbanized areas.

Inter-modal Surface Transportation Efficiency Act (ISTEA) – A Federal program to fund highway, highway safety, and mass transportation projects that improve air quality and reduce congestion. ISTEA consists of a number of programs such as Congestion Mitigation and Air Quality Improvement (CMAQ), Surface Transportation Program, Minimum Allocation, etc.

Transportation Improvement Program (TIP) – Federally required document produced by RTPs listing investment priorities for transit-related improvements, mass transit, general aviation and highways.

The Department of Public Works is responsible for maintaining the City's street surfaces in a smooth and safe condition to the satisfaction of the traveling public, through general fund revenues. The City's comprehensive budget document identifies the following accomplishments for 2008-2010:

- Repaved City Parking Lot #2 (Center & Encina).
- Repaired Caldwell Ave. Bridge and McAuliff St. Bridge over Packwood Creek.
- Repaved Riggins Ave. / Demaree St. intersection.
- Repaired Ferguson Ave. from Demaree St. to Linwood St.
- Overlaid Linwood St. from Ferguson Ave. to Riggins Ave.
- Worked with contractor in placing rubberized cape seal on local streets.
- Repaired streets in several newly annexed county islands including Irma St., Robin Ave., Wren Dr., Westcott Ave. and College Ave.
- Maintained and serviced the City's over 110 signalized intersections to provide efficient movement of traffic throughout the city.
- Provided maintenance, repair or replacement to over 1,000 traffic signs per year to ensure safe guidance throughout the City.
- Maintained the existing striping within the City to provide guidance for vehicle, bicycle, and pedestrian traffic.
- Maintained over 20,000 street name signs by replacing faded, missing, or damaged signs to provide effective guidance throughout the city.
- Provided maintenance for the City owned street lighting systems.
- Responded to over 3,000 Underground Service Alerts (USA) a year which inform the public as to utility locations.

The following objectives are also outlined for the 2010-2012 budget cycle:

- Continue to maximize the use of funding sources other than the General Fund.
- Hire contractor to Chip Seal several local streets at an estimated cost of \$400,000.
- Hire contractor to Cape Seal several streets.
- Utilize the Pavement Management System for the City's short-term and long-term roadway maintenance program.
- Perform maintenance assessment survey of all City streets.
- Continue to maintain and service all City owned signalized intersections to provide efficient movement of traffic throughout the city.
- Continue to provide maintenance, repair, and replacement of existing traffic signs to provide safe guidance throughout the City.
- Continue to maintain the existing striping within the City to provide guidance for vehicle, bicycle, and pedestrian traffic.
- 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.
- Continue to respond to the Underground Service Alerts (USA) requests.

The City also has four capital funds (excluding the general fund) set up for street and road infrastructure improvements: The gas tax fund, transportation impact fee fund, transportation fund, and traffic congestion relief fund. Several major capital street and road infrastructure projects are

programmed in the City's capital improvement program (CIP). A partial list of these projects is provided below.

Gas Tax Fund FY 2010-2011 and 2011-2012

Railroad Crossing Upgrades-for use with projects associated with railroad crossings. Current projects planned include the Mooney/Goshen Traffic signal, Demaree/Goshen Traffic Signal and the construction of Oak Ave. from Tipton to Burke St.

Bike Plan Implementation. This annual project is to implement the most recent Bike Plan. This includes striping bike lanes and adding signs to improve safety for bicyclist and improve traffic flow for vehicles and bikes.

Downtown Street Lighting System- Design for replacement of street lighting on Center, Main & Acequia from Conyer to Burke (Multi-funded: Project total of \$398k from \$200k Gas Tax (1111) and \$198 Downtown Redevelopment (1921) Prior Year Funding.)

Install a traffic signal at the intersection of Center & Santa Fe- to accommodate the increased traffic volumes due to the development in the area due to the Transit Center and East Downtown development.

Transportation Impact Fee Fund

Betty Drive Improvements for grade separation improvements and widening. This project is lead by the County and will improve Betty Drive leading into the City's Industrial Park,. The City has committed to pay up to \$3.5m for the project, although if bids are below estimates then cost savings will be realized and City contribution will be reduced in proportion to share of project.

Traffic signal at Hurley Avenue & Shirk Road- The traffic signal will be constructed in conjunction with the widening of Shirk Street between Hwy 198 to just north of Hurley Avenue.

Widen Santa Fe St from K St to Noble Ave.- Widening will follow the Santa Fe Master Plan currently being drafted. This project may be split into two phases from 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.

Construct Chinowth from Goshen Ave to Houston Ave.- This project will complete the connection of Chinowth from Goshen Avenue to Houston. The project will include a railroad crossing and a signal at Goshen and Chinowth upon PUC approval.

Construct Tulare Ave- between Arroyo St (e of McAuliff) to Road 148 (Visalia Parkway) and extend Road 148 south approximately 1/4 mile towards Walnut. Tulare Ave will be built to a collector (84 ft) status roadway while Road 148 would be built to a half arterial (36ft).

Tulare Ave extension (Lovers Lane and Mc Auliff)-Acquire ROW and extend Tulare Ave between Lovers Lane and McAuliff. Tulare Ave will be a collector road and will provide another access route to the west from subdivisions around McAuliff St. south of SR 198.

Transportation Fund

Packwood Creek trail from RR to Cedar-Project will construct approximately 4,360 ft of trail along Packwood Creek and Walnut Ave. and includes some landscaping and irrigation. Staff applied for a CMAQ grant in January 2008. Project is contingent upon receipt of grant. Project total of \$400k is funded with Measure R (1132) Bike and Trail funds \$46k and CMAQ grant (1611) \$354k.

Monitor transportation system by traffic counts for Highway Performance Monitoring System. Implement project as part of Tulare County Association of Governments-Transportation Planning Agency work element (TCAG-TPA) (TCAG 605.01) Project is 80% funded by TCAG

Install a traffic signal at Santa Fe & Walnut Ave. Roadway improvements will be required to facilitate the traffic signal and lane configuration. Will replace existing all-way stop reducing traffic delays and air pollution. (Multi funded: Project total of \$300k funded with Measure R Regional (1133) \$45k prior year funding; and Congestion Mitigation Air Quality Grant (1611) \$255k.)

Traffic signal at the intersection of Demaree & Ferguson to accommodate the increased traffic volumes due to the development in the area. Prior to installation, additional ROW may need to be acquired. (Multi-funded: Project total of \$300k funded with Measure R Regional (1133) \$45k and Congestion Mitigation Air Quality Grant (1611) \$255k.)

Traffic Signal Interconnect- (12/13) Signal Synchronization Akers from Tulare to Whitendale, (Multi funded: Project total of \$71k from \$60k Congestion Mitigation Air Quality (CMAQ) grant (1611) and \$11k Measure R Regional (1133).

Traffic Congestion Relief Fund

Minor Asphalt Overlays-Placement of an asphalt overlay on local city streets citywide. This is a cost effective way to extend the useful life of a street with asphalt in minor stages of deterioration. Provides additional structure and strength to existing asphalt, and provides a smoother and safer traveling surface. Portions of this project may be contracted out depending on the size of each job. (Multit. funded: Project total of \$650k each year is funded from Prop 42 Traffic Congestion Relief (1613) in 2010-11 and 2011-12 and Gas Tax (1111) from 2012-13 onward.)

Traffic Congestion Relief money is required to be fully expended by June 30, 2012. Due to the State budget crisis, several projects programmed to receive STIP funding have been significantly delayed, and therefore, the City has had to prioritize which transportation projects to construct based on immediate needs, and funding shortages. Every year, the Citizens Advisory Committee conducts a public opinion survey to establish the public's satisfaction with City services and to obtain feedback on

timely issues. The 2010 public opinion survey indicates respondents rated street and road maintenance as the most important City service besides police and fire. Traffic flow was rated excellent with the exception of the North East due in large part to lovers lane 198 intersection. The survey found that in public opinion street lighting has improved from previous years.

In December of 2008, the Transportation Impact Fee was amended to better match the new Transportation Impact Fee program and to generate sufficient revenue to improve and construct a safe and efficient traffic circulation system. The City Council, adopted by resolution changes to Visalia Municipal Code, Chapter 16.44, to revise the Transportation Impact Fee program. The revised fee program, including a description of the facilities that the City plans to build using the funds from the fee program, is described in the report titled "Traffic Impact Fee Update Nexus Study", ("Nexus Study") prepared by Willdan Financial Services, dated November 13, 2008. The Nexus Study calculates a schedule of fees containing the revised Transportation Impact Fees for new development.

2.6 Fire and Police Protection Services

Fire

The purpose and responsibility of the City's Fire Department (VFD) is to provide the people of Visalia with fire protection, and other emergency services. The City of Visalia operates six fire stations of which five are staffed 24 hours a day, 365 days a year, and responded to approximately 11,000 calls in 2011. See table 2-4 for past department statistics. There are six fire companies, two aerial ladder trucks and four engines that cover an area of 34 square miles. Figure 2-4 shows a fire station location map.

All fire companies are staffed with a minimum of three personnel with one member being a paramedic. The Visalia Fire department staffs two Regional Specialty Teams- including Cal EMA Type I Haz Mat Response Team. There are a total of seventy two full time employees.

Table 2-4: Annual Fire Department Statistics

YEAR	2004	2005	2006	2007	2008	2009	2010
TOTAL CALLS	7809	8866	9625	10959	10443	10395	10606

Fire prevention is an important part of the Fire Department's work. The Department conducts weed abatement, enforcement programs, and does public education programs in schools and other venues. The Uniform Fire Code (UFC) is adopted by the City for the purpose of setting regulations governing conditions hazardous to life and property from fire, hazardous materials, or explosions. The fire Department's focus is on making sure that proposed projects will be adequately served by water and accessible to emergency vehicles during the plan check process. The fire department enforces the City's Hydrant Ordinance, which determines minimum spacing for fire hydrants. Street dimensions are scrutinized to ensure that space will be preserved for ladder trucks to be stabilized, and for emergency vehicles to turn around. Basic requirements in the City's subdivision ordinance include 52-foot

minimum right-of-way widths and a 53-foot turning radius for cul-de-sacs.

The City of Visalia has standard policies in place that apply to all buildings or sites (except single family or duplex dwellings).

Disrupted Service - Fire Protection Systems

When a fire protection system is out of service, a fire watch may be required.

Emergency Plan and Information

An emergency plan is required for all office buildings of two or more stories; for hotels, motels, and lodging houses; and for Group I, Division 1 and 2 facilities.

Fire Access Roadways

A fire lane is often required when buildings are located a distance from the public road. Usually this is designated when the building or complex is built. Fire lanes may also be found on streets when the road width limits access for emergency vehicles. These lanes must be maintained by the property owner.

Knox Box Requirements and Procedure for Ordering

A KNOX Box is a secure box that allows the Fire Department fast access to a building without causing damage. It is a secured box, installed near the entrance to the building that only the fire department has access to.

Premises Identification

City Ordinance and State law require the address of new and existing buildings. Numerals are to be visible from the roadway. This sometimes requires a sign at the roadway along with numbers on the building. Numbers are to be a minimum of 6" in height and on contrasting colors.

The City Council has adopted a permit process and fee schedule for certain regulated activities. The revenues generated from this program support the fire prevention division, and the hazardous materials response team.

The hazardous materials division (Haz-Mat 1) of the VFD responds to accidents involving hazardous materials, and ensures the welfare and safety of those in danger. Haz-Mat 1 is housed at fire station 3, where all the personnel are trained as Haz-Mat specialists and Haz-Mat technicians. Past statistics regarding VFD fire and emergency responses are provided in Table 2-5.

