



# City of Hanford

## *FY 2011-2012*

## *Budget*

Cover Photograph:

In 1924, the City of Hanford built the Civic Auditorium for cultural and political uses as well as hosting community activities. The Civic Auditorium is in the courthouse square located at 400 North Douty Street. This architectural gem is one of the largest facilities in this region. The west wing seats 50 and the main hall seats 500. The facility provides an inviting atmosphere for a wide range of community activities and is a great place for your special celebrations, family reunion, weddings, birthdays, dances, banquets, business events, fundraisers, memorials, meetings and many other functions.

The lower photograph is a beautiful California garlic field in bloom. Olam International owns the garlic manufacturing plant along the city limit of Hanford. The aroma of garlic can be identified as you drive along highway 198 through the east part of Hanford.



# CITY OF HANFORD

## 2011-2012 Annual Budget

### **City Council**

Dan Chin, Mayor  
Sue Sorensen, Vice Mayor  
Jim Irwin, Council Member  
Joleen Jameson, Council Member  
Lou Martinez, Council Member

### **City Manager**

Hilary M. Straus

### **Executive Staff**

Cathy Cain, Community Development Director  
Lou Camara, Public Works Director  
Tom Dibble, Finance Director-City Treasurer  
Timothy L. Ieronimo, Fire Chief  
Mary R. Lindsay, Deputy City Manager  
Karen Madruga, City Clerk  
Carlos Mestas, Police Chief

**City of Hanford**  
**319 N. Douty Street**  
**Hanford, CA 93230**  
**(559) 585-2500 (559) 582-1152 (fax)**  
**[www.ci.hanford.ca.us](http://www.ci.hanford.ca.us)**

## **MISSION STATEMENT**

The Mission of the City of Hanford is to provide excellent city services necessary for daily living in a financially sound manner creating a sustainable city government.

## **VISION STATEMENT**

Hanford 2024 is the regional center for the west valley with an active historic downtown and a diverse, self sustaining economy. Hanford 2024 is a safe, friendly, family oriented community. Hanford 2024 is well-planned and prepared for growth. Our Hanford community partners for the future success.

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# Message from the City Manager

May 2011

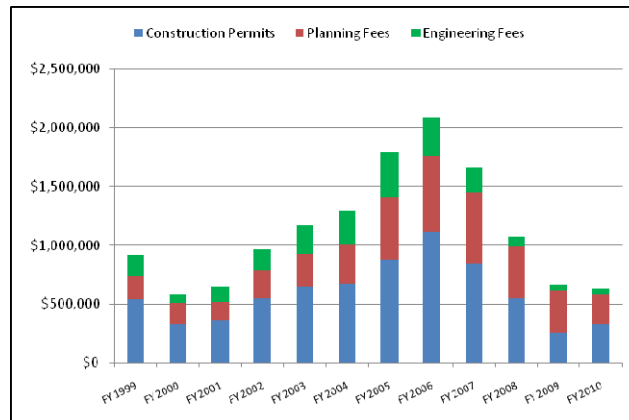
Honorable Mayor and Members of the City Council:

## *Introduction/Overview*

It is my pleasure to present you with the City of Hanford's Fiscal Year (FY) 2012 Operating Budget. This year's budget demonstrates the City's continuing commitment to providing high quality, economical, responsive services to our community, while recognizing the fiscal constraints that the nation, the State of California and the San Joaquin Valley face.

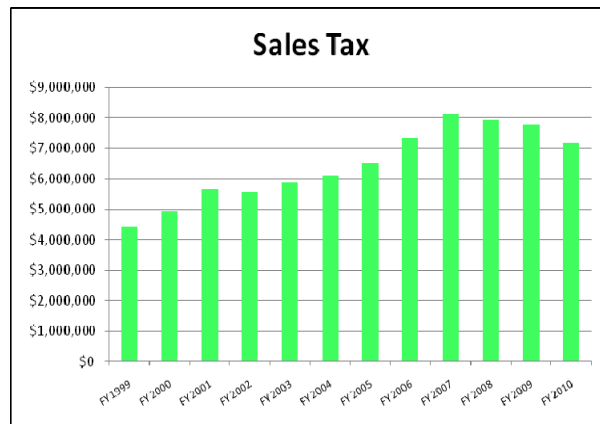
As background, the City's current financial challenges are tied to the significant and protracted down-turn in the economy. Economic growth during the early 2000s was tied significantly to the housing sector, which was largely a credit and speculative driven "bubble" (e.g., easy access to credit and Wall Street speculation, such as mortgage-backed securities and other forms of derivatives). Defense and security-related industries did well as an outgrowth of the 9/11 attacks. The housing bubble burst during 2006-08, resulting in a financial panic and significant drop-off in development activity. The decline in development activity has had a significant downward impact on the planning, engineering and construction permit fees collected by the City of Hanford as shown in Figure 1:

**Figure 1**

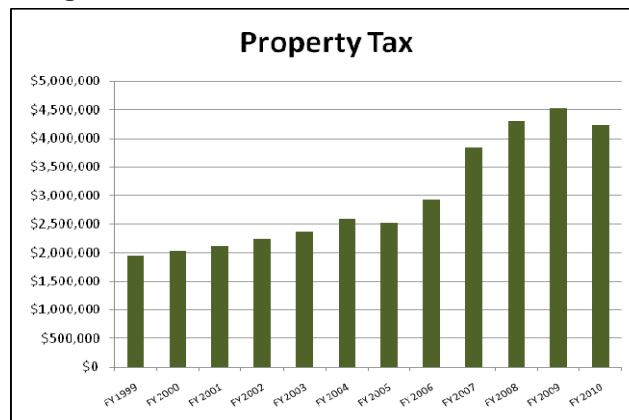


Depressed economic conditions have also affected the City's three major sources of General Fund revenue: Sales Tax, Property Tax and Vehicle License Fees (VLF). Together, Sales Tax, Property Tax and VLF make up about 74% of all General Fund revenues. Figures 2-4 highlight the recent decline in these major revenues to the City's General Fund.

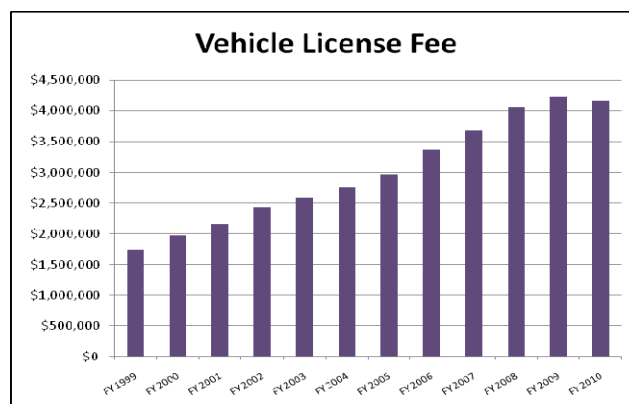
**Figure 2**



**Figure 3**



**Figure 4**



Today, the so-called “economic recovery” has been a largely jobless recovery. The continued high unemployment rate has had a significant drag effect on the economic recovery so much so that the Federal Reserve is not convinced that the recovery is “self-sustaining.” Thus, the Fed announced in early November 2010 a significant action of releasing an additional \$600 Billion into the money supply to stave off possible deflation.

Other factors contributing to the current economy and the City’s financial conditions include: 1) the country is facing a growing Federal budget deficit, 2) the country faces an actuarial crisis in funding both Medicare and to a lesser extent, Social Security, 3) California has a significant state budget deficit, 4) Cal-PERS member contribution rates continue to escalate to cover portfolio losses; 5) Kings County has a higher than average unemployment rate than California, which in turn, has a higher unemployment rate than the rest of the nation; 6) a spike in gas prices during the first quarter of 2011 is having a drag effect on the economy.

It is noteworthy that during the last two-year budget cycle covering FYs 2009 and 2010, the City’s revenue fell far short of projections, forcing the City to implement significant and disruptive mid-budget cycle cost reductions, including but not limited to: layoffs, early retirements, not filling budgeted vacant positions and implementing restrictions on travel and training. The resulting cost savings prevented the City from slipping into a General Fund deficit, but even with the cost reductions implemented, the City is projected to end FY 2011 with only approximately \$350,000 in operating net income (that is on an approximately \$21 million dollar General Fund), and for one final time for the foreseeable future will transfer \$1.5 million in General Fund fund balance into the new combined Economic Uncertainty Reserve.

The passage of Proposition 22 at the state level in November 2010 has hindered, but has not eliminated, the State’s attempts to shift away local governments’ revenue to cover its own financial short-falls. In early January 2011, newly-elected Governor Brown announced his proposal to end redevelopment, which would shift away 1.2 million in net tax increment revenue the City is currently receiving annually between its two project areas, downtown and the industrial park. The Governor’s proposal would also prevent tens of millions of future tax increment revenue projected to be generated by the downtown redevelopment project area, and what would have been an expanded “B” zone to the downtown project area that the City was putting into a place but has placed on hold due to the Governor’s proposal. In addition, the State has in the recent past delayed the disbursement of payments to cities, such as gas tax payments, and may resort to this practice in the future as the State’s financial problems continue. Further, the State is now considering options to eliminate funding to cities that cover booking fees to counties (Hanford revenue estimate \$30,000) and COPS funding (Hanford currently receives \$100,000 per year which funds one officer position), which places further risks to the



City's General Fund. Also, as part of the recent federal budget deal between the Obama Administration and Congress, a 16.2% cut in CDBG program-wide funding is expected. The estimated CDBG subvention reduction to Hanford for FY 2012 is nearly \$100,000 less than the FY 2011 amount.

As a response to the protracted downturn in the economy, the City of Hanford continues to maintain a conservative approach toward operational and financial management. The result is that the City has avoided building a large bureaucracy, and maintains a healthy reserve fund, highlighted below. However, the City of Hanford continues to face medium and long-term financial challenges as highlighted in its five year budget forecast, and additional cost cutting and revenue generating measures will be needed. Thus, this year's budget and Council-directed work program reflects the City's on-going focus of: 1) streamlining operations to optimize efficiency; 2) exploring new revenue options to maintain a high standard and level of services to the community.

#### ***Implementation of an Annual Budget Based on a Five-Year Budget Forecast***

Given the volatility of revenues, the continued down-turn in the economy and resulting reduction in operating capital in the City's General Fund, the City's Financial Policies, proposed for adoption on May 17, 2011, include a provision that on a "go-forward" basis, the City Council will be adopting an annual budget and a five-year budget forecast. The budget forecast will be updated formally twice per fiscal year, at the time of budget adoption and at approximately mid-fiscal year. The five-year budget forecast serves as a key policy, operational and financial planning tool as the City considers policy, operational and budget options.

By projecting all the expenditures and revenues over a five-year horizon, the City Council and staff have been and will be able to continue to analyze the implications of current policy decisions, and run scenarios as opportunities and constraints develop. A summary of the Five-Year Financial Model is included in the "Budget Strategies and Policies" section of the budget.

The City's financial policies, proposed for adoption on May 17, 2011, will also serve as an important planning tool for the City Council. The new financial policies constitute a framework upon which the City's financial and programmatic decisions are made. They are based on a clear set of prescriptions for the City's financial activities, including strategic focus, fiscal control and accountability, clarity, long-term planning, and flexible and cost effective responses.

***Reserve Policies and Special Funding***

The City will continue to maintain reserve funds to (a) stabilize the City's fiscal base by anticipating fluctuations in revenues and expenditures; (b) provide for nonrecurring, unanticipated expenditures; (c) provide for recurring, large expenses; (d) provide for significant unanticipated and/or emergency infrastructure, capital and facility expenses.