FIGURE 2-4 – FIRE STATION LOCATION MAP SOURCE: CITY OF VISALIA

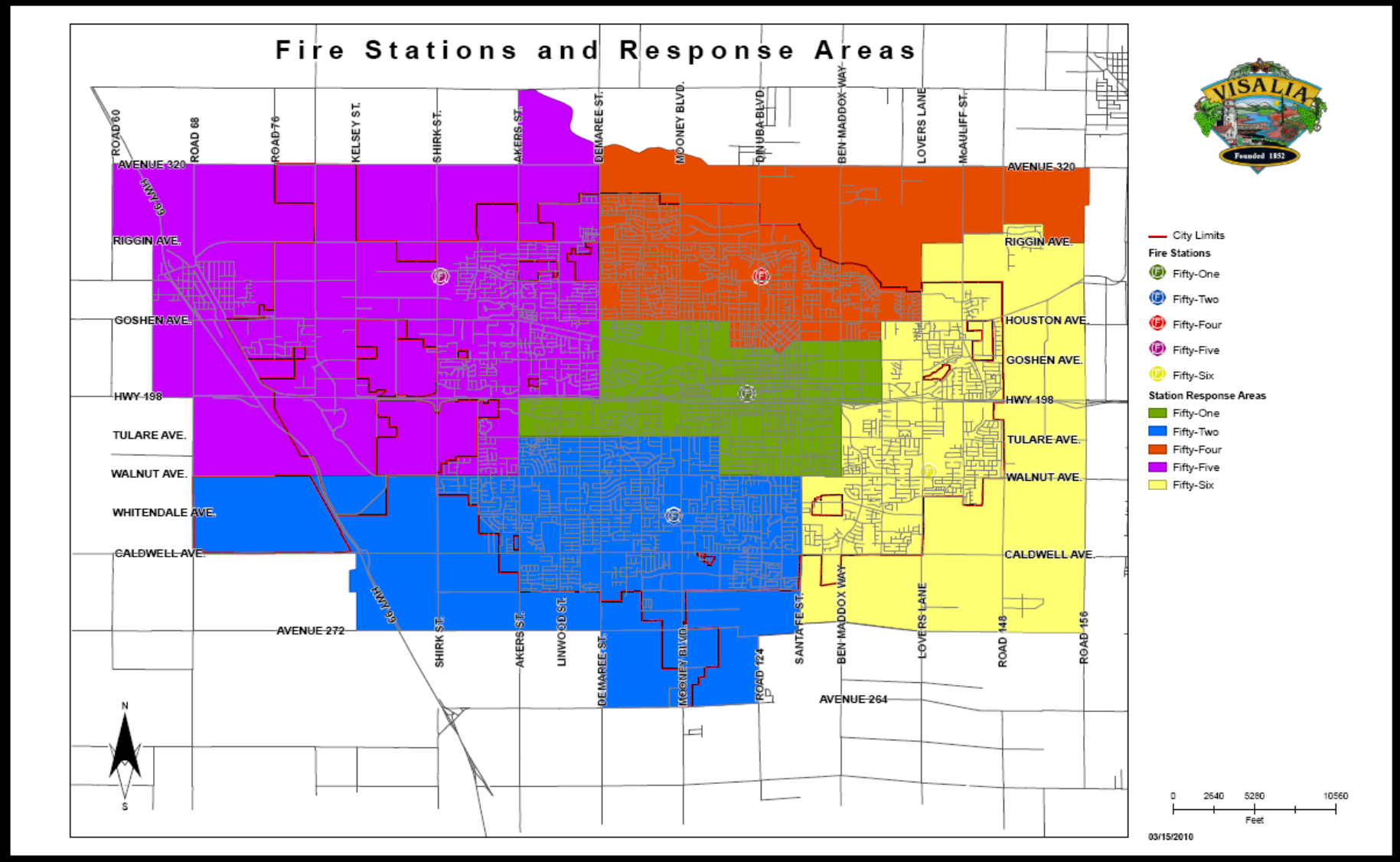


TABLE 2-5

NON-FIRE	2006	2007	2008	2009	2010	2011
EMS / RESCUE	6457	6805	6971	6185	6609	6772
HAZARDOUS CONDITION	825	1582	1107	1397	1106	1378
SERVICE CALLS	472	536	479	433	428	452
GOOD INTENT	955	1094	965	1538	1657	1831
FALSE CALL / NO MERIT	312	334	299	287	303	299
SEVERE WEATHER	7	5	15	0	34	7
OTHER	14	12	8	87	14	5
UNDETERMINED	1	2	0	0	0	0
TOTAL NON-FIRE	9043	10370	9844	9927	10151	10744
FIRE ALARMS	2006	2007	2008	2009	2010	2011
STRUCTURE FIRES	175	171	134	112	104	137
VEHICLE FIRES	118	116	100	92	86	100
GRASS AND VEGETATION FIRES	124	127	154	70	100	116
TRASH AND DUMPSTER FIRES	145	167	201	138	143	107
RUPTURE / EXPLOSION	20	8	10	0	8	6
OTHER	0	0	0	44	14	31
TOTAL FIRES	582	589	599	456	455	497
TOTAL CALLS	9625	10959	10443	10395	10606	11241
TOTAL FIRE LOSS \$\$	\$3,518,915	\$2,012,245	\$4,199,980	\$4,218,470	\$4,623,410	\$5,756,587

VFD CALL RESPONSE STATISTICS

- Notes: 1) EMS/Rescue: Medical, vehicle injuries, extrications, etc.
2) Hazardous Condition: Haz-Mat, electrical, gas/oil spills, power lines down, etc.
3) Service Calls: Police assist, leaks, smoke removal, other public service
4) Good Intent: Steam/barbeque mistaken for smoke, odor of smoke, cancelled en route
5) Source: <http://www.ci.visalia.ca.us/>

As indicated in Table 2-5, the total number of fires went down from 2006 to 2011. There was a slight increase between 2009 and 2011. While the actual number of fires decreased over the last five years, the total number of calls increased. It is likely that the increase in call volume is proportional to the amount of growth within the City. The increase in total fires from 2009 to 2011 may be due to the increase in growth.

The City passed Measure T (which became effective July 1, 2004), a local ¼-cent sales tax increase that is to be used solely to enhance and expand public safety services and facilities. The Measure T implementation plan would be implemented over a 20-year period, and with regard to fire protection, would add 18 more firefighters, and 2 new fire stations. Forty percent of the funds generated from Measure T would be allocated to fire protection services, while sixty percent would be allocated to police protection services, including a new 911 headquarters. The passage of Measure T helps offset

funding capital projects with contributions from the general fund. Measure T is expected to generate \$4.5 million annually.

The City has one capital fund, which includes contributions from the general fund, revenue generated from developer fees, and a portion of funds generated from Measure T, set up for new fire department facilities and equipment (excluding operation and maintenance costs which are derived directly from the general fund).

Police

The mission of the Visalia Police Department (VPD) is to provide quality police services, in a partnership with the community, through the effective and responsible use of resources. The City's Police Department Headquarters Office is located at 301 S. Johnson Street, near Fire Station No. 1. In addition to the headquarters police station located downtown, the VPD has established three other satellite community service center offices: The Ferguson Street Center (District 1) located at Fire Station No. 4 at N. Dinuba Boulevard; the Visalia Mall Office (District 2) located at Mooney Boulevard and Walnut Avenue; and the Mary's Vineyard Office (District 2) located at Noble Avenue and Ben Maddox Way.

The Visalia Police Department consists of three Divisions: [Administration Division](#), [Operations Division](#), & the [Operations Support Division](#). These divisions are funded through general fund revenues. Found within separate funds are Narcotics Forfeiture, State Citizens Option for Public Safety grant (COPS), and the Federal Local Law Enforcement Block Grant (LLEBG).

The Administrative Services Bureau provides direct service to the public, support services to the other bureaus within the VPD, and directs the Youth Services unit. Some functions of Support Services include fiscal matters, processing reports, arrest warrants, and evidence; coordination of police fleet vehicles and dispatching services for police and fire. Administrative Services has a \$29 million annual budget, which includes numerous grants. The Visalia Police Department is in the process of phasing its current Ford Crown Victoria police vehicles and has selected to replace them with the Dodge Charger model shown below.

The Personnel & Training Unit is responsible for handling all Police Department personnel-related matters including mandated trainings, hiring/recruitments, internal affairs, etc. The Unit is comprised of a Lieutenant, Sergeant and Administrative Technician.

The Operations Division is comprised of the Special Enforcement Bureau & Patrol Bureau. The Department's Special Enforcement Bureau consists of the Gang Suppression Unit & Narcotics Unit. The Department's Patrol Bureau is divided into two Districts; District 1 & District 2. Also within the Patrol Bureau are units which include the Traffic Unit, Field Training Unit, and K9 Unit, which is overseen by the Night Watch Commander.

The Patrol Bureau provides 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 within the community.

The Traffic Unit provides traffic enforcement, accident investigation, and safety education programs to promote safe vehicular and pedestrian traffic in the community, reducing traffic injuries and property damage caused by traffic collisions.

The Operations Support Division consists of the Investigations Bureau & Support Services Bureau. the Investigations Bureau which includes the Crime Analysis Unit, Crime Lab, Property & Evidence Unit, Property Crimes Unit and Violent Crimes Unit. The Support Services Bureau includes the Communications Unit & Records Unit.

The Communications Unit is responsible for the receipt, disposition, and the documentation of telephonic/radio calls in both routine & emergency matters for the Police/Fire Departments. The Unit is also responsible for handling all "9-1-1" calls generated within the City.

The Communications Unit is currently staffed with 1 Communications Supervisor, 23 full-time Communications Operators & four hourly Call Takers who answer & process seven emergency (911) lines, 15 non-emergency lines, & several radio frequencies. The Communications Center is open 24-hours each day, 365 days each year.

The Investigations Bureau provides thorough follow-up investigation of adult and juvenile crimes committed in the City. The Property Crimes Unit, Narcotics Unit, and the Violent Crimes Unit operate within the Investigations Bureau.

Personnel costs include salaries/wages and employee benefits. Operational expenses include employee related expenses, operating supplies, special departmental supplies, outside services, and utilities/fuels/oils. Other expenses include capital equipment, and internal services. The City has one capital fund, the police impact fund, which includes contributions from the general fund, revenues generated from developer fees, and a portion of the revenue generated from Measure T for capital police protection projects. Revenue is used for new police department facilities and equipment (excluding operation and maintenance costs that are derived directly from the general fund). Capital projects funded (fully or partially) by the police impact fund are identified below.

Police Impact Fund

The 2010-11 Impact Fee Report provides information on Impact Fee Funds including the Police Impact Fund. The report indicates that the fund is paying for dispatch studies being done and repayment of an advance from the General Fund for previous capital projects, such as the two police precincts. The balance of the loan as of June 30, 2010 is \$441,520. On October 17, 2011, Council decided to move forward with the new Dispatch Communication Center, when plans are ready it will be brought back to Council for approval to appropriate more funds.⁹

The VPD staffs 124 full-time sworn officers, and 53 non-sworn positions. The City's police force also includes 11 reserve officers, 52 volunteers, and 8 chaplains. The VPD services a 2010 jurisdictional population of 125,971, the VPD has a sworn officer to population ratio of approximately 1:870. Crime statistics for the City are shown in Table 2-6.

⁹

**TABLE 2-6
CITY OF VISALIA CRIME STATISTICS**

SOURCE: [HTTP://WWW.CI.VISALIA.CA.US/](http://www.ci.visalia.ca.us/)

OFFENSE CLASSIFICATION	2006	2007	2008	2009	2010
Criminal Homicide	8	12	11	10	6
Murder/Non-Negligent Manslaughter	8	12	11	9	6
Manslaughter by Negligence	0	0	0	1	0
Forcible Rape	50	38	48	53	26
Rape by Force	43	33	44	49	24
Attempts to Commit Forcible Rape	7	5	4	4	2
Robbery	213	157	194	185	176
Firearm	87	46	69	77	69
Knife or Cutting Instrument	21	11	21	17	12
Other Dangerous Weapon	15	12	12	20	29
Strong Arm	90	88	92	71	66
Assault	1822	1719	1609	1679	1653
Firearm	239	152	108	68	72
Knife or Cutting Instrument	80	63	94	83	93
Other Dangerous Weapon	254	213	188	210	174
Hands, Fists, Feet - Aggravated	27	36	36	39	30
Other Assault (Simple)	1222	1255	1183	1279	1284
Burglary	1368	1109	1238	1261	1237
Forcible Entry	668	549	615	701	622
Unlawful Entry - No Force	587	461	498	437	475
Attempted Forcible Entry	113	99	125	123	140
Larceny - Theft	3816	3339	3775	3348	3501
Motor Vehicle Theft	1281	761	707	528	600
Autos	1019	563	494	372	451
Trucks and Buses	214	168	162	114	105
Other Vehicles	48	30	51	42	44
Total	8558	7135	7582	7064	7199
Percent Difference		-17%	6%	-7%	2%
Arrests	2006	2007	2008	2009	2010
Adults	5961	5832	5186	5269	5214
Juveniles	1364	1706	1583	1254	1193
Total	7325	7538	6769	6523	6407
Percent Difference		3%	-10%	-4%	-2%
	2006	2007	2008	2009	2010
Population	111168	117744	121498	123670	125971
Percent Difference		6%	3%	2%	2%

Calls for Service	2009	2010	% DIF
Police	111,214	113,424	2%
Fire	11,084	11,714	5.6%
SPCA	9,238	10,459	13.2%
TOTAL CFS	131,536	135,597	3%
Police 911 Calls	55,823	59,161	5.9%

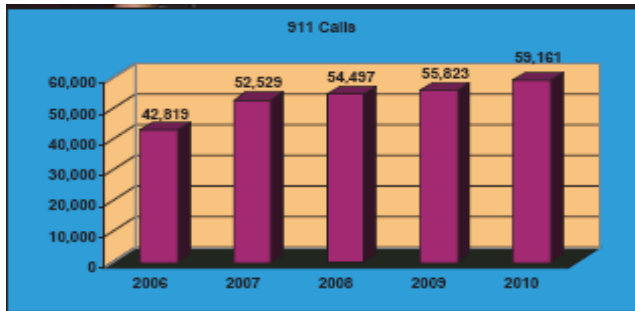


FIGURE 2-5: SOURCE: [HTTP://WWW.CI.VISALIA.CA.US/](http://www.ci.visalia.ca.us/)

As indicated in Table 2-6, the total number of service calls increased between 2009 and 2010 while the total number of reported crimes increased by 2%. It is likely that the increase in call volume is proportional to the amount of growth within the City. Person crimes include homicide, rape, robbery, and aggravated assault. Property crimes include burglary, grand theft, and vehicle theft. All years since 2006 have had lower total crimes statistics than 2006. The VPD had a total of 135,597 calls for service in 2010 with a 3 % increase from 2009. Out of the total calls for service 59,161 have been 911 calls, an increase of 5.9% from 2009 (Figure 2-5).

2.7 Solid Waste Disposal

Solid waste collection service is provided by the City, while disposal services are provided through Tulare County via area landfills. The City provides split containers for residential trash and recycling, and green waste containers for residential green waste and compostable materials. The City also actively encourages commercial recycling and provides refuse, green waste and recycling bins or boxes to the commercial accounts it services. As of 2006, Visalia also has a construction and demolition debris recycling and reuse plan requirement.

City ordinance requires that all residents must bag their garbage, for rodent control, and must recycle. If the green waste and/or recyclable side of the split container are contaminated with garbage, the container is tagged and will not receive service. A comprehensive flyer is provided by the City to inform customers of guidelines for waste collection.

In 1989, the State of California passed the Integrated Waste Management Act. Assembly Bill 939 (AB 939) required all cities and counties to implement programs to reduce landfill tonnage by 25% by the end of 1995, and 50% by the end of 2000. In 2009, AB 737 amended the Integrated Waste Management Act to require CalRecycle to adopt programs to increase statewide diversion to 75 percent by 2020. AB 737 also addresses recycling in the largely under-served commercial sector.

The Consolidated Waste Management Authority is a joint powers authority that is recognized by the State and collectively manages the solid waste recycling and diversion activities for 8 local area members including Tulare County, Tulare, Visalia, Dinuba, Exeter, Farmersville, Lindsay and Porterville. Originally, the Integrated Waste Management Act required jurisdictions to divert 50 percent of their waste in the year 2000. Jurisdictions implement the combination of waste prevention, reuse, recycling, and composting programs that best meet the needs of their community while achieving the diversion requirements of the Act. SB 1016, Wiggins, Chapter 343, Statutes of 2008 passed in 2008, introduced a per capita disposal measurement system that measures the 50 percent diversion requirement using a disposal measurement equivalent. In 2010, California's statewide disposal was 30.4 million tons and population was 37.2 million residents. This resulted in a per resident disposal rate of **4.5 pounds/resident/day** calculated using SB 1016's measurement system.

This rate remained unchanged from 2009.

Table 2-7 shows the collection efforts of the City of Visalia and a comparable PPD calculation. It can be seen that the City's effort has resulted in a decrease year to year between 2006 and 2009. Although the rate remained unchanged from 2009 to 2010 it is still below the 4.5 pounds/resident/day required by SB 1016 (note that there is no established benchmark for the City of Visalia so a determination cannot be made as to whether or not the City of Visalia is meeting State goals for diversion on its own).

Table 2-7

<i>Year</i>	<i>Total Waste Tonnage Collected</i>	<i>Population</i>	<i>PPD₁</i>
2009	70,844.22	123,670	3.1
2008	72,917.29	120,958	3.3
2007	79,614.62	117,138	3.7
2006	81,758.65	110,488	4.1

1. Calculated as pounds of waste per year/365/population.

Source: City of Visalia, 2010

The Tulare County Resource Management Agency manages solid waste disposal in accordance with the Tulare County Integrated Waste Management Plan. Programs include household hazardous waste disposal, electronics recycling, tire recovery, yard waste recycling, metal recycling and appliance recovery programs. The county landfills approximately 300,000 tons of waste per year, which is equivalent to about 5 pounds per person per day or one ton per county resident per year.

The County operates three landfills or solid waste disposal sites. These three facilities are the Visalia Landfill, northwest of Visalia; the Woodville Landfill, southeast of Tulare; and the Teapot Dome Landfill, southwest of Porterville. The County also operates seven transfer stations. The transfer stations are located in rural areas for the convenience of the people who live near them and do not accept large volumes of waste. The county does not provide waste collection services. The seven transfer stations and approximate locations are listed below:

- Badger Transfer Station, east of Badger
- Balance Rock Transfer Station, north of Balance Rock
- Camp Nelson Transfer Station, northeast of Camp Nelson
- Earlimart Transfer Station, north of Earlimart
- Kennedy Meadows Transfer Station, near the Inyo County line in southeast Tulare County
- Pine Flat Transfer Station, north of Pine Flat
- Springville Transfer Station, south of Springville

The City of Visalia has two locations for garbage drop off, Tulare County Recycling (transfer station) on Lovers Lane, and the Visalia Landfill northwest of Visalia. Routes east of Mooney Boulevard are taken to Tulare County Recycling at which point transfer trucks are loaded with the garbage and hauled to the Kettleman City landfill. Routes west of Mooney Boulevard are taken to the Visalia Landfill on Road 80. Tulare County Recycling and the Kettleman Landfill are both owned by Waste Management.

Based upon discussions with the Tulare County Solid Waste Division, the Visalia Landfill is planned to expand based upon increased demand. Phase 1 expansion has already been implemented. With the nine phased expansions, the total capacity of the Visalia Landfill is estimated at 16,521,501 cubic yards. The Tulare County Solid Waste Division further indicated that the Visalia Landfill has sufficient capacity to accommodate solid waste disposal demands through year 2040.

Sunset Waste Systems provides solid waste collection and/or recyclable material processing services to several municipalities and commercial enterprises located throughout Fresno, Kern, Tulare and Kings counties, including the cities and jurisdictions of Fresno, Visalia, Sanger, Reedley, Delano, Woodlake, Biola, Lindsay, the Lemoore Naval Air Station, and unincorporated Fresno and Kings counties. The City of Visalia is contracted with Sunset Waste and pays Sunset Waste to provide recyclable material processing (not green waste). The City of Visalia provides all of the collection services for residential customers and for many of the commercial customers. Various private haulers provide refuse, recycling, C&D and green waste to the remainder of the commercial accounts, along with providing those services for construction sites and other cleanup jobs.

The City contracts with Sunset Waste Paper, located on North Cain Street, to process residential and commercial recycling from residential split trucks and commercial recycling routes. Approximately 1,150 tons of recyclables, consisting of 875 tons of residential recyclables, and 275 tons of commercial recyclables, per month is disposed of at Sunset Waste Paper, corresponding to annual tonnage of approximately 13,800 tons.

The City contracts with Tulare County Compost and Bio-Mass, to process residential and commercial green waste. All green waste is hauled to their facility located 6 miles south of SR 198 on Lovers Lane. Approximately 2,500 tons of green waste is diverted to the facility each month, corresponding to an annual tonnage of approximately 30,000 tons.

The City also holds annual solid waste events to provide a solution for removing large bulky items, green waste, and Christmas trees from homes. The events include four annual "Dump on Us" days, the annual "Fall/Spring Drop Off", and the annual "Christmas Tree Pick Up". These events are free of charge to all Visalia residents. The City also offers a "Curbside Pickup" program, which is free with restrictions to Visalia residents. The "Curbside Pickup" program is available to residents 3 times per year. The special curbside pick up can include up to 30 bags of refuse that weigh 25 lbs or less and be no more than 4 feet tall. The City provides information regarding solid waste events via bill inserts, and website postings.

The City provides split containers for residential trash and recycling, and green waste containers for residential green waste and compostable materials. The City also actively encourages commercial recycling and provides refuse, green waste and recycling bins or boxes to the commercial accounts it services. As of 2006, Visalia also has a construction and demolition debris recycling and reuse plan requirement.

2.8 Written Determinations

Water

1. The City of Visalia contracts with California Water Service (Cal Water), a private water service provider, to serve the City with potable water and fire protection use. The Cal Water Visalia District primarily serves the City of Visalia, the community of Goshen to the west, and several unincorporated areas adjacent to the City of Visalia. It should be noted that Cal Water is not subject to a SOI determination, and therefore has been identified as being exempt from the municipal service review requirement.
2. The Cal Water Visalia District completed a comprehensive Water Supply and Facilities Master Plan (Boyle Engineering) in February 2005. The master plan program is intended to proactively address the service needs of the existing customers in light of potential water quality and quantity issues as well as address expansion to the system to meet projected future growth. The master plan has a study area consistent with the City's UGB.
3. The City is in a watershed where the groundwater supplies (from the Tulare Lake Basin) are over-drafted, which means more water is being withdrawn from the ground for use than is being replenished. The City has been actively involved in seeking and implementing ways to mitigate the impacts of groundwater overdraft.
4. According to the UWMP, Cal Water has an estimated capacity to pump 105,668 acre-feet per year in 2010, all from groundwater. This maximum pumping capacity is expected to remain relatively constant through 2030. The UWMP indicates the pumping capacity at this level will continue to keep up with the demand requirements through 2030 and beyond. The water volume projected to be pumped based on recent estimates of demand is 37,220 acre-feet per year for 2010. Cal Water's recent estimates also indicate a relatively uniform growth rate of 57,364 acre-feet per year by the year 2030.
5. Types of uses in the Cal Water system include Single Family Residential, Commercial, Multi Family Residential, Industrial, Government, Other and Unspecified. Growth is expected in each of the service types with residential and government demand growing at more than twice the rate of the commercial and industrial sector. In fact, Cal Water projects 57 percent more service connections in 2030 compared to 2010, with overall demand expected to be 54 percent higher than 2010. Recent legislation requires a 20 percent reduction by 2020.
6. In August 2005, the City adopted a groundwater overdraft mitigation ordinance which assesses impact fees upon new development and a volumetric fee upon existing urban water supplies to fund activities and projects to mitigate the impacts of groundwater overdraft. These efforts demonstrate the City's ability to continue to implement long term water supply solutions even through they are not the direct supplier of domestic water to City residents.
7. The City of Visalia has a capital improvement fund set up for underground water recharge efforts. Funds are used for the acquisition of water, and other activities to improve groundwater levels, and increase the supply of water to the City.

8. The City's Municipal Code contains a *Water Conservation Ordinance* which outlines specific policies pertaining to the conservation of potable water. Employees of California Water Service Company are authorized by the ordinance to issue written notices of violations, but are not authorized by law to issue citations for violations. The City's *Water Conservation Ordinance* is available on the City's website.
9. Despite the fact that the City is not the direct domestic water supplier for its residents the City continues to make significant efforts to ensure that the long term water supply needs of the City continue to be addressed. City officials have indicated that they are studying the feasibility of various alternatives of implementing a City owned domestic water system.

Drainage Infrastructure

10. The City continues to expand and improve its drainage infrastructure as new development occurs within the City. The City accomplishes this through development fees (for new drainage facilities), and a drainage utility fee of \$0.75 per month for all developed properties (for maintaining existing facilities).
11. The City has a Master Planned storm drain system that is anticipated to meet drainage infrastructure needs through the build-out of the General Plan. The *Storm Water Master Plan and Management Program* addresses future facility expansion needs to accommodate growth within the City's UGB.
12. The City of Visalia has two capital funds set up for storm sewer improvements, one for new facilities, and one for correcting existing deficiencies as outlined in the *Storm Water Master Plan and Management Program*.

Wastewater Collection, Treatment and Disposal

13. The City continues the process of upgrading and replacing sewer collection pipelines through the implementation of the *Sewer System Master Plan*. The *Sewer System Master Plan* is a long range plan that identifies trunk lines that would ultimately serve the City's UAB.
14. The City has a comprehensive capital improvement program that appropriates funds to construct sewer infrastructure projects on an annual basis.
15. The *Sewer System Master Plan* indicates that many trunk sewers are nearing capacity, and the maintenance of these lines is essential to provide the designed flow capacities. The Master Plan recommends that the City develop a sanitary sewer maintenance program that includes cleaning pipes on a regular basis.
16. The City continues to upgrade the wastewater treatment plant through the implementation of the *Wastewater Treatment Master Plan Update*. The City has budgeted \$1,000,000 annually to carryout upgrades associated with NPDES discharge regulations. Continual upgrades of the wastewater treatment plant will be necessary to accommodate future growth.
17. Improvements to the VWCP have increased the plant's hydraulic capacity to 22 MGD, the BOD5 capacity to 103,229 lbs/day, and the SS capacity to 148,068 lbs/day. The current

permit in which the VWCP is operating under, which prescribes a maximum average daily dry weather flow of 16 MGD, expired on March 1, 2002. The City has submitted a renewal application for the NPDES permit, which is pending action from the RWQCB. The City has been directed by the RWQCB to continue operating under the expired permit until a new permit is issued by the Board. The City anticipates that the renewed permit will allow for a maximum flow of 22 MGD.

18. As of August 2004, the average dry weather flow into the treatment plant was 12.5 MGD, resulting in a reserve design capacity of approximately 9.5 MGD. The Goshen CSD contracts with the City of Visalia for wastewater treatment services, and has a current (December 2005) contracted capacity of 335,000 GPD. As of November 2005, Goshen was contributing a flow of 315,000 GPD to the VWCP.

Streets and Roads

19. The City continues the process of upgrading and replacing roads and streets through the implementation of its comprehensive capital improvement program that appropriates funds to construct transportation infrastructure projects on an annual basis. Currently, the City has four capital funds that are allocated to annual transportation improvements.
20. The City coordinates closely with the Tulare County Association of Governments (TCAG) and Caltrans to obtain funding for transportation improvement projects.
21. The City's *General Plan Circulation Element* provides a comprehensive policy base for improving the City's transportation system.
22. The Tulare County Regional Transportation Plan (RTP) provides a link between local (City) and regional (County) transportation needs. The Regional Transportation Improvement Program (RTIP), which qualifies projects for the State Transportation Improvement Program (STIP), is consistent with the RTP, and serves as the implementing document.
23. Due to the State budget crisis, several projects programmed to receive STIP funding have been significantly delayed, and therefore, the City has had to prioritize which transportation projects to construct based on immediate needs, and funding shortages.
24. The 2010 public opinion survey indicates respondents rated street and road maintenance as the most important City service after police and fire. Traffic flow was rated excellent with the exception of the North East due in large part to lovers lane 198 intersection. The survey found that in public opinion street lighting has improved from previous years.
25. The City Council recently adopted a major policy change in the way that the City's arterial and collector streets are funded and constructed. Under the new policy, the City will now have the financial responsibility for all portions of arterial and collector streets. If these streets are built by developers, they will be reimbursed the entire cost of construction. In exchange, the City significantly raised its traffic impact fees for new development. The City anticipates that the new policy for constructing streets will provide the funding capability to respond to the public's major traffic concerns in a more timely fashion.

Fire and Police Protection Services

26. The City of Visalia operates six fire stations of which five are staffed 24 hours a day, 365 days a year, and responded to approximately 11,000 calls in 2011. There are six fire companies, two aerial ladder trucks and four engines that cover an area of 34 square miles. All fire companies are staffed with a minimum of three personnel with one member being a paramedic. The Visalia Fire department staffs two Regional Specialty Teams-including Cal EMA Type I Haz Mat Response Team. There are a total of 72 full-time employees.
27. The Police Department has 143 allocated positions, as well as 11 reserve-sworn officers, 64 allocated civilian positions, and 75 volunteers. Operations personnel are supported by units such as Communications, Records, and Investigations.
28. Through capital improvement funds and general fund allocations, the City of Visalia continues to meet the public safety needs of its residents.
29. The voters approved a ¼-cent sales tax on March 2, 2004 (Measure T). No sales tax funds can replace General Fund dollars budgeted for normal operations at the previous year's service level unless the City Council declares an economic emergency by a 4/5ths vote. The distribution of Measure T funds is 60% Police Department and 40% Fire Department.
30. The City requires developers to pay public safety impact fees prior to the issuance of any building permits. The fees vary based upon type of service (police and fire), and proposed land use. The fees collected are allocated to fund capital improvements to police and fire protection facilities.
31. Police headquarters is at 303 South Johnson Street in downtown Visalia, adjacent to City Hall West. In 2007, the Department opened two substations, and shifted to district-based operations. The District 1 substation, serving northern Visalia, is located at 204 Northwest 3rd Avenue, near Lincoln Oval. District two, at 4100 South County Center Drive, serves the southern part of the City. These facilities are intended to facilitate contact with the community and support robust incident response.

Solid Waste

32. The City has ordinances in place that require residents to bag garbage, and recycle. This helps reduce the amount of solid waste transported to County landfills. The City of Visalia salvages approximately 1,150 ton of recyclables and 2,500 tons of green waste per month in our residential and commercial operations.
33. In 1989, Assembly Bill 939, known as the Integrated Waste Management Act, was passed because of the increase in waste stream and the decrease in landfill capacity. AB 939 required jurisdictions to meet solid waste diversion goals of 25 percent by 1995 and 50 percent by 2000. In 2009, AB 737 amended the Integrated Waste Management Act to require CalRecycle to adopt programs to increase statewide diversion to 75 percent by 2020. AB 737 also addresses recycling in the largely under-served commercial sector.
34. The City of Visalia is contracted with Sunset Waste and pays Sunset Waste to provide recyclable material processing (not including green waste). The City of Visalia provides all of the collection services for residential customers and for many of the commercial customers. Various private haulers provide refuse, recycling, C&D and green waste to the

remainder of the commercial accounts, along with providing those services for construction sites and other cleanup jobs.