The City's reserve funds include:

**Economic Uncertainty Reserve:** The purpose of this reserve is to recognize anticipated and unanticipated reductions in revenue, such as the reductions in General Fund revenue that occurred during the last two-year budget cycle, possible State take-aways, and other unanticipated future revenue shortfalls that may occur. This reserve maintains funding levels to allow for normal revenue growth to replace reduced revenues over a period of time. Based upon budget projections, demonstrating a nominal growth in revenue and steadily increasing costs, I will be recommending this year that Council amend its reserve policy, and establish a reserve minimum of \$5 million this year.

**Accumulated Capital Outlay (ACO) Fund:** The purpose of this reserve is to provide funds for planned and unanticipated large capital (infrastructure and facility) and/or maintenance expenses, and to minimize the impact to the General Fund and Economic Uncertainty Reserve.

**Building Capital & Equipment Replacement Fund:** The purpose of this fund is to provide sufficient funds for building maintenance projects and replacement of equipment as needed in accordance with approved maintenance and replacement fund criteria.

**Fleet Replacement Fund:** The purpose of this fund is to provide sufficient funds for the anticipated replacement of equipment, vehicles and radios in accordance with approved replacement fund criteria.

**Fire Capital/Equipment Replacement Reserve:** The purpose of this reserve is to provide sufficient funds for replacement and maintenance of fire safety equipment and fire facilities. Funds are received annually through charges to the Fire Department general fund budget for the amount necessary for accumulation of funds over the life of the assets to provide for replacement or maintenance of the specific assets.

**Aquatics Facility Capital/Equipment Replacement Reserve:** The purpose of this fund is to provide sufficient resources for replacement and maintenance of specific aquatics facility assets and equipment. Funds are received annually through charges to the aquatics general fund budget to accumulate funds over the life of the assets.

**Computer Replacement Fund:** The purpose of this fund is to provide sufficient funds for the anticipated replacement of computers and software in accordance with approved replacement fund criteria.

### ***City's Capital Improvement Program (CIP)***

The City's Five-Year Capital Improvement Program (CIP) Budget is updated each year to reflect the City's capital program, project priorities and available funding. The CIP articulates the City's capital priorities in the following categorical areas: Facilities and General Projects, Parks and Recreation, Transportation, Storm Drainage, Wastewater, Water, Central Parking and Business Improvements, Airport, Redevelopment and Redevelopment-Housing. CIP projects scheduled for FY 2012 are also included in the "Capital Improvement Projects" portion of this budget book.

### ***Operational Priorities***

Based upon Council policy direction, during the upcoming year, I will be focusing the City's efforts in several areas:

**Facilities and Infrastructure** - FY 2012 budget includes funding for: facility modifications for compliance with the American with Disabilities (ADA) Act, renovations to the Courthouse Square building, installation of technology upgrades at the City Council Chambers to expand the City's public information program, and acquisition of a new telecommunications system to facilitate and streamline operations and service to residents.

The City will also continue to make public investments in infrastructure and facilities throughout the community in FY 2012. Other capital improvement projects include: dog park facilities at Centennial and Hidden Valley Parks, Arbor addition at Hidden Valley Parks, snack bar/restroom facility at the Bob Hill Youth Athletic Complex, Tenth Avenue widening/reconstruction from Third Street to Hanford-Armona Road, installation of a left turn lane at Fargo Avenue/Fitzgerald Lane, resurfacing of East Lacey Boulevard from 10<sup>th</sup> Avenue to Highway 43, pavement management system—street inventory, slurry seals and reclamite seal treatments in residential areas, relocation of the Scott Street drainage basin, oversizing of the 12<sup>th</sup> Avenue sewer trunk main, upgrade to the Sanitary Sewer Lift Station Number 52, water system security upgrades, and apron rehabilitation at the airport and hanger taxiway rehabilitation/replacement.

**Economic Development** - Promoting economic development (recruitment and retention of businesses) continues to be one of the City's key operational priorities. As City Manager, I continue to work closely with staff, the business community, other public agency staff and the development community to ensure the redevelopment and development of key sites in Hanford.

During FY 2012, the City will be completing the Downtown East Area Precise Plan, budgeting for downtown economic development by

continuing funding for Main Street Hanford and providing business loans through the City's Downtown Reinvestment Fund; and, the City will continue providing funding for the Hanford Conference and Visitors' Agency and the Hanford Chamber of Commerce.

Moreover, the City will continue to fund and work closely with the Kings Economic Development Corporation to recruit/retain industrial/light industrial job-generating employers to the Kings Industrial Park.

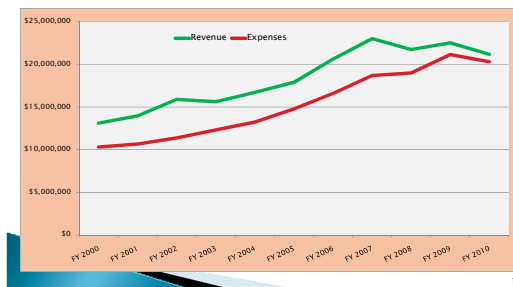
Other economic development initiatives includes: initiating the update of the City's General Plan, completion of a Council-directed review of the City's development project processing policies and procedures with a goal of cutting red tape and promoting red carpet treatment of project applicants; should the state preserve redevelopment, completion of the expansion of the downtown redevelopment project area; exploration of policy options with regard to development impact fees in light of the unprecedented economic downturn; completion of a zero-based review and implementation of policy recommendations to take the City's code compliance program to the next level; funding for the removal of substandard buildings; identification of areas to expand commercial development that are not current zoned to accommodate those uses; provision of a Summer Paint Program, First-Time Home Buyer Program, Housing Rehabilitation Program; and continued implementation of an aggressive graffiti abatement program.

In addition, the City will explore during FY 2012 additional economic development initiatives for the 12<sup>th</sup> Avenue/West Lacey Boulevard commercial area, and will work with all interested retailers and other interests to explore possible locations in Hanford for new commercial/retail uses.