35. The City provides split containers for residential trash and recycling, and green waste containers for residential green waste and compostable materials. The City also actively encourages commercial recycling and provides refuse, green waste and recycling bins or boxes to the commercial accounts it services. As of 2006, Visalia also has a construction and demolition debris recycling and reuse plan requirement.
36. The Consolidated Waste Management Authority is a joint powers authority that is recognized by the State and collectively manages the solid waste recycling and diversion activities for eight local area members including Tulare County, Tulare, Visalia, Dinuba, Exeter, Farmersville, Lindsay and Porterville. The Consolidated Waste Management Authority has continued to improve its diversion rate as established by the State. The State recently changed its diversion calculation method from a percentage of waste diverted from the landfill to a calculation of pounds per person per day (PPD) that goes to the landfills. Most recent data shows that the CWMA has a base rate to achieve of 6.2 PPD. CWMA has been able to successfully achieve an annual PPD significantly lower than the benchmark established by the State. In 2008 the CWMA achieved a diversion rate of 5.2 PPD, and in 2009 lowered it even further to 4.4 PPD.
37. Visalia has a household compost collection program where residents are able to dispose of organic waste and soiled cardboard in their greenwaste containers along with their green waste. Items allowed include food scraps (not meat or protein) pizza boxes and hamburger wrappers—that may be placed in the residential green-waste containers to be composted instead of going to the landfill. The entire residential community now has access to use this program and the City and composting facilities continue to add items to the allowable composting material list. Initial response from the community has been very positive it appears many residents are taking advantage of the program. Other cities in the area are now also implementing a similar residential composting program. Visalia expects to achieve as high as a 20% participation rate once the program is fully and correctly implemented.

3 Financial Ability to Provide Services

The purpose of this section is to evaluate a jurisdiction's capability to finance needed improvements and services. The section summarizes the accomplishments of the City's budget preparation process, and summarizes the City's year ending comprehensive annual financial report.

3.1 Annual Budget

The City of Visalia was awarded a Certificate of Achievement for Excellence in Financial Reporting by the Governmental Finance Officers Association of the United States and Canada (GFOA) for the twenty-fourth time for fiscal year ended July 1, 2008. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of local government financial reports. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized Comprehensive Annual Financial Report (CAFR), whose contents conform to program standards. The CAFR must satisfy both generally accepted accounting principles and applicable legal requirements.

In June 2010, the City adopted its two-year budget. The budget, for operating and capital expenditures, has two mid-year reviews each January and one mid-cycle review in June. This two-year cycle has improved the City's budgeting and short-term planning.

The City's Fiscal Year 2011/2012 operating budget of \$199,696,500 is about one percent higher than the 2010/2011 budget of 191,617,670. The 2010-2011 and 2011-2012 budgets are the largest adopted by the City to date. Although, the General Fund Budget has decreased by five million dollars due to decline in general tax growth. The increase in budget is due in part to necessary capital projects included in the 2010-2011 and 2011-2012 budgets.

During the past few years, the City of Visalia has experienced a reduction in revenues due to the sluggish economy and the state budget deficit. To maintain sound finances, the City has employed strategies, including; eliminating or freezing 50 positions, reworking contracts such as the City's median landscaping and audit contracts, reducing operational expenses such as curtailing overtime and decreasing training and travel, and using reserves to balance the books.

3.2 Comprehensive Annual Financial Report (CAFR)

At the end of each fiscal year, the City prepares a Comprehensive Annual Financial Report (CAFR) that is divided into the following sections: The Introductory, The Financial, The Statistical, The Compliance, Government Profile, Local Economy, Awards and Acknowledgments

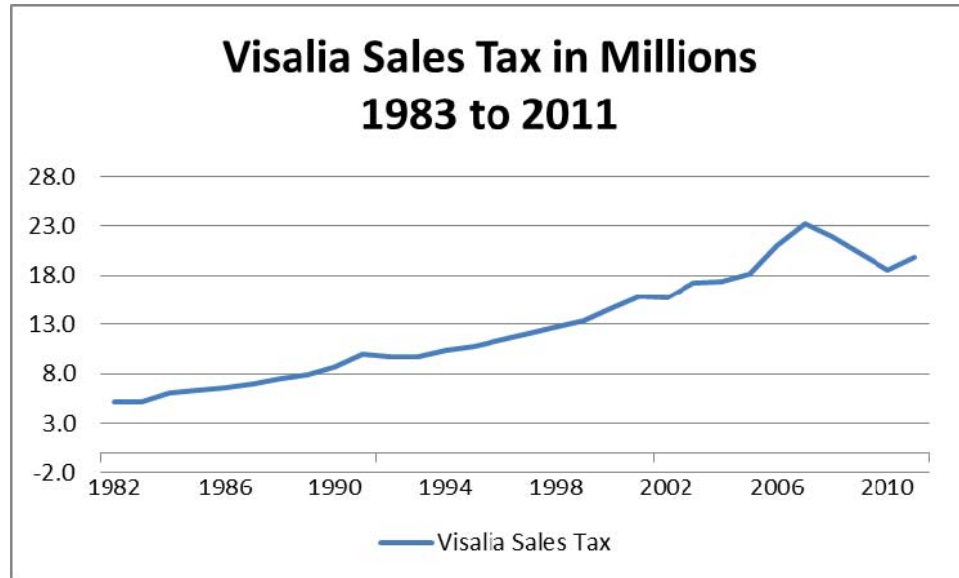
The financial statements and accounting policies of the City conform with generally accepted accounting principles in the United States of America applicable to governments. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles.

The following excerpt from the Introduction to the City of Visalia Comprehensive Annual Financial Report outlines some of the major initiatives and accomplishments for the 2010-2011 fiscal year:

Local Economy. *The major issue facing Visalia is the general economic contraction. To put into context the severity of the recession, consider Figure 3-1: Chart 1, Revenue: Sales Tax*

1982 – 2011). Notice that in the past 30 years, sales tax has not had a major decline until 2008. The decline has been severe and prolonged. However, this past fiscal year, sales tax has stopped its slide and started to return to its long-term trend.

Figure 3-1: Chart 1



Despite this improvement in sales tax, unemployment remains higher in California than in the nation (9.0% compared to 11.7% as of October 2011). This high level of unemployment will continue to overshadow any other improving economic statistic as people suffer from a loss of income. Nevertheless, Visalia has shown some signs of improving economic activity, namely:

Industrial Activity

- *VWR. Broke ground on construction of 500,000 square foot west coast distribution facility. Plans to be operational in 2012.*
- *Mor Furniture for Less. Consolidated Fresno & Bakersfield distribution centers in Visalia's Diversified Development Park with approximately 100k square feet.*
- *VF Outdoors, Inc. Commenced build out of a 45,000 square foot mezzanine with in their existing facility.*
- *EdeniQ. This local alternative energy received a \$20,000,000 US Dept. of Energy Grant to continue development of alternative energy strategies. The company continues to hire engineers to conduct the research.*
- *Hydrite Corporation. This Wisconsin-based chemical solution company purchased Choice Chemicals in Visalia with plans to expand its services to agricultural-oriented companies in the Central Valley.*
- *Perfection Pet Food. This dog and cat food manufacturing start-up was established by Goshen's Western Millings as a new pet food manufacturing plant scheduled to open in early 2012.*

Downtown Activity

- *Main Street Promenade.* The Mangano Company completed construction of a 21,000 square foot mixed-use building which opened in September with real estate, financial services and a restaurant fully occupying the development.
- *Togni Building Renovation* restored this 2-story mixed-use building and added a bakery and insurance company on the ground floor with plans to fill the second floor with office uses.
- *Family Healthcare Network Expansion.* This non-profit clinic acquired ½ of the block at School & Santa Fe to develop a two-story medical office building (29,128 square feet) scheduled to break ground in early 2012.
- *Pizano's Restaurant.* The owners of the Tazzaria acquired the former Visalia Coffee Company and converted it to a wood-oven pizza and salad shop.
- *Rookies Bar and Grill.* Renovations commenced on the former clothing store to convert to a restaurant for a planned opening in early 2012.
- *Panaderia at Court and Center.* Celebrated their grand opening in December.
- *Chase Bank.* Commenced construction on the former Valley Business Bank with plans for an early 2012 opening.
- *TCAG Relocates.* The Tulare Association of Government will soon move into a newly refurbished office building at 210 N. Church St. from South Mooney Blvd.
- *Tulare County Probation Department.* Will soon move into the former home of the County's Tulare WORKs office.
- *Glick's Meat Market.* Reopened at their former location on Murray Street.

Retail Activity

- *Habit Burger.* This fast food restaurant opened in September following a major renovation to the former Mearle's Restaurant.
- *Taco Bell.* Opened a new restaurant on N. Dinuba Blvd. in early December.
- *A Taste of Japan.* This restaurant opened on Mooney Blvd just north of Tulare Avenue.
- *Buffalo Wild Wings.* This restaurant opened in the Packwood Creek Shopping Center in September.
- *Subway.* Opened at the Packwood Creek Shopping Center in the Fall.
- *Yodigity.* Opened at the Packwood Creek Shopping Center in the Fall.
- *Wal-Mart.* This retailer has purchase the former Costco building and commenced rehabilitation with plans to open Spring 2012.
- *Marinello Beauty School.* Has leased the former Western Bootwear on Mooney Blvd and commenced renovations with a planned opening in early 2012.
- *Former Foodsco Shopping Center.* David Paynter & Associates has purchased this center with plans to renovate over the course of 2012 and open in the Fall with a new sporting goods store.
- *Good Times Café.* Opened in the Packwood Creek Shopping Center.
- *Dal Lahl Chinese Restaurant.* Opened in the Kohl Shopping Center.

- *Wings Stop. Opened in the Kohl Shopping Center.*

The City has also constructed a number of capital projects despite the difficult fiscal circumstances, including:

- *Design work on the Waste Water Treatment Plant Upgrade which will potentially use the plants treated water to recharge the City's aquifer.*
- *Street widenings of Ben Maddox, Whitendale, and Walnut*
- *Plaza Drive Road Improvements. The City has selected a company to build the \$15,000,000 upgrades to Plaza Dr. between the Highway 198 Interchange and Goshen Avenue. Plans call for construction to commence in early 2012.*
- *Expansion of the Transit Maintenance Facility and Transit Center*
- *Replacement of the Valley Oaks' Golf Course irrigation system*
- *Conversion of Acequia Street in the downtown from one-way to two-way. In addition, another two blocks on Main*
- *Street has been converted from two-way to one-way.*
- *Development of several parks including Lion's Park, Packwood Creek pedestrian trail and Perry Family neighborhood park*
- *Replacement of the City's desktop computers*
- *Purchase of 6 dial-a-ride compressed natural gas buses*
- *Extension of Giddings street at the City's sports park*

To the City's credit, the City Council over a number of years has accumulated resources to pay for these capital projects which will benefit Visalia's citizens long into the future. These projects provide construction employment at a time of lower economic activity.

Approximately two-thirds of the General Fund's revenues come from three revenue sources: Sales Tax, Property Tax and Vehicle License Fees, all three of which have been compromised by the State.

The notes to the financial statements provide additional financial information that is essential for a full understanding of the data provided in the Government-wide and Fund Financial Statements. Visalia's population increased by 1.28% this past fiscal year. The California Consumer Price Index for All Urban Consumers for the same period increased by 2.72%. The major factors driving the City's financial results this fiscal year are the following:

- Continued depressed construction activity due at least partially to unusually high foreclosure rates.
- Stabilizing tax revenues with property taxes up 1% and direct sales tax up over 7%. Albeit, these revenues are still off 13% and 8%, respectively, from their peak revenue year.
- Spending on a number of capital projects including completion of the design of the Waste Water Treatment Plant Expansion design and the widening of several roads including Ben Maddox, Whitendale, Walnut and Mooney.

The City's budget clearly articulates revenue sources and expenditures, and provides information that is divided into the following sections: Budget Message, Major Revenue Highlights, Major Expenditure Highlights, Major Challenges and Opportunities, Major Events and Accomplishments, Community Profile, Budget Summary, General Fund, Administration, Community Development, Police, Fire & Emergency Services, Public Works, Engineering & Transportation, Community Services, Special Revenue Funds, Debt Service Funds, Reserves & Investments, Enterprise Funds, Internal Service Funds, Fiduciary Funds, Capital Improvement, and Personnel.

The City's budget includes a section entitled "Debt Service" which summarizes the long-term debt owed by the City. The City has long-term debt in the form of bond issues, certificates of participation, and capital leases. Bonds and certificates of participation have been issued for various purposes including the following.

- **EAST VISALIA REDEVELOPMENT TAX ALLOCATION BOND** Established to account for the payment of the East Visalia Redevelopment Tax Allocation Bonds.
- **VPFA 2005 REFUNDING CERTIFICATES OF PARTICIPATION** Established to account for the payment of the VFPA 2005 Refunding Certificates of Participation.

The City's total outstanding debt balance as of June 30, 2011 was \$64,573,530 with \$44,268,123 classified as Governmental Activity Debt, and \$20,305,407 classified as Business Type Activity Debt. The City's Total Liabilities decreased by \$5.2 million (-7.4%) during the current fiscal year. This was mainly due to reduction in long-term debt as wastewater revenue bonds of \$5.8 million were paid off. No new debt was accumulated, and annual debt payments were made.

3.3 Written Determinations

1. The City prepares an award-winning annual budget that clearly and comprehensively describes the services provided by the City to residents and the funds expended for those services.
2. The City prepares its annual budget on a two-year cycle, thereby reducing administrative costs associated with preparing comprehensive budgets on an annual basis. The two-year budget includes a mid-cycle review in June, and two midyear reviews each January.
3. The City recognizes the need to offset revenue losses resulting from the State budget crisis, and continues to develop strategies to offset these losses.
4. Despite this improvement in sales tax, unemployment remains higher in California than in the nation (9.0% compared to 11.7% as of October 2011). This high level of unemployment will continue to overshadow any other improving economic statistic as people suffer from a loss of income. Nevertheless, Visalia has shown some signs of improving economic activity.
5. The City's total outstanding debt balance as of June 30, 2011 was \$64,573,530 with \$44,268,123 classified as Governmental Activity Debt, and \$20,305,407 classified as Business Type Activity Debt. The City's Total Liabilities decreased by \$5.2 million (-7.4%) during the current fiscal year. This was mainly due to reduction in long-term debt as wastewater revenue bonds of \$5.8 million were paid off. No new debt was accumulated, and annual debt payments were made.