**Long-term Fiscal Stability** - The City's economic development efforts and the development and implementation of new budgeting and financial protocols are intended to promote Hanford's long-term fiscal stability. During the past decade, the City has experience significant revenue growth and net income as shown by Figure 5.

**Figure 5**

### History of General Fund Revenues and Expenses



As the trend shows, due to the economic downturn and corresponding decline in General Fund revenues from FY 2007 to the present, the

gap between revenues and expenses is closing. General Fund budget projections, presented in this budget book, highlight that under current conditions, the City faces very narrow margins with regard to its General Fund operating revenue. One or two large unanticipated expenses or unexpected loss in revenue could put the City's General Fund in the red. Thus, the City has been during the past year and will continue to take during the coming year several initiatives: 1) shift to an annual budget to more closely track and plan operational revenues and expenses tied to actual revenues and expenses; 2) implement a five-year cash flow and reserve fund balance tracking model as a key policy, planning and financial tool in the development and maintenance of the City's annual budget; 3) implement through Council action and through the meet-and-confer process human resource policies and employee participation in the funding of the City's generous defined benefit retirement program through the Public Employees Retirement System (PERS); 4) the Council has directed the City Manager and City Attorney with input from the Executive Staff to implement a reclassification and reorganization program that will be designed to cut costs in the organization to protect "boots on the street" (i.e., direct service providers to the community). During the course of FY 2012, I will be monitoring revenues and expenses closely to determine how extensive the reclassification/reorganization needs to be, and whether nor not additional cost reduction measures will be necessary.

Furthermore during FY 2012, additional management audit/operational reviews to increase operational efficiency and reduce cost may be undertaken for different departments at the direction of the City Council.

Lastly, while the City will continue to focus on reducing costs and controlling on-going expenses, cost reduction and expense control is likely not enough in order to ensure the City's long-term financial stability. At 277 full-time equivalent positions, this full-service city for a community of over 53,000 residents is lean by most California city staffing standards. The City's financial conditions are fast reaching a point where it will be difficult to, exclusively through cost control and cost reduction, maintain the high level and quality of services to which Hanford's residents and businesses have become accustomed.

Therefore, on March 18, 2011, the Council directed staff to begin assessing the feasibility of a revenue measure through a community survey. Funding has been included in the FY 2012 in support of this Council directive.

### ***City Council's Vision***

***Mission:*** *The Mission of the City of Hanford is to provide EXCELLENT CITY SERVICES necessary for daily living in a FINANCIALLY SOUND manner creating a sustainable city government.*

***Vision:*** *Hanford 2024 is the regional center for the west valley with an active historic downtown and a diverse, self sustaining economy. Hanford 2024 is a safe, friendly, family oriented community. Hanford 2024 is well-planned and prepared for growth. Our Hanford community partners for future success.*

The City Council's mission and vision serve as the basis each year for allocating resources and establishing priorities. In addition, the City Council has developed four overall three-year goals to focus the City's efforts:

- Improve the Eastside Redevelopment Area as part of downtown.
- Increase organizational effectiveness and efficiency
- Improve and maintain financial stability.
- Attract and retain business

These goals have been incorporated into the City's priorities, and commitments are reviewed and updated twice per year through the Council's Strategic Planning process. These goals, along with accompanying six month objectives are then implemented by City staff on a daily basis. This consistent strategic view has allowed for continuing deliverable improvements for the community.

#### **FY 2011 Accomplishments**

The following section highlights the City's accomplishments during the past year. These accomplishments are organized around the City Council's 3-year goals. One additional goal of "improving the quality of life" is added to highlight those accomplishments which do not fit under the other Council 3-year goals identified at the most recent Strategic Planning Session.

##### ***Improve the Eastside Redevelopment Area as a part of Downtown***

- Adopted Housing Element
- Assisted with the development of a Downtown East Area Plan implementation for the area encompassing Sixth Street to Ninth Street and Harris Street to 10<sup>th</sup> Avenue.
- Completed the Analysis of Impediments to Fair Housing and Continuum of Care Homeless Study.
- Completed Downtown 2010 streetscape improvements along East Seventh Street.

##### ***Increase organizational effectiveness and efficiency***

- Implemented a new Long Range Council Agenda document for managing agendas
- Implemented new twice-per-month FYI reports to highlight activities occurring at the departmental level
- Implemented weekly City Manager update e-mails to Council to highlight key operational and financial issues
- Implemented new twice-per year one-day format Council Strategic Planning

- Implemented new annual budget and five year cash flow model
- Implemented new human resource policies for the Executive Staff to promote the City's performance based organization, and to have the staff participate in the funding of their pensions
- Implemented Finance Segment of City Wide Automated Meter Reading System.
- Implemented new RIMS computer-aided dispatch/records management system.
- Implemented a city-wide automated meter read (AMR) system.
- Completion of the Fargo Avenue water storage and pumping facility
- Installed a centrifuge sludge dewatering system at WWTP.
- Purchased five new automated refuse collection vehicles.
- Remodeled the City Council Chambers.
- Established Ground Lease Policies for use of youth athletic facilities.
- Recreation Director and Recreation Supervisor completed Pool Operator Certification Course.
- The Fire Department provided 5,964 hours of in service Fire Suppression, Rescue, Hazmat and Emergency Medical Technician training to fire department personnel.
- The Fire Department's four (4) minute emergency response goal of 90% was accomplished 50.34% of the time for all calls for service.
- The Fire Department performed annual service test on 12,400 feet of fire hose.
- The Fire Department completed the annual inspection and maintenance of 1,900 city fire hydrants.
- The Fire Department completed the annual pump testing of all of the department fire apparatus (engines).
- The Fire Department completed over 3,000 hours of equipment maintenance.
- The Fire Department completed over 2550 hours of apparatus maintenance.
- The Fire Department completed over 1,350 hours of building maintenance
- Accomplished energy saving improvements to the City Pool including new pool covers and a Variable Frequency Drive controller.
- Developed new Facebook page, new program tri-fold brochures and new Senior Center Newsletter for improved marketing.
- Developed updated community calendar on City web site.

***Improve and maintain financial stability***

- Audits-Received Clean Audit Reports for Overall City of Hanford, Redevelopment Agency and the Hanford Public Improvement Corporation
- Complete FY 2012 Budget for City Council Approval and implemented new five-year General Fund cash flow model for operational and financial planning
- Opened FY2011 with Adjustment to Complete FY2011 In the Black
- Developed first draft of a cost recovery model to reduce the Recreation Department's net impact to the General Fund.
- Established updated Facility Use Policies and Fees.

### ***Attract and retain business***

- Adopted Airport Master Plan
- Adopted Air Quality Element
- Reviewed development policies and procedures with the intent to streamline and simplify
- Plan checked/inspected construction on a 49 unit apartment complex
- Plan checked/inspected construction of a 3 story medical office building adjacent to the new hospital
- Plan checked/inspected construction of a new outpatient surgery center and birthing center near the new hospital
- Plan checked/inspected construction of a 35,673 square foot expansion to the Wal-Mart Distribution Center in the Industrial Park
- Prepared the Kings Industrial Park Strategy.
- Maintain a list of available sites for relocations through the City's website.
- Coordinated public infrastructure improvements at the new Adventist Health hospital.
- Coordinated public infrastructure improvements at the new FAST Credit Union office building.

### ***Improving the Quality of Life***

- Provided funding for First Time Homebuyers, Housing Rehabilitation, Code Compliance, Restroom Renovation at Longfield Center, Hidden Valley Park Playground Renovation, and Courthouse Improvements.
- Funded seven First Time Homebuyer Loans, Hidden Valley Park Playground Renovation, and nine Housing Rehabilitation Loans.
- Participated in a joint agency major gang sweep throughout Hanford in June 2010.
- Applied for and were awarded federal COPS grant to retain two additional police officers.
- Participated in the implementation of the Central Valley SWAT Team.
- Completed arsenic reduction program projects and monitoring.
- Installed lighted pedestrian crosswalks adjacent to Hanford High School.
- Reconstructed/widened 11<sup>th</sup> Avenue from Hume Avenue to Houston Avenue.
- Reconstructed/widened 12<sup>th</sup> Avenue from Home Depot Drive to Grangeville Boulevard and extended Greenfield Avenue from Della Street to 12<sup>th</sup> Avenue.
- Resurfaced Hanford-Armona Road from 11<sup>th</sup> Avenue to Greenbrier Drive.
- Resurfaced 11<sup>th</sup> Avenue from Third Street to Ivy Street.
- Resurfaced Dooty Street from Cortner Street to Windsor Drive.
- Repair/repainted the Courthouse Building roof peaks.
- Installed new playground equipment and refurbished bathroom and arbor structures at Hidden Valley Park.
- Renovated restroom facilities at the Longfield Center.
- Re-landscaped planter islands adjacent to the Amtrak station.
- Installed railroad crossing safety improvements at B.N.& S.F. / Park Avenue.
- Developed application for grant funding under Statewide Park Development and Community Revitalization Program of 2008.
- Increased number of rental dates for Civic Auditorium.



- Implemented successful new Murder Mystery Dinner program.
- Expanded collaborative efforts with local organizations including KCAO; Pioneer Frontier and Lee Richmond schools; and Kings County Behavioral Health Department.
- The Fire Department responded to 4,194 emergency calls for services during fiscal year 2010/2011.
- The Fire Department responded to 3,156 Emergency Medical Service calls for services during fiscal year 2010/2011
- The Fire Department was active in fire suppression, rescue, and Emergency Medical response activities for 5,393 hours during fiscal year 2010/2011.
- The Fire Department filmed 4 PSA's with Comcast and Hanford High School video production class during fiscal year 2010/2011.
- Completed 327 Fire Safety Building Inspections.
- The Fire Department completed 220 Certificate of Occupancy Inspections.
- The Fire Department processed 129 complaints and inspections.
- The Fire Department issued 7 Fire Code Citations.
- The Fire Department provided 112 Public Education programs to the community.
- The Fire Department distributed 58 PSA's to the public.
- The Fire Department conducted and completed 88 fire investigating.
- The Fire Department inspected 23 Fireworks booths to ensure code compliance and public safety.
- The Fire Department conducted 143 weed abatement re-inspections.
- The Fire Department sent out 112 weed abatement notices to remove a fire hazard on property.
- The Fire Department completed 89 construction inspections.
- The Fire Department installed and distributed 71 life saving Smoke Detectors.

### **Department Goals for FY 2012**

There are many key projects that each City department will be focusing on in FY 2012. Below is a description of some critical and visible initiatives to be undertaken by the City.

#### ***Administrative Services***

The City Manager's Office will continue to coordinate the City's operations, and will oversee key capital improvement projects and public services.

My top priorities as City Manager are to:

- Complete Downtown East Area Precise Plan.
- Initiate the General Plan Update.
- Complete an analysis of the City's code enforcement program and other operational analyses.
- Recommend additional organizational streamlining and cost cutting measures to the City Council.
- Complete a statistically-significant community survey, and explore the feasibility of a revenue measure.
- Implement streamlining to the City's development project processing policies and procedures.

- Improve the City's public information program through the use of technology, new media and other sources.