4 Status of, and Opportunities for, Cost Avoidance and Shared Facilities

The purpose of this section is to:

(1) Identify practices or opportunities that may help to eliminate unnecessary costs. This section evaluates the City's fiscal structure and the cost avoidance practices built into the City's budgetary process. The City's purchasing policy is also described to show how the City avoids unnecessary costs through competitive bidding, and other purchasing practices.

(2) The purpose of this section is to identify opportunities to positively impact rates without decreasing service levels. This section provides a comparison of various utility rates to surrounding jurisdictions to show that the City can provide effective quality service at rates comparable to surrounding agencies.

(3) The purpose of this section is to evaluate opportunities for a jurisdiction to share facilities and resources, thereby increasing efficiency. This section provides a description of the City's current facilities sharing activities, and identifies future opportunities to collaborate with other agencies on joint use projects and/or practices.

4.1 Fiscal Structure

The City's cost avoidance practices are built into the budgetary process. The City uses a two-year financial plan, emphasizing effective program management. The benefits identified from using a two-year plan include the following.

- Reinforces the importance of effectively planning and managing the City's fiscal affairs.
- Concentrates on developing and budgeting for the accomplishment of significant objectives.
- Establishes realistic timeframes for achieving objectives.
- Creates a pro-active budget that provides for stable operations and assures the City's long-term fiscal health.
- Promotes more orderly spending patterns.
- Reduces the amount of time and resources allocated to preparing annual budgets.
- Establishes measurable program objectives and allows reasonable time to accomplish those objectives.

The City uses a well defined budget, and competitive bidding process to help them in avoiding unnecessary costs. The City's management team is responsible for establishing and maintaining internal controls to ensure that the City's assets are adequately protected from loss, theft or misuse. The City maintains budgetary controls, the object of which is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the City's governing body, City Council. The City maintains a traditional line item budget by function. Budget control is accomplished at the functional or division level within each fund. This budget creates a comprehensive management and fiscal system aimed at achieving the objectives of each operating level consistent with those that have been set for the community by the City Council.

The City also avoids unnecessary costs through the implementation of infrastructure Master Plans, which assist in eliminating overlapping or duplicative services. Master planning documents also provide sound funding alternatives for their implementation, and plan for growth within and

surrounding the City. The City also has a development impact fee program to help offset the financial responsibility of the City to install and maintain the infrastructure for new developments.

4.2 Purchasing Policy

The City has comprehensive purchasing policies that promote the cost-effective procurement of goods and services. These policies identify specific rules and regulations for purchasing services and capital assets for the City. These policies are detailed within the purchasing manual. This manual is a comprehensive document for employees outlining the responsibilities in the purchasing process for the City of Visalia. The following goals and objectives of the purchasing division are identified in the purchasing manual:

- Purchase or contract for supplies, materials, equipment and services required by any using department in accordance with purchasing procedures prescribed by ordinance or law, such administrative regulations as the Purchasing Agent shall adopt for internal management and operation of the Purchasing Division and such other rules and regulations as shall be prescribed by the City Council and/or City Manager.
- To provide City departments with quality and timely service that allows them to fulfill their obligations effectively.
- To ensure that the City receives the best value obtainable for each tax dollar expended.
- To promote free and open competition and equal opportunity for all qualified bidders. The following are four fundamental elements of the procurement process:
 - Buying the proper supplies, equipment, materials or services for the purpose required.
 - Having material available at the proper time.
 - Securing the proper amount.
 - Paying the proper price.

Healthy competition is at the heart of efficient purchasing. Competition is directly related to the prices the City pays and the quality of the goods and services it obtains. The City's purchasing policy is based upon fair and open competition. The foundation for effective fair and open competition is equal treatment of each vendor, and it is imperative that no vendor is given an advantage over the others.

4.3 Fee Structure

The City contracts out utility billing to the private water service provider for the area, California Water Service. California Water Service establishes water rates independent of City operations, and provides the billing for water, sewer, storm drain, and garbage collection. By consolidating these services into one bill, the City shares the cost of administrative fees with California Water Service.

The City's budget process includes an annual review and update of user rates charged for sewer, storm drain, and garbage collection. Current rates are scheduled for annual increases through fiscal year 2010-2011. As indicated in previous sections of this report, utility user fees charged to existing residents are generally allocated to the operation and maintenance of existing facilities, and are not to be used for the construction of new facilities. Development impact fees, connection fees, and building permit fees are used to construct the infrastructure for new developments. Having separate funds set

up for the construction of new infrastructure, and for the operation and maintenance of existing infrastructure allows the City to continue to provide cost-effective quality services to current residents.

**TABLE 4-1A
SINGLE FAMILY WATER RATES**

City	Monthly Service Meter Charge	Water (per 100 cubic feet or 748 gallons)	Other Charges	Sample Monthly Bill
City of Visalia	\$6.70	\$0.89	\$0.00	\$25.19 ³
City of Porterville	\$5.00	\$0.72	6% of Total ¹	\$10.76 ³
City of Tulare	\$10.07 ²	\$0.40	\$0.00	\$10.07 ²

Notes: 1) The City of Porterville assesses a 6% Utility Users Tax within City Limits
2) The City of Tulare's Base Rate of \$10.07 covers water usage to 10,000 gallons.
Usage above 10,000 gallons has additional charges in the amount of \$0.58 per 1,000 gallons (134 cubic feet).
3) based on 5984 gallons

**TABLE 4-1B
SINGLE FAMILY SEWER RATES**

City	Flat Rate	Other Charges
City of Visalia	\$23.60	\$0.00
City of Porterville	\$26.87	\$0.00
City of Tulare	\$42.00	\$0.00

**TABLE 4-1C
SINGLE FAMILY REFUSE RATES**

City	Flat Rate	Other Charges
City of Visalia	\$23.85	\$4.00/Additional Can
City of Porterville	\$17.00	\$0.00
City of Tulare	\$25.30	\$8.00/Additional Can

As indicated in the above tables, the City is able to provide quality service generally at comparable rates compared to than other cities within the County. There is no evidence suggesting that the annexation of areas within the SOI and/or UGB would result in unreasonable fees for these services as properties annex and develop within the City. It is anticipated that fees for the SOI/UGB areas would be inline with citywide fees for such services. As previously discussed, the City has programs in place (development impact fees, capital improvement program, etc.) for the construction of new infrastructure, thereby, mitigating the need to increase rates for current residents to support new development within the SOI/UGB areas.

4.4 Current Shared Facilities

The City currently shares several services with surrounding jurisdictions (primarily the Goshen Community) to provide efficient and cost effective services. The Visalia Transit system provides service to the Goshen Community, and links to the Tulare Transit Bus system. Based upon information obtained from an *"Inside City Hall – Beyond the Headlines"* newsletter (October 2004), the Visalia transit system, effective November 6, 2004, implemented program changes approved by City Council including longer hours, Sunday service, and service to Farmersville and Exeter. This effort is still in motion to increase the operating hours and expand services to other areas. The service is provided in conjunction with the Tulare County Association of Governments (TCAG) and would help the County and City meet the requirements of the Transportation Development Act.

The City also contracts with the Goshen Community Services District for wastewater treatment services. As previously discussed, the City utilizes the administrative services of the California Water Service Company to provide a single bill for water, sewer, garbage, and storm drain.

Additional examples of the City's desire to work with surrounding agencies in providing quality service to residents in a cost effective manner include relocating City Hall, which would potentially include shared office buildings, and the construction of the Northside Community Campus. The Northside Community Campus comprises over 7 acres and includes an existing community center and an old County juvenile probation facility. The City acting as a developer, has subdivided that property, and will be improving it with a police station, entry plaza with fountain, park, and related infrastructure improvements. The City has conveyed parcels to qualified non-profit organizations, and a public agency, in exchange for their agreement to construct buildings and provide programs that service the community. The project is being financed with CDBG funds. The new City Hall site is located on the southeast corner of Burke Street and Murray Avenue. The City will be looking at the potential for other agencies to locate at this site with the intent of creating a Downtown Civic Center.

The City has worked with Tulare County Association of Governments and Tulare County Resource Management Agency on regional planning issues including transportation, solid waste, and coordinating applications to request State and/or Federal funding for joint projects. Another example of the City's desire to work cooperatively with the County includes the construction of public libraries. The County gained by building libraries for half the cost, while the City'(s) are enriched from having new community assets.

The City also is working with several agencies on the Kaweah Lake Enlargement Project, a project that is going to increase the storage capacity of the reservoir by approximately one third. Federal, State, and local money is paying for the project, which is a combined effort of the Army Corps of Engineers, the State Reclamation Board, and local sponsors including the Kaweah Delta Water Conservation District, Tulare and Kings Counties, the City of Visalia, and Tulare lake Basin Water Storage District and Landowners.

The City is working with the Visalia Unified School District to communicate effectively on issues of shared interest. The City Council and School Board meet jointly four times a year at publicly noticed meetings to discuss items of mutual interest. The City and School District staff (including the City Manager and Superintendent) meet monthly to discuss ways that the two agencies can work together to provide better service to Visalia's citizens. This collaboration has resulted in cost savings to both agencies. One recent example of collaboration is the construction of multipurpose buildings at Divisadero and Green Acres Middle Schools that were funded by the District, the City, and State matching dollars. The buildings are maintained by the District but are available for use by the City. There are other agreements in place to share the use of the Convention Center, the LJ Williams Theater, and the Rotary Theater.

The City has also worked closely with the Kaweah Delta Health Care District to accommodate the medical facility needs of the District. A major collaboration has been under way for a number of years to ensure that the main hospital facility for the District can remain and expand at its downtown location. A master site plan was jointly developed with an agreement for City participation in infrastructure construction. The first building to be built under this agreement is the Support Services Building, which is nearing completion. The next building will be a six-story hospital expansion to be located north of the existing hospital and facing Acequia Avenue. Construction is scheduled to begin in mid 2005.

The City also works closely with the various Irrigation and Water Districts that are within the SOI to coordinate issues regarding irrigation ditches and storm drainage. The City has agreements with Districts on the amount of storm water that may be discharged into streams and ditches. This has resulted in a cost savings to the City as these ditches form a major component in the City Storm Water Master Plan.

Currently Visalia has several successful partnerships with other agencies and external service providers, such as the School District, that enable it to share resources and efficiently provide for its residents. The City should maintain and expand these working relationships and look for new opportunities to work with other agencies such as Kaweah Delta Water Conservation District, Cal Water and the County in ways that support the City's planning goals. The City should continue to collaborate with other agencies to facilitate exceptional and efficient service and maintain; expand working relationships; and look for new opportunities to work with other agencies such as Kaweah Delta Water Conservation District, Cal Water and the County in ways that support the City's planning goals.

4.5 Future Opportunities

With the State budget crisis impacting both Counties and Cities, the need for intergovernmental cooperation is becoming apparent, as every agency is facing an unprecedented assault on local resources. For this reason, it is important for City(s) and the County to meet this challenge on common ground.

Another opportunity for shared facilities involves the construction of groundwater recharge facilities. As groundwater levels in the County continue to dwindle, the importance of groundwater recharge projects is becoming apparent. As the City has planned for the construction of groundwater recharge basins within the City, ultimately this effort could be expanded to include areas within the SOI through a joint effort between the City, County, the California Water Service Company, and the Kaweah Delta

Water Conservation District. Groundwater recharge would benefit both the County as a whole and the City in terms planning for future growth within the SOI boundary.

Other opportunities for shared facilities include the coordination and construction of recreational facilities including parks, hiking/bike trails, scenic trails, etc., particularly east of the current city limits. The area separating the Cities of Visalia and Farmersville could be considered ideal for the construction of joint recreational facilities, as there are several waterways which enhance the recreational appeal of the area. Planning this area for future recreational facilities could be accomplished as a joint effort between the City of Visalia, the City of Farmersville, and Tulare County. Recreational improvements within this area would not only enhance the overall aesthetics, but would also establish an open boundary, or greenbelt, between Visalia and Farmersville. The recreational aspects of trail connections offer opportunities for Cities and Counties to join recreational resources not only to the benefit of the Cities residents', but for the general public of the County as well. The Visalia Parks and Recreation Department is about to release a public draft of a Community Waterways and Trails Master Plan. This master plan describes how the City can build bike/walking trails along Mill Creek, Packwood Creek, and Cameron Creek.

4.6 Written Determinations

Fiscal Structure

1. The City uses conservative budgeting practices to ensure adequate and cost-effective services to current residents.
2. The City's two-year budget cycle provides for an excellent short-term fiscal planning tool while reducing the amount of time and resources associated with the preparation of annual budgets.
3. Master planned infrastructure helps the City in avoiding unnecessary costs through effective planning and implementation policies, and help eliminate overlapping and/or duplicative services.
4. The City has worked to have development pay for itself by instituting infrastructure impact fees. These impact fees pay for necessary infrastructure which supports new development. The City also implemented a number of maintenance fees to pay for the ongoing maintenance necessary for common residential landscaping. The dramatic decline in impact fees parallels the decline in construction activity. In this case, the City will slow down the pace of capital improvements to match the new level of revenues and growth.
5. To Visalia's credit, City Council has worked to maintain fiscally sound budgets and adequate reserves to meet these fiscal challenges. Visalia's financial reserves have allowed the City to adjust to the changing financial environment with less drastic actions than other entities. However, the use of the City's reserves will cushion the economic blow but does not eliminate the need to change how the City operates. The City has also made expenditure reductions, not in an across the board manner but according to how revenues have declined in various parts of the budget

Purchasing Policy

6. The City has a well defined purchasing policy that promotes healthy competition, and guides the City in obtaining cost effective quality services.

Fee Structure

7. Rates and fees for services are established and updated using the City's budget process, ordinances and other regulations.
8. The City has a sound fee structure in place which allows the City to continue to provide cost effective services to its residents while continuing to maintain and improve the current infrastructure.
9. There is no evidence suggesting that the City would not be able to provide services to areas within the SOI and UGB.