### ***Community Development***

- Maintain a partnership with Main Street Hanford through a contract to promote economic development in Downtown Hanford.
- Continue to collaborate with the Kings/Tulare Continuum of Care.
- Complete the Continuum of Care-10-Year Plan to End Homelessness.
- Prepare FY 2011-12 CDBG Annual Action Plan.
- Prepare Consolidated Annual Performance and Evaluation Report for FY 2010-11.
- Administer the economic development, non-housing and housing programs in accordance with federal regulations for CDBG.
- Continue to oversee the Downtown East Area Plan implementation (Downtown East Consortium).
- Coordinate downtown promotional activities with Main Street Hanford.
- Manage and market the industrial park, including the agency owned subdivisions.
- Maintain an annual marketing program.
- Provide loans annually to downtown businesses from the Downtown Reinvestment Fund.
- Reimburse downtown businesses for infrastructure improvements through the Downtown Reinvestment Program.
- Increase participation in Code Compliance Enforcement, including collection of fines and penalties
- Update Trakit Program software to the new internet based version from CRW
- Streamline Plan Review Process to be more efficient
- Obtain commitment from other City Departments to use the Trakit Software Program for permitting and project documentation
- To administer the General Plan in accordance with local policies, ordinances, and state laws to ensure orderly community growth.
- To process planning related applications.
- Continue work on expansion of the Downtown Redevelopment Area.
- Assist in implementation of the Downtown East Side Project
- Prepare for update of the General Plan and Zoning Ordinance.

### ***Finance***

- Coordinate Compilation and Completion of the FY2012 Budget
- Complete Activation of Automated Meter Reading System
- Implement Utility Customer Credit Card Payment System
- Maintain The General Fund Five Year Budget Model

### ***Fire***

- Establish and maintain a four (4) minute emergency response drive time to respond to 90% of the total calls for service
- Confine 80% of all property loss structure fires to room of origin.
- Inspect, test and maintain 15,975 feet of fire hose during FY2012.
- Inspect and maintain 1,700 city fire hydrants in FY2012.

- Ensure all fire suppression personnel meet or exceed all mandatory performance standards by providing an average of 182 hours of annual training.
- Provide a minimum of 18 hours of safety training to all personnel to prevent on-scene emergency accidents, vehicle accidents and to eliminate all non-emergency accidents.
- Provide all the required NIMS training to all city Staff as required by NIMS by June 30, 2012.
- Conduct an annual disaster preparedness exercise involving all city departments after the completion of all the required NIMS training has been provided to City Staff as required by December 31, 2011.
- Review construction project plans within 45 working days to ensure compliance with all fire protection requirements.
- Complete 720 annual and biannual building inspections in FY2012 on various types of occupancies to ensure compliance with the fire code.
- Conduct 130 annual public education and safety awareness programs for public schools, hospitals, city employees, and private businesses.
- Ensure that all reported parcels in violation of the city's weed abatement ordinance are abated each year including railroad right-of-ways.
- Review all certificates of occupancy within fifteen (20) days to ensure compliance with the fire code.
- Maintain an ongoing smoke detector installation program to install 50 smoke detectors by June 30 of each fiscal year.

### ***Police***

- Provide leadership, expectations, and vision for the police department, and continue to build a collaborative and customer service oriented organizational culture.
- Ensure the Police Department serves in a leadership role in the region through collaboration, cooperation and strong law enforcement relationships.
- Provide on-going training and certification as required for departmental staff.
- Lead the Department in the philosophy of exceptional staff development to ensure organizational growth is achieved.
- Ensure police staff is available to the community and provides responsive and collaborative service.
- Continue to implement the Department's community-oriented policing model that results in all patrol officers practicing and promoting neighborhood-based problem solving, at-risk youth intervention, collaborative partnerships with businesses, innovative community programs, and superior customer service.
- Expand crime reduction strategies based on timely and accurate crime data, which results in accountability, action, and responsiveness by our officers.
- Provide detectives with the resources to achieve a case solvability rate that is 5% higher than the California state average.
- Continue to implement a state of the art training program that features high quality, safe, healthy, and advanced training for all police personnel, resulting in a highly trained and skilled workforce.

- Lead the communications center to provide safe and highly skilled dispatch service to our officers, and superior customer service to the community, resulting in 911 calls being answered within two rings, and business lines answered in a timely and professional manner.
- Expand the volunteer program to utilize skilled volunteers in more areas of the Department in order to provide both greater challenges to the volunteers and enhanced productivity to the community.
- Continue responsive graffiti abatement program.

### ***Public Works Department***

- Administer and coordinate various programs necessary to properly construct and maintain public works facilities and to deliver services and review, condition and inspect private development projects.
- Maintain and repair streets, sidewalks, alleys, and traffic control systems to provide an efficient and safe transportation network.
- Clean all city streets, alleys, and parking lots to provide a safe, clean, and attractive community.
- Maintain the aesthetic and recreational value of all city parks, athletic fields, landscaped areas, and the city's urban forest.
- Provide green waste, co-mingled recyclables, residential and commercial solid waste collection and disposal services to reduce the amount of solid waste being disposed of at the landfill through the use of efficient, cost effective, and environmentally sound waste management practices.
- Manage and maintain the city fleet to provide all city departments with safe, dependable, and efficient vehicles and equipment.
- Provide safe, clean water through efficient and effective operation of the city's water system.
- Provide a dependable, trouble free sanitary sewer collection system through efficient and safe operational procedures to provide a clean and healthy environment.
- Provide a safe, dependable storm drainage system through timely cleaning, repair, and maintenance of all facilities.
- Treat and recycle wastewater and septic waste in an environmentally safe manner to ensure its reuse will not endanger health or degrade groundwater quality.
- Provide efficient, cost effective, high quality custodial and maintenance service for all city buildings.

### ***Recreation Department***

- Establish updated Facility Use Policies and Fees.
- Establish Ground Lease Policies for use of youth athletic facilities.
- Create new special event to support City scholarship program.
- Continue Cost Recovery Model to offset youth sports facility maintenance costs.
- Establish 501c3 Non Profit for funding assistance.
- Revise operating policies for contract instructors and scholarship policy.
- Submit application for grant funding under Statewide Park Development and Community Revitalization Program of 2008.

- Update City plan for long term capital improvements and development of new recreation facilities.
- Maintain regular programming for Toddlers, Teens and Seniors.