Current Facilities Sharing Activities

10. The City continues to look for opportunities to construct joint use projects, and opportunities for shared services. The City has demonstrated this effort with the completion of many projects in cooperation with the County, and by sharing services with local and surrounding jurisdictions.
11. The City should continue to collaborate with other agencies to facilitate exceptional and efficient service and maintain; expand working relationships; and look for new opportunities to work with other agencies such as Kaweah Delta Water Conservation District, Cal Water and the County in ways that support the City's planning goals.

Future Opportunities

12. The City has several future opportunities to share services and/or facilities in the future, including but not limited to: groundwater recharge efforts, recreational facilities, and the sharing of office buildings.

5 Accountability for Community Service Needs, Including Government Structure and Operational Efficiencies

The purpose of this section is to:

- (1) Consider the advantages and disadvantages of various government structures to provide public services; describes the potential fiscal impacts of development within SOI areas, and the annexation of land.
- (2) Identify the potential implications of possible boundary conflicts that could affect the governmental structure of the City and surrounding agencies.
- (3) Consider the management structure of the jurisdiction; to evaluate the accessibility and levels of public participation associated with the agency's decision-making processes.

5.1 Development within SOI Areas

One of the most critical elements of LAFCO's responsibilities is in setting logical service boundaries for communities based on their capability to provide services to affected lands. Similar levels of public participation can be expected for either City or County development projects in the planning and development process for the SOI/UGB territories. It is possible that development in the SOI/UGB areas that occurs under County control may not fully resolve impacts to the City, such as increased traffic on City streets, and new groundwater wells to support County development impacting Visalia groundwater aquifers and other analogous assumptions. It can also be assumed that the reverse is true; that development controlled only by the City may leave impacts in the County unresolved in whole or in part. The challenge of this planning effort is to coordinate shared infrastructure and improvements to mitigate impacts on either side of the City/County limit boundary. Since the development of the SOI/UGB territories generally relies on Master Planned infrastructure available from the City, it is logical that the City assume the lead in planning for SOI/UGB properties, consistent with the City of Visalia General Plan.

If the City were to be the lead planning agency for properties within the SOI/UGB, LAFCO could require the City to bring coordinated plans for infrastructure forward to LAFCO at the time specific annexations requests are submitted. This would provide a checks and balance system for incorporating new lands within the City, and would render the remaining County lands a part of an integrated whole.

As previously noted, there are unincorporated County islands lying within the City Limit Boundary. The City currently has infrastructure constructed and/or planned in most County islands, anticipating ultimate connection to City facilities. Annexation of these County islands into the City would create a more defined City Limit boundary while meeting or exceeding the current levels of service provided by the County. The City is currently working with Tulare County LAFCO to annex the County islands into the City.

The City helps guide infrastructure improvements within SOI/UGB areas through the preparation of Specific Plans, and Master Plans. A Specific Plan usually provides for a more detailed planning process and covers development issues in a more comprehensive manner.

Tulare County LAFCO has adopted specific policies for reviewing proposals for a change in organization, reorganization, incorporations, dissolution and other proposals processed by Tulare County LAFCO. Tulare County LAFCO policy C-1 identifies factors and standards to be considered in

review proposals including additional requirements for City annexations, standards for annexation to special districts, standards for the formation of special districts, and standards for City incorporation. Tulare County LAFCO policy C-2 outlines general procedures for changes in boundaries or organization to be processed by LAFCO. Generally, proposals for changes in boundaries, formations, or changes of organization can be submitted for the consideration of LAFCO by petition of the registered voters or affected landowners; however, prior to the circulation of any petition, a "Notice of Intent to Circulate" must be presented to the LAFCO Executive Officer. A proposal may also be initiated by a resolution adopted by the governing body of any related public body (county, city or special district). The proposal must be submitted on forms available from the LAFCO staff office, or on the LAFCO website, along with the applicable number of maps, legal descriptions, and filing fees to cover the proposal submitted.

Tulare County LAFCO policies C-3 and C-4 outline specific criteria for petitions for change in organization, and protest hearings, respectively. Tulare County LAFCO policy C-5 sets forth specific criteria for establishing, and reviewing amendment proposals to, Spheres of Influence. Policy C-5 contains criteria regarding the following items: Existing boundaries, conflicting boundaries, initial implementation, scheduled updates – Cities, scheduled updates – Special Districts, Exceptions, separation of communities, municipal service reviews, and contains an MSR exemption policy. SOI amendments shall be processed in accordance with the policies and procedures set forth by Tulare County LAFCO.

5.2 Boundary Conflicts

The City of Visalia governmental structure could be affected by the potential overlapping of boundaries with the Goshen Community Services District (which provides sanitary sewer collection service in the Goshen Community).

The City's SOI conflicts with the Goshen CSD SOI in areas south of the SR 99/Goshen Avenue interchange, and along the western Goshen CSD SOI Boundary. In addition, the Visalia UGB generally encompasses the entire area currently serviced by the Goshen CSD. Although the Goshen CSD is not full service District, potential boundary conflicts could cause public confusion with regard to sanitary sewer service in the area. The City of Visalia has a Wastewater Service Agreement with the Goshen CSD, which sets forth specific criteria with regard to wastewater collection and treatment services within the boundary of each agency.

The Wastewater Service Agreement between the Goshen CSD and the City of Visalia, which may only be terminated upon the written consent of all parties, states the following with regard to sanitary sewer service within the Goshen CSD Boundary.

"The City shall not contract, agree or otherwise create wastewater collection, treatment and disposal service with any entity, corporation or individual which resides, does business within or requests service of any parcel, building, street or property within the boundary of the District. The City shall not renew any current contract with any entity, corporation, industry or property for wastewater service within the District at expiration thereof."

The agreement does not appear to address wastewater collection services within the Goshen CSD SOI, which in some areas overlaps with the City of Visalia SOI. Boundary conflicts and service provisions would ultimately be resolved between the City of Visalia, the Goshen CSD, and Tulare County LAFCO.

5.3 Organizational Structure

The following section discusses various operational and service aspects of the City of Visalia. Much of the information was obtained from the City's website at www.ci.visalia.ca.us. The website provides detailed descriptions of the departments serving the residents of the City. Overall, a review of the documentation reveals that the City is well run and organized in an efficient manner. The City's budget document is an excellent example of the efficient management methods used.

The budget for each department by function includes the following:

1. Mission statement
2. Comprehensive description of the services provided by each department function
3. Details of allocated positions by department
4. Fiscal summary for each department function including resources, operating expenses, operations and maintenance expenses, and other expenses
5. Accomplishments during the previous 2-year budget cycle
6. Objectives for the next 2-year budget cycle

This information provides a history of performance and accountability and allows for a clear view of what the City's residents are getting for the fees and taxes they pay. This type of accountability provides for an efficiently and effectively run organization. Corrections to programs can be made when needed and services that are no longer required can be evaluated.

5.4 Government Structure

Visalia, a charter City, operates under the council-manager form of government. The City Council appoints a City Manager that is trained and experienced in municipal operations. 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 City Council. The City Manager's office has the responsibility to ensure the needs and concerns of the community and the City organization are properly addressed to assure Visalia is a good place to live and conduct business. To accomplish this, the City Manager's office is involved in community, County, regional, and State issues, as well as supporting and guiding the City organization. A summary of the City's departments and the various services they provide to residents is provided below.

Administration Department – The City's administration department consists of the following functions: City Council, Management, City Clerk, the Transit, Conservation, Special Projects and Convention Center Divisions. City 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 Boards and commissions that operate in an advisory capacity to the Council. The City Council also appoints a City Manager and a City Attorney who serves as legal advisor to the Council and City officials. Primary responsibilities of the City Clerks office include but are not limited to; preparing agendas and maintaining minutes for regular and special City Council meetings; providing information and researching records for the public and staff; maintaining the City's official records; and conducting municipal elections. . The

transit division supervises public transportation and services without the use of local tax dollars. The convention center division provides convention, banquet, meeting, exhibit hall facilities, and theatre space to citizens, organizations, and entrepreneurs in order to promote economic growth and provide entertainment and cultural opportunities to the community. The conservation division is primarily responsible for water conservation efforts and the Household Hazardous Waste collection operation.

Administrative Services – The Administrative Services Department is comprised of Finance, Human Resources, Risk Management, and Information Services. the Airport and the Golf Course. Finance is primarily responsible for the City's fiscal operations including the planning, directing, monitoring and improving the City's financial resources. The information services function provides GIS, telephone, and computer/network services for the City. Human resources and risk management manage the City's support for its employee resources including recruitment, employee benefits, employee evaluations and problem resolution. The divisions also manage the City's self-insured property, liability, workers' compensation and health plan. The Airport Division is responsible for all aspects of planning, management and oversight of the day-to-day operation of the Visalia Municipal Airport. Airport management also is responsible for managing the Valley Oaks Golf Course management contract with CourseCo., Inc. Staff monitors all aspects of the contract (finances, course conditions, customer satisfaction, etc.)

Community Development Department – The City's community development department consists of eight divisions including administration, planning, building safety, code enforcement and revenue enforcement, redevelopment, economic development, business tax and administrative services. The department is managed under the direction of the Assistant City Manager who is charged with the responsibility for development services of the City. The planning division is responsible for processing development proposals, maintaining the General Plan, historic preservation, annexations, and the site plan review process. The administrative services division issues building permits, business tax, transportation and encroachment permits, collects VUSD fees, and provides clerical support to multiple departments and divisions. The building safety division inspects buildings under construction, reviews and approves plans for construction, enforces the Uniform Building, Fire and Housing Codes, and inspects substandard housing violations. The Code Enforcement Division investigates and responds to complaints, code violations and neighborhood revitalization. The Economic Development Division facilitates economic growth by assisting new businesses locating in the City and working with existing employers to maintain and expand their facilities in Visalia. The Redevelopment Agency manages four Redevelopment Districts, the City Housing Program, and CDBG projects.

Parks & Recreation Department – The City's Parks and Recreation Department consists of parks, recreation, park planning, urban forestry, and park and building maintenance.. The recreation division provides a variety of recreation opportunities for all ages with programs for youth, adults, and older adults. The Recreation Division works cooperatively with a number of not for profit agencies providing recreation services to the community. The special projects division is responsible for park and open space planning, development of trails and bikeways, and property acquisition.

Staff provides support to the Park and Recreation Commission and the Visalia Parks and Recreation Foundation.

Public Works Department – The City's public works department has six major divisions including administration, maintenance, street sweeping, wastewater, solid waste, and fleet services. The department is managed by the Public Works Director. The administration division provides clerical and customer service support for the department. The maintenance division provides, street maintenance and special services districts. The wastewater division is responsible for the treatment plant administration and operation, and sanitary sewer maintenance. The solid waste division is responsible for the collection, disposal, and recycling of residential and commercial solid waste. The fleet services division maintains the City's entire fleet of vehicles and equipment, performing preventative maintenance to over four hundred City vehicles and pieces of equipment. The engineering and transportation services divisions have five major functional areas including administration, engineering services, engineering design, and traffic safety. The engineering services division provides for the processing of the day-to-day public work requests of the development community including review of final subdivision maps and construction plans, inspecting subdivision improvements, checking parcel maps and commercial development plans, and attending weekly Site Plan Review Committee meetings. The engineering design division is responsible for the designing and inspection of various City-sponsored projects to improve traffic circulation storm sewer collection and disposal, and sanitary sewer collection. The division also keeps a variety of City maps updated to reflect the growth and change occurring in the community. The traffic safety division installs and maintains all traffic control devices such as traffic signs, pavement markings, and City-owned parking lot signs and markings for City streets. The division also coordinates the installation of street lighting and traffic signals.

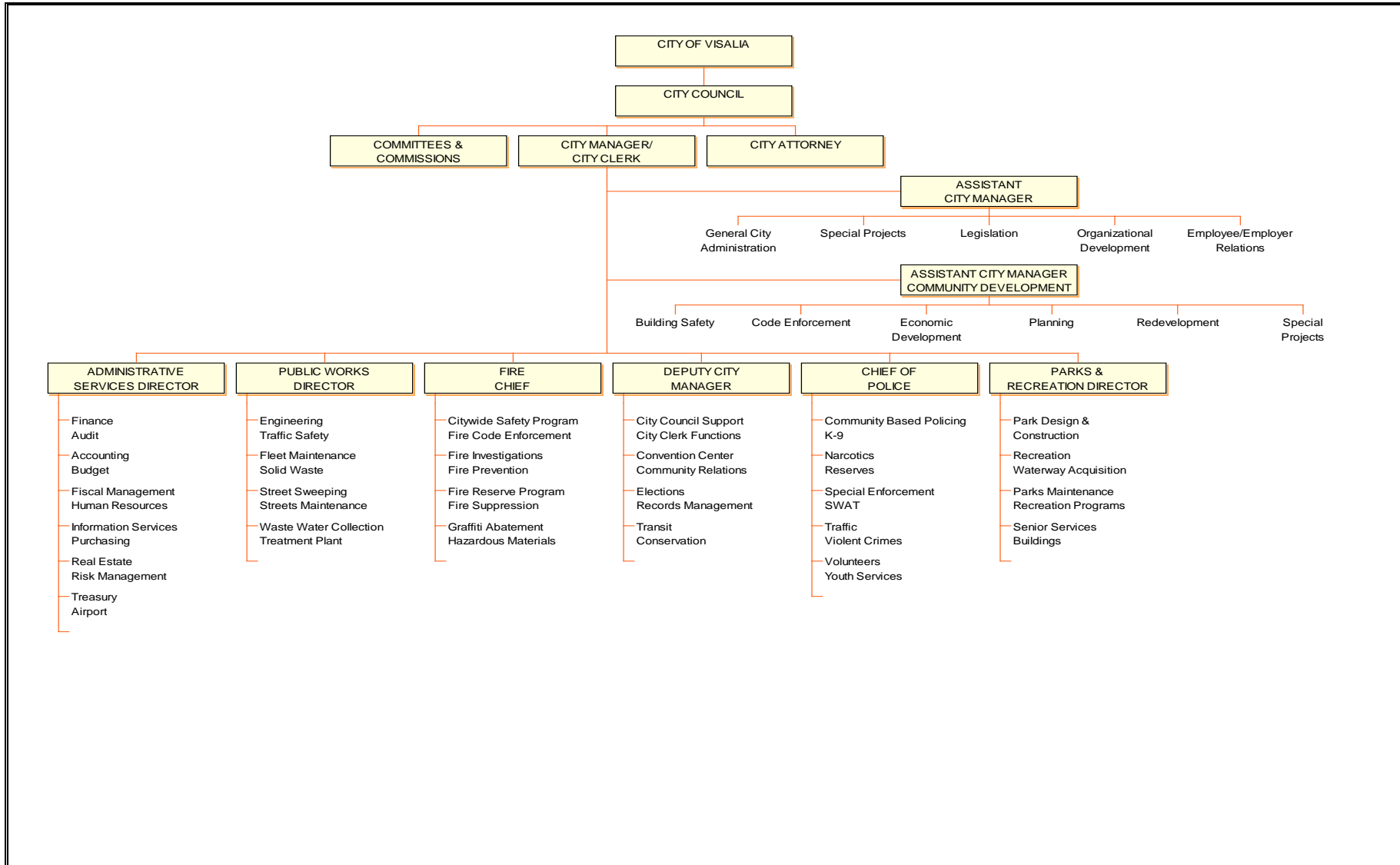
Police Department – The City's police department operates under two divisions and four bureaus including administrative services, patrol, traffic, and investigations. The administrative services bureau performs functions including fiscal matters, processing reports, arrest warrants, and evidence; coordination of police fleet vehicles, and dispatching services for police and fire. The patrol bureau provides highly visible 24-hour uniformed patrol focusing on the preservation of public peace, crime prevention, and protection of life and property. The traffic bureau provides traffic enforcement, accident investigation, and safety education programs to promote safe vehicular and pedestrian traffic in the community. The investigations bureau provides competent, thorough follow-up investigation of adult and juvenile crimes committed in the City. The property crimes unit, narcotics unit and the violent crimes unit operate within the investigations bureau.

Fire and Emergency Management Department – The City's fire and emergency management department consists of six divisions including administrative/support services, emergency services/operations, bureau of fire prevention, training, graffiti, and hazardous materials response. The administrative/support services division performs activities including financial coordination to ensure the effective and efficient use of the department's resources; productivity measurement; and coordination of the department's programs. The emergency services/operations division is responsible for protecting life and property in emergency situations by providing effective fire, rescue, and emergency medical protection. The division is also responsible for the Citywide Safety Program and the Citywide Emergency/Disaster Preparedness Program, and

overseeing the activities of the Hazardous Materials Response Division. The fire prevention division ensures the safety of life and property within the community by inspecting businesses for potentially hazardous conditions, provides fire and life safety public education by coordinating community relations/public education programs, conducts fire and arson investigation, and assists with coordination of fire code compliance on State-mandated inspections and new development.

Based upon subsequent information provided by the City, the City recently reorganized some of its departments. The former Community Development Department and Public Works Department has been separated into two separate and distinct departments. In addition, the management of the airport has been moved to the Administrative Services Department, and management of the City Buildings and Park Maintenance has been moved to the Community Services Department and management of the Convention Center, Conservation and the Transit Divisions have been moved to Administration.

Figure 5-1: shows the revised organizational chart for the City.



5.5 Public Access and Information Methods

The governing body of Visalia is the City Council, which is elected in compliance with California Election Laws. The City complies with the Brown Act Open-Meeting Law and provides the public with opportunities to get information about City issues, including website and phone access, newsletters, and bill inserts. The City publishes a regular newsletter entitled “Inside City Hall – Beyond the Headlines” which is posted on their website.

Regular City Council meetings are held on the first and third Monday of each month at 7:00 p.m. in City Hall Council Chambers located at 707 West Acequia Avenue, Visalia. The City posts all meeting agendas including City Council Action agendas, City Council agendas, Planning Commission agendas, Historic Preservation Advisory Committee agendas, and Site Plan Review agendas on their website as a courtesy.

The City’s budget preparation process gives residents the opportunity to review the services the City is providing, and the cost of those services. The budget includes a description of the accomplishments during the previous budget cycle which clearly define the activities that were completed by each department. This type of accountability helps the City to identify services that are operating efficiently and areas where improvement may be needed within the organization.

The Citizens Advisory Committee (CAC) conducts annual public opinion surveys to establish the public’s level of satisfaction with City services and to obtain feedback on timely issues. In October of 2011, 342 citizens participated in a in-person public opinion survey to get a sample of the thoughts and concerns of the Citizens of the City. In the past, the City used a phone survey method to gather information. To help get a more divers sample of participants the City opted for the in-person approach surveys where conducted in English and in Spanish. Participants where sought out from each quadrant of the City geographical areas including Akers/Walnut, Akers/Goshen, Dinuba Blvd, and Noble/Ben Maddox.

The following is a summary of the results of the survey:

Summary: A majority of respondents indicated that, despite changes in demographics and the economy, the City of Visalia provides a safe place to live and offers quality services based on the following summary highlights.

Quality of Life:

(Possible answers: very high, high, average, low, and very low)

95% of respondents rated the overall quality of life in Visalia is average to very high.

42% of those respondents answered average and there was a slight increase in both high and very high from last year’s survey.

Fire Services:

(Possible answers: excellent, good, average, poor, and very poor)

98% of the 54 respondents who had contact with the Fire Department, indicated the quality of

services were good to excellent.

6% of those respondents from the Northeast rated the Fire Department as having average Services, which was the lowest rating.

Road Maintenance:

(Possible answers: Road Maintenance, Park Maintenance, Traffic Signs & Signals, Recreation Activities and Other)

39% of respondents selected Road Maintenance as the most essential service besides Police and Fire. The second was Traffic Signs & Signals at **27%**.

District Elections:

(Possible answers: I am in favor of district elections, I am opposed to district elections, and no opinion)

43% of respondents were in favor of district elections. **38%** of the respondents had no opinion.

Open Questions:

On the open questions, the number one concern involved gang activity. The number one business that respondents want to come to Visalia is a Trader Joes.

Source: City of Visalia website

When respondents were asked what City service they considered most essential besides police and fire, road maintenance was again rated most essential with 39% saying it was most important with 27% rating traffic signals and signs most important. City road maintenance has stayed consistent with ratings of good or excellent at 37% and poor to very poor ratings have a slight decrease of 3%. The City may need to concentrate its efforts on traffic and road maintenance to meet the needs/concerns of its residents.

The City also provides public outreach through conducting workshops on land use, County island annexations, City developments, General Plan updates, Specific Plans, rate/fee adjustments, and tax adjustments. An example of the City responding to the needs of the public includes the implementation of Measure T, a recent sales tax increase to improve public safety (police and fire) within the City.

5.6 Written Determinations

Development within SOI Areas

1. Since development of properties within the SOI/UGB generally relies on Master Planned infrastructure available from the City, it is logical for the City to assume the lead in planning for these sites, consistent with the City of Visalia General Plan.

2. The City has a sound governmental structure that provides necessary resources to provide public services and infrastructure improvements within the SOI/UGB areas.
3. Annexation of County islands into the City would create a more defined City Limit boundary while meeting or exceeding the current level of services provided by the County.
4. Coordinated infrastructure plans, for development within the SOI/UGB areas, submitted with specific annexation requests would create a checks and balance system for incorporating lands into the City while promoting improvements to impacted adjacent County land.
5. Tulare County LAFCO has adopted specific policies for reviewing proposals for a change in organization, reorganization, incorporations, dissolution and other proposals processed by Tulare County LAFCO, including annexations, and SOI amendment proposals.

Boundary Conflicts

6. The City of Visalia governmental structure could be affected by the potential overlapping of boundaries with the Goshen Community Services District (which provides sanitary sewer collection service in the Goshen Community).
7. The City of Visalia has a Wastewater Service Agreement with the Goshen CSD, which sets forth specific criteria with regard to wastewater collection and treatment services within the boundary of each agency.
8. The agreement does not appear to address wastewater collection services within the Goshen CSD SOI, which in some areas overlaps with the City of Visalia SOI. Boundary conflicts and service provisions would ultimately be resolved between the City of Visalia, the Goshen CSD, and Tulare County LAFCO.

Evaluation of Management Efficiencies

9. The City has an effective organizational structure that is readily available to respond to the needs of the community.
10. There is no evidence indicating that the City's current management structure would not be able to assume services within the SOI/UGB areas, and/or continue to assist other agencies through mutual aid agreements.
11. The City should ensure that services can be efficiently provided in the SOI/UGB areas through the preparation of master service plans that include funding mechanisms for infrastructure that will ultimately serve the SOI/UGB areas.
12. As a part of the budget process, the City evaluates the accomplishments during the previous budget cycle, and outlines specific objectives for the following budget cycle. This is done for each department at the division and/or bureau level.

Local Accountability and Governance

13. The City continues to make reasonable efforts to maintain public involvement regarding land use and development projects in the community. The City accomplishes this through regular City Council meetings, newsletters, and website postings.
14. The City maintains an excellent comprehensive website, which provides a means to keep the public informed on local events, current City projects, department budgets, recreational activities, and other activities occurring in the City.
15. The City conducts public workshops to keep the public involved with local planning issues including land use, housing, circulation, and other issues key to the development and growth of Visalia.
16. The City's budget preparation process gives residents the opportunity to review the services the City is providing, and the cost of those services. This type of accountability helps the City to identify services that are operating efficiently and areas where improvement may be needed within the organization.

6 ANY OTHER MATTER RELATED TO EFFECTIVE OR EFFICIENT SERVICE DELIVERY, AS REQUIRED BY COMMISSION POLICY

6.1 Disadvantaged and Other Developed Unincorporated Communities

Pursuant to Government Code section 56430, municipal service reviews are required to identify the location and characteristics of any disadvantaged unincorporated communities within or contiguous to the sphere of influence and to also identify needs or deficiencies related to sewers, municipal and industrial water and structural fire protection. Government Code section 56033.5 defines a “disadvantaged unincorporated community” as inhabited territory, as defined by section 56046 (12 or more registered voters), or as determined by commission policy, that constitutes all or a portion of a disadvantaged community as defined by Water Code section 79505.5 (a community with an annual median household income that is less than 80 percent of the statewide annual median household income).

Tulare County LAFCO Policy C-5.11(C) defines a disadvantaged community as an area that has a median household income 80% or less of the statewide average pursuant to Public Resources Code section 75005(g) and contains at least 20 dwelling units at a density not less than one unit per acre. (Note: the definition of a disadvantaged community is consistent between PRC §75005(g) and WC §79005.5.)

In addition to what is required by GC §56430, Tulare County LAFCO Policy C-5.11(B)(VI)(a) requires that the Written Statement of Determinations for MSRs shall be based on a comprehensive review of area service providers conducted in accordance with GC §56430(b) and shall include, but is not limited to: estimate of existing population, identification of existing service providers, identification of services provided within the community, service costs and identification of surrounding land use designations, both existing and planned, contained in a city’s General Plan or County’s Community Plan for all (not just disadvantaged) unincorporated communities within or adjacent to the agency’s SOI. (Note: A reasonable effort shall be made to conduct a thorough review; however, the level of detail is subject to the extent data is readily available and relevant to the overall MSR analysis.)

Five unincorporated communities within or adjacent to the City of Visalia’s SOI have been identified. One community, Tract 92, is outside the current SOI but within the City’s UDB. Another community, Tract 396, while not immediately adjacent to the City or its SOI is included in this analysis because it is connected to the same domestic water system that serves the City. [Figure 6-1 - Unincorporated Communities] The population data used in the community descriptions below is based from U.S. Census blocks. Census blocks don’t always align with the communities’ boundaries so the population figures listed may not be exact.

For the purposes of distinguishing between disadvantaged versus non-disadvantaged communities, anecdotal evidence was used. U.S. Census median income data does not extend down to the Census block level. To determine whether or not the community was disadvantaged in terms of median income level, the size and condition of the housing and property value were sampled within the communities.

Unincorporated County Communities:

Oak Ranch

This is a non-disadvantaged community to the northeast of Visalia, within the City's existing SOI. It is made up of County Tracts 376, 385, 466, 513, 533 and 567. Per the 2010 Census, there are 853 residents (down from 906 in the 2000 Census). The County General Plan designates the community as "Rural Residential" while the City General Plan designates it as "Urban Reserve".

Patterson Tract/Tract 111/Tract 359

This area is to the north of Visalia along SR-63 (Dinuba Blvd). Patterson Tract (Tract 34) and Tract 359 are disadvantaged communities while Tract 111 and a parcel map area along Avenues 320 and 322 are not. The Patterson Tract Census Designated Place (CDP) includes these three tracts, the area along Avenues 320 and 322 and other adjacent neighborhoods that did not individually meet the density requirement to be identified as an unincorporated community. Per the 2010 Census, there are 1,659 residents (up from 1,310 in the 2000 Census). The County General Plan designates this area primarily as "Rural Residential" with "Local Retail" along SR-63. The City General Plan designates the area as "Agriculture".

K Street Island

This is a disadvantaged community that is part of a fully surrounded unincorporated County island in southeast Visalia. Per the 2010 Census, there are 162 residents (up from 120 in the 2000 Census). The County General Plan designates the area as "Planned Residential". The City General Plan designates the area as "Medium Density Residential", "Low Density Residential" and "Public Institutional".

Tract 92

Tract 92 is a disadvantaged community located to the southeast of Visalia off of Road 148. It is currently not within or adjacent to the City's SOI but it is within the City's current UDB. Per the 2010 Census, there are 395 residents (down from 400 in the 2000 Census). The County General Plan designates the area as "Rural Residential". The City General Plan designates the area as "Urban Reserve".

Sierra View

Sierra View (Tract 354) is a non-disadvantaged unincorporated community located to the south of Visalia off of Avenue 264. Per the 2010 Census, there are 95 residents (down from 102 in the 2000 Census). The County General Plan designates the area as "Rural Residential". The City General Plan designates the area as "Agriculture".

Goshen

Goshen is a large disadvantaged unincorporated community on SR-99 to the west of Visalia. Per the 2010 Census, there are 3,290 residents (up from 2,694 in 2000). (Note: the population figures are derived from the Census blocks that align with the Goshen Community Services District which are different than the population figures for the Goshen Census Designated Place.) The community of Goshen has its own County Community Plan which includes a large variety of land use designations. The City General Plan also uses a variety of land use designations for the community. The City and County General Plans do not currently align for this community.