**Conclusion**

This year's operating budget focuses on implementing key capital projects and providing enhanced public services. The City's budget also highlights the City's on-going commitment to improve operational and financial efficiency. During the coming year, the City will begin to identify long-term strategies to fund infrastructure, public facilities and economic development, and more generally, continue long-term financial, program and project planning.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Hilary M. Straus', with a long horizontal flourish extending to the right.

Hilary M. Straus  
City Manager

## **Budget Guide**

A budget serves many purposes. In addition to its inherent value as a resource and spending plan for the City, it informs the public about the City's financial strategies and provides the documentation needed for other financial-related matters such as audits, loans, and grants.

The goal of the City's annual budget is to provide a plan that allocates resources to meet the needs and desires of Hanford residents. The budget is one way in which the City Council and City staff responds to the community's needs. It balances City revenues and costs with community priorities and requirements. The City's fiscal year is July 1<sup>st</sup> to June 30<sup>th</sup>.

In preparing the FY 2011-2012 annual budget, City staff reviewed the 2010-2011 fiscal year and estimated the expenditures and revenues anticipated for the next year. As part of this review, City Council directed staff to review and analyze all functions and major contracts to determine the appropriate service levels and staffing needs. Considerations included assessing the appropriate blend of contract staff and actual employees and investigating ways to reduce expenditures and increase revenues.

As a result, this annual budget incorporates revenues and expenditures that are expected to be incurred during FY 2011-2012.

### **Document Organization**

#### ***Message from the City Manager***

In his message, the City Manager summarizes the proposed budget to the City Council. He outlines strategies and objectives for change and improvements, lists FY 2010-2011 accomplishments, highlights the financial outlook, and summarizes the City's priorities for FY 2011-2012. The most critical issues facing each department during the coming fiscal year are also highlighted and discussed in this section of the document.

#### ***Community Profile***

This section contains valuable information about the City, its people, and its businesses. City services, population and housing, employment, transportation, and school services are discussed.

#### ***Budget Strategies and Policies***

The City has adopted a set of long-term budget strategies and fiscal policies to provide policy guidance. Included in this section are

descriptions of finance-related information such as the City's financial objectives, reporting requirements, management responsibilities, reserve descriptions, annual budget and financial plan, appropriation control, debt management, and investment reporting. The City's Five Year Financial Model is included in this section.

### ***Staffing Overview***

This section provides an overview of the City's staffing philosophy and lists employee benefits.

### ***Financial Summaries by Fund Type***

An overall financial picture of Hanford by fund type is shown in this section, including a description of General Fund revenues and expenditures, a description of various other City funds by fund type, and summary financial tables.

### ***City Departments and Divisions***

These sections provide detailed information about each department including department and division descriptions, FY 2011-2012 objectives, sources of revenue, and anticipated expenditures.

### ***Capital Improvement Projects***

This section lists the Capital Improvement Program (CIP) projects proposed for FY 2011-2012. The FY 2011-2012 projects are also included in the Five-Year Capital Improvement Project Plan which is a separate document.

### ***Glossary of Budget Terminology***

A glossary is provided to help the reader understand terms and vocabulary that are used in the document. Useful terms relevant to the budget process and/or City government are included.

### **Budget Process and Typical Timeline**

**January** – Staff receives general direction from the City Manager.  
**February** – Mid-year review of current year budget is held.  
**March** – Preliminary department budgets are submitted.  
**April** – City Manager reviews department budgets and preparation of draft budget document.  
**May** – Budget workshop is held. Final budget is adopted.  
**June** – Final Budget is adopted no later than June 30<sup>th</sup>.

The City of Hanford's fiscal year begins each July 1<sup>st</sup> and concludes on June 30<sup>th</sup>. Because the City places an emphasis on maintaining an open form of government, the budget process begins and ends with citizen input. Throughout the year, City departments are provided citizen input through public hearings, neighborhood association meetings, surveys, Chamber of Commerce meetings, and direct contact with Council members and staff.

### ***Budget Kickoff***

The budget kickoff begins in January. In this meeting, the City Manager briefs the Deputy City Manager, Finance Director, Community & Economic Development Director, Public Works Director, Recreation Director, Fire Chief, and Police Chief on the policy directives and general budget guidelines for the upcoming fiscal year. This meeting includes a general discussion of the state's economic outlook, potential economic development, and anticipated major capital projects. A specific timeline for budget workshops, the budget public hearing, and the actual preparation of budget are also discussed.

### ***Mid-year Review***

In February of each year, the City Manager and the Finance Director give the Council and the citizens a mid-year presentation on current year revenues and expenditures. Budget adjustments, if required, are approved by the City Council.

### ***Department Preliminary Submittals***

By mid-March, each Department must submit their preliminary budget to the City Manager. These budgets include requests for reclassification and/or reorganization, program changes, services level adjustments, and anticipated revenues and expenditures. In addition, the Deputy City Manager provides information regarding changes in fixed labor costs and the Finance Director provides estimated General Fund revenues.

### ***City Manager Review***

During the first two weeks of April, the City Manager reviews each department budget and compares it to the policy objectives set by the City Council, available resources, and desired service levels. The aim of the City Manager Review is to finalize decisions regarding departmental budget submittals.



***Budget Document Preparation and Approval***

The balance of April is spent preparing the preliminary budget document. The document is presented to the City Council in a workshop held in May. Citizens are encouraged to give input and voice their opinions during this open session. The budget and any suggested changes are reviewed and approved by the Council no later than June 30<sup>th</sup>.

***Citizen Participation***

Hanford residents are encouraged to participate in the budget planning process by attending budget work sessions and public hearings. Citizens also have the opportunity to address issues at any City Council meeting during the year. Council meetings are generally held on the first and third Tuesday of each month at 7 p.m. in the Council Chambers that are located at 400 North Douty Street.

## Community Profile

Hanford, with a population of 53,266 (California Department of Finance) is a unique established community in Kings County. Conveniently located in the south central San Joaquin Valley, Hanford is an easy commute to the nearby major attractions, including Yosemite, Sequoia National Forest and the Central California Coast.

Hanford is named after James Madison Hanford, a railroad executive for Southern Pacific Railroad. Several major fires destroyed the young community's business district. The significant need for fire protection led to the town being incorporated in 1891.

The City of Hanford has established itself as the county seat of Kings County with its solid base of small businesses, retail chains, and food service establishments. With an ongoing commitment to providing high-quality, economical, responsive services to the local community, the City of Hanford is well-positioned for future commercial redevelopment, neighborhood enhancements, and positive changes.



The Hanford community is family friendly with great schools, beautiful parks, a wide offering of youth programs and many community events, in addition to lots of nearby shops and restaurants. Hanford is definitely a great place to live, work and play!

### **Transportation/Access**

Hanford is located between the region's major freeways and highways. Interstate 5, U.S. Highway 43, and U.S. Highway 198 are all located from one to 35 miles from the city. The Fresno Yosemite International Airport is located approximately 35 miles from the city, while rail transportation (Amtrak) is accessible in the downtown area. Public transportation is readily available throughout the city.

### **Education**

Hanford is primarily served by the Hanford Elementary School District and the Hanford Joint Union High School District. Within the City of Hanford there are eight elementary schools, two middle schools, and four high schools. These schools serve approximately 9,180 students from the City of Hanford. Universities and colleges that serve the area include: California State University Fresno, Brandman University, San Joaquin Valley College, College of the Sequoias, and West Hills College.

### **Police Department**

The City of Hanford employs its own Police Department led by Chief Carlos Mestas. The Department is committed to providing proactive, professional and courteous law enforcement service to the Hanford community.

### **Fire Department**

The City of Hanford employs its own Fire Department led by Chief Timothy Ieronimo. The Department is dedicated to protecting residents and visitors of Hanford from conditions that pose a threat to life, environment, and property.

### **Income**

Hanford is characterized as a rural community with a median income of \$58,519 for all family sizes. Hanford is a major trading center serving the surrounding agricultural area. There are five major job sources in the area of Hanford: service, government, manufacturing, farming and the United States Navy.

**Housing Units**

Within the city limits are 16,825 housing units. 74.5% of the city's housing units are primarily single-family units. Last year, there were approximately 520 homes sold in Hanford with the average sales price at \$168,500. Hanford provides an affordable living environment with quality services.

**Climate**

Hanford has a climate that is characterized by cool winters with dense fog and hot, dry summers. The area usually has low humidity. Rain season tends to be between November and April. Average daily high temperatures range from 55° in December and January to 98° in July. Average daily low temperatures range from 35° in the winter to 62° during the summer months. The average year has 105 days with a high over 90°, with the highest temperature on record being 116° on July 27, 1933, and 39 days when the low drops below 32°, with the coldest one day record being January 6, 1913, at 14°. The majority of the year, Hanford enjoys sunny days.

Average yearly precipitation is 8.9 inches, with no rain during the summer months, to an average rainfall of 1.6 inches in January.

**Getting Away**

Hanford offers residents close proximity to the recreation and leisure centers of Sequoia National Forest, Yosemite National Forest, Paso Robles Wine Country and the Central Coast. Additionally, Hanford is located between the two major metropolitan areas of Fresno and Bakersfield. These two cities offer a number of options for restaurants, entertainment and shopping.

**Businesses & Shopping**

Hanford is home to a bustling retail and service industry. Hanford Mall, has over 100 stores, including major department and specialty stores (Sears, Forever 21, Kohl's, JC Penney's, etc.), is located on the westside of the city, along with a number of other shopping centers offering a wide variety of retail, dining, and service establishments (Old Navy, Marshalls, Target, Kohl's, Home Depot, Lowe's Home Improvement, etc.). Hanford also features other large retail stores such as Wal-Mart, Michaels and PetSmart.

### **Parks and Recreation Programs**

Hanford features numerous parks and playgrounds which make it an ideal place to spend time with your family. Many recreational activities and programs are offered through the Recreation Department through the city. In addition, there are a number of free public events throughout the year that are sponsored or held by the City of Hanford.

### **Demographics**

In-depth census and demographic information on Hanford can be found by visiting the US Census Bureau's American Factfinder Web site. Information provided includes census definitions and thematic maps. Below is helpful information on navigating the US Census American Factfinder Web site.

Go to the US Census Bureau's "American FactFinder" Web site.

Click on "FACT SHEET" in the left hand column.

At the top of the page in the area labeled "Fast Access to Information" enter "Hanford" in the "city or town" box and select "California" in the "state" box.

Click "GO."

The California Finance Department also produces estimates and projections on population. Refer to the "Reports and Research Papers".

Latitude: 36.3275

Longitude: -119.6447222

Altitude: 249 feet

### **Culture**

**The Clark Center for Japanese Art and Culture** features The Ruth & Sherman Lee Institute, the mission of which is to collect, preserve and exhibit works of fine art, primarily the arts of Japan. The Center, a complex of buildings in a style informed by Japanese architecture, also houses a specialist library for Japanese art and culture.



**The Hanford Carnegie Museum** was built in 1905 as one of the many Carnegie libraries that were funded by the steel industry magnate, Andrew Carnegie. The library was replaced by a new structure at a different location in 1968. The old library was subsequently renovated and re-opened as the Hanford Carnegie Museum in 1974. The building is a Romanesque architecture with displays of furniture and photos describing the history of the Hanford area.



**The Kings District Fair** is a traditional county fair held on four days in mid-July at the Kings Fairgrounds. The fair has entertainment, rides, livestock events and showings, and food and drinks throughout the four days. There is something for everyone at the Kings District Fair.



**The Renaissance of Kings Cultural Arts Faire** is an event worth attending. The Renaissance Faire is held the first weekend of October at the Courthouse Square in the center of Hanford. The Faire recreates the period of time during the rule of King Henry VIII of England. There is no admission charge and the event typically attracts 15,000 people over the two-day period. Attractions at the Faire include jousting, pirate ship