Tract 396

This subdivision is located to the south of Visalia on the east side of Mooney Blvd (SR-63). Tract 396 is located within the City of Tulare's SOI. Per the 2010 Census, there are 221 residents (down

from 226 in 2000). The County General Plan designates the area as “Rural Residential”. This area is outside of the City of Visalia’s General Plan. The City of Tulare’s General Plan designates the area as “Suburban Residential”.

Table 6-1 Demographics – Unincorporated Communities (2010 Census)*

Community	People	Hispanic	<18	Housing Units	Vacancy	People/ Unit**
Goshen	3,290	82.8%	37.0%	915	7.4%	3.9
Patterson Tr.	1,659	64.7%	31.8%	495	6.7%	3.6
Oak Ranch	853	18.2%	23.2%	320	3.1%	2.8
Tract 92	395	27.3%	25.6%	155	5.2%	2.7
Tract 396	221	36.7%	36.7%	72	5.6%	3.3
K St. Island	162	57.4%	35.8%	59	15.3%	3.2
Sierra View	95	23.2%	22.1%	34	2.9%	2.9
TOTAL	6,675	63.8%	32.5%	2,050	6.9%	3.5
City of Visalia	124,442	46.0%	30.1%	44,205	6.5%	3.0

*Based off of corresponding Census blocks. Some communities don’t align continuously with Census block or Census Designated Place boundaries so the figures may not be exact.

**People per occupied housing unit.

Services:

Domestic Water

All of the identified unincorporated communities, with the exception of Tract 34 (Patterson Tract), Tract 92 and Tract 111 are served by CalWater’s Visalia water system. Visalia’s water system is addressed in section 2 of this MSR. Tract 34 is served by the Patterson Tract CSD and Tract 92 is served by the Tract 92 CSD. Separate MSRs that address domestic water provision have been completed for both the Patterson Tract CSD and Tract 92 CSD. The MSRs determined that both CSDs are functioning well and meet water quality standards. If there were a need for either CSD to seek an alternative source of domestic water, Tract 34 is within ¼ mile of CalWater’s Visalia system, while Tract 92 is almost two miles away. Tract 111 is served by Sunrise Mutual Water Company. This water system has not experienced any issues with nitrate or other contamination. If there were a need for this neighborhood to seek an alternative source of domestic water, it is adjacent to CalWater’s Visalia service area and infrastructure.

Sewer

All of the communities are served by individual septic systems with the exception of Goshen. Goshen CSD’s sewer infrastructure is linked to the City of Visalia’s with the effluent being treated at the City’s treatment facility. This arrangement is detailed in Goshen CSD’s MSR. Some communities are in a better geographic situation than others for if and when eventual hook-up into the City’s sewer system is needed. (Note: the City has established an ordinance prohibiting the installation of new private sewerage disposal systems within city limits.) The K Street Island is the closest community to the existing City sewer system with a sewer main stubbing on the western border of the Island. Tract 396 is ¼ mile south of the nearest sewer main stub at Mooney Blvd and Ave 264. Sierra View is 1.25 miles east of the same sewer main. Tract 92 is almost 2 miles away from the nearest sewer main in Caldwell Ave, west of Lovers Lane. Oak Ranch and the Patterson Tract area are separated from the City by the St. John’s River. Sewer system extensions to these areas would be quite costly. For example, based on unit costs and the planned pipe network in the

City's 2005 Sewer System Master Plan (not adopted), the cost to extend sewer service to Oak Ranch would be \$5.3 million.

Fire Protection

Tulare County and all of the incorporated cities have a mutual-aid agreement for fire protection services. The proximity of the nearest City or County fire station varies significantly between the unincorporated communities. There are five City fire stations and three County fire stations in the Visalia area. County fire station #1 is based out of the same leased California Department of Forestry facility as City fire station #56. (Note: City station #56 has full-time staffing while County station #1 is reserve staffed.)

The County's Station No. 7 is located within the community of Goshen. The nearest City fire station (No. 55) is located over 2 miles to the east. The closest station to the Patterson Tract area is the City's Station No. 54, about 1.5 miles to the south. The closest County fire station (Station #8) is in Ivanhoe over 4.5 miles to the east. The K Street Island is located just over 1 mile away from the City's Station No. 56 and the County's Fire Station No. 1. Tract 92 is located 2.5 miles to the southeast of the City's Station No. 56 and County's Fire Station No. 1. The City of Farmersville's fire station is also just over 2 miles away from Tract 92. Sierra View is located just over 3.5 miles southeast from the City's Station No. 52. The closest County fire station is 5 miles away (Station No. 1). Tract 396 is located almost 3 miles to the south of the City's Station No. 52. The closest County fire station is almost 6 miles away in Tulare. [Figure 6-2 - Emergency Services]

In addition to the specifically required services (sewer, water and fire protection) in GC §56430(a)(3), other services and infrastructure are also reviewed below:

Solid Waste

Solid waste collection is provided by the County through licensed haulers. Oak Ranch and Tract 396 are in Area C which is serviced by USA Waste (a subsidiary of Waste Management). All the other communities are in Area E which is serviced by Allied Disposal. Upon annexation, the existing license would continue for up to 5 years before the City could provide solid waste collection (PRC §49520).

Parks

There are no park facilities within any of the identified unincorporated communities except for Goshen. The Patterson Tract area is near the City's Riverway Sports Park and Oak Ranch is near the County's Cutler Park. The Visalia Unified School District also maintains playground facilities used by the Goshen Elementary School.

Street Lighting

The County typically provides street lighting at major road intersections in the communities. Tract 92 has lighting at all of the street intersections. Goshen has lighting at most intersections. Sierra View and K Street Island have no street lighting. Oak Ranch has lighting at some of the street intersections. Tract 34 (Patterson Tract) has one street light at the only 4-way intersection in the tract. The other County subdivisions in the Patterson Tract area have no street lighting.

Streets and Roads

The streets in the identified communities are public roads for which the County is responsible for road maintenance with the exception of State Highways for which Caltrans is responsible for road maintenance. SR-63 runs through the Patterson Tract area and is also the access road for Tract 396. SR-99 runs through the community of Goshen. There are a total of 30.4 centerline miles of County roads and 4.3 centerline miles of State roads in the identified unincorporated communities

around Visalia. The condition of the roadways varies significantly (based on physical observation) between the communities, ranging from poor in the K Street Island and Tract 34 (Patterson Tract) to good in Sierra View and the newer County subdivisions to the south of the Tract 34.

Other Services

Tract 396 is within the Tulare Local Health Care District. The other communities are within the Kaweah Delta Health Care District. Healthcare services are addressed in the MSRs for these districts. Tract 396 and Sierra View are within the Tulare Mosquito Abatement District. The other communities are within the Delta Vector Control District. Mosquito abatement and vector control services are addressed in the MSRs for these districts. Unincorporated areas are served by the Tulare County Sheriff's Department. There is also a mutual-aid agreement between the County and City for police response.

Other Infrastructure

The presence of curbs, gutters and sidewalks varies significantly between the communities. Tract 92 and the K Street Island have no curbs, gutters or sidewalks. Sierra View, Tract 396 and Oak Ranch do have curbs and gutters but no sidewalks. The Patterson Tract (Tract 34) doesn't have curbs, gutters or sidewalks. Other tracts in the Patterson Tract area do have curbs and gutters with the newest tracts also having sidewalks. Most of the streets in Goshen have curbs and gutters and many have sidewalks.

Table 6-2 Summary of Services – Unincorporated Communities

Community	Water	Sewer	Fire*	S.Waste**	Hospital	Mosquito	Disadv.
Goshen	CW	CSD/City	County	Allied	Kaweah	Delta	Yes
Patterson Tr.	CSD	Septic	City	Allied	Kaweah	Delta	Yes
Tract 359	CW	Septic	City	Allied	Kaweah	Delta	Yes
Tract 111	Sunrise	Septic	City	Allied	Kaweah	Delta	No
Oak Ranch	CW	Septic	County	USA	Kaweah	Delta	No
Tract 92	CSD	Septic	City	Allied	Kaweah	Delta	Yes
Tract 396	CW	Septic	City	USA	Tulare	Tulare	No
K St. Island	CW	Septic	City	Allied	Kaweah	Delta	Yes
Sierra View	CW	Septic	City	Allied	Kaweah	Tulare	No

*Nearest Station

**By license with the County

Annexation

The only unincorporated community that could reasonably be considered for annexation in the near-term is the K Street Island. During the development of the Island Annexation Program, it was determined that the K Street Island did not qualify under the stream-lined County island annexation procedures (GC §56375.3) because there is still a significant amount of undeveloped land within the island. This means an annexation of this area would need owner/voter support. Of the remaining unincorporated communities, only Goshen currently borders the City. Any future potential annexation of Goshen into the City of Visalia would require a significant amount of community outreach to garner enough support from property owners and registered voters. In addition to annexation, given its size and location along the SR-99 corridor, Goshen has the potential to incorporate in the future if there is enough growth in the commercial and industrial tax base of the community.

6.2 Conflicting Growth Boundaries

Figure 6-3 shows the City's incorporated area, the City's 20-year UDB, the County's 20-year UDB and the SOI. There are numerous inconsistencies between all three growth boundaries. Table 6-3 lists the acreages of the various current planning boundaries and the percentage size differential between each planning boundary and the existing city limits. (Note: while the total acreage between the SOI and the City's 20-year UDB is very close, the location of the boundaries varies significantly.)

Table 6-3
City of Visalia Boundary Comparison

Boundary	Size (acres)	Size (sq. mi.)	Difference vs. City Limits
Incorporated City	23,735	37.1	n/a
Sphere of Influence	34,627	54.1	45.9%
City 20-year UDB	35,054	54.8	47.7%
County 20-year UDB	27,520	43.0	15.9%

Note: The estimated population % growth between
2010 and 2030 is 66.5%

Tulare County LAFCo Policy C-5.2 states the following:

Where differences exist between County and City adopted twenty-year boundaries, for the same community, the Commission shall determine which boundary most closely reflects the statutory requirements or intent of the Cortese-Knox-Hertzberg Act for the setting of Spheres of Influence. Among other considerations, the Commission may determine which boundary is supported by the most recent or most complete analysis, including such documentation as may be required by the California Environmental Quality Act (CEQA). Should LAFCO determine that no existing Planning Boundary complies with the statutory requirements or intent of the Cortese-Knox-Hertzberg Act, the Commission shall determine the twenty-year growth boundary independently of other agencies. In all cases of conflicting boundaries, the commission shall attempt to reconcile the various boundaries and the Sphere of Influence before adoption.

The City is currently underway with updating its General Plan and growth boundaries. The initial draft 20-year UDB is actually smaller than the existing 20-year UDB due to forecasting a smaller population growth rate and a higher housing unit density for new growth. An SOI update should wait until the completion of the City's General Plan update. However, the adoption of this MSR will allow for the Commission to hear SOI amendment requests pursuant to GC section 56428 and Tulare County LAFCO Policy C-5.7.

A Memorandum of Understanding (MOU) was signed by the City and the County on November 19, 2012 (Tulare County Agreement No. 25781). As part of the MOU, the following was agreed to regarding the City's and the County's 20-year UDB relationship with a LAFCo adopted SOI:

The County will cooperate with the City to establish a new 20-year UDB adopted by both the County and the City, which the Parties will use their best efforts to make coterminous with the SOI set by LAFCO.

The MOU also includes agreements regarding the County General Plan, development impact fees and provisions regarding development and land use within the County adopted UDB and Urban Area Boundary (UAB).

Currently, both the City of Visalia's and City of Tulare's SOI extend past their 20-year UDBs and meet along Avenue 264. Because of the relationship between the two cities' SOIs, it is recommended that both SOI updates be completed at the same time. The City of Tulare is also in the process of updating its General Plan and growth boundaries.

As part of the eventual SOI update, the location of the SOI in relation to the various unincorporated communities around Visalia will need to be reviewed. There are several communities that are within one growth boundary but not the other [Table 6-4]. Government Code section 56425(e)(4) allows for the inclusion of "Communities of Interest" in an agency's SOI. Tulare LAFCO Policy 5.1 defines a Community of Interest as follows:

...communities of interest may include agricultural buffer areas, publicly-owned facilities, noncontiguous subdivisions and development areas, key intersections, highway corridors, and parcels of land associated with the affected community, and other similar areas as may be determined by the Commission.

Table 6-4
Unincorporated Communities vs. Growth Boundaries

Community	SOI	City UDB	County UDB
Goshen	No	Yes	No
Patterson Tr.	No	No	No
Oak Ranch	Yes	Yes	No
Tract 92	No	Yes	No
Tract 396	No*	No	No
K St. Island	Yes	Yes	Yes
Sierra View	Yes	No	No

*Within the City of Tulare's SOI but not within Tulare's UDB.

6.3 Written Determinations

Disadvantaged and Other Developed Unincorporated Communities

11. There are five unincorporated communities within or adjacent to the existing City SOI (Goshen, Patterson Tract area, Oak Ranch, K Street Island and Sierra View), one unincorporated community outside the SOI but within the City UDB (Tract 92) and one unincorporated community outside the SOI and UDB that is connected to the same domestic water system that serves Visalia (Tract 396). Patterson Tract (Tract 34), Tract 359, Goshen, K Street Island and Tract 92 are disadvantaged.
12. All of the unincorporated communities are either served by CalWater's Visalia water system or by a Community Services District, except for Tract 111 which is served by Sunrise Mutual Water Company.
13. All of the unincorporated communities' sewer services are individual septic systems with the exception of Goshen, which is served, by its CSD's sewer system and City's treatment facility.

14. The City and the County have a mutual-aid agreement for fire protection services with five City fire stations and three County fire stations in the Visalia area.
15. The inclusion of the various unincorporated communities around Visalia in its SOI shall be reviewed in the next SOI update.

Conflicting Growth Boundaries

16. LAFCO shall determine the SOI for the City of Visalia pursuant to State law and Tulare County LAFCO Policy C-5.
17. There are numerous inconsistencies between the current SOI, City UDB and County UDB.
18. The City of Visalia's SOI update should wait until after the completion of their General Plan update.
19. Due to the relationship of the City of Visalia's and Tulare's SOIs, the SOI updates for both of the cities should be completed contemporaneously.
20. The City and County signed an MOU which includes the statement, "*The County will cooperate with the City to establish a new 20-year UDB adopted by both the County and the City, which the Parties will use their best efforts to make coterminous with the SOI set by LAFCO*". The MOU also included provisions regarding development, land use and impact fees within the UDB/SOI and the County UAB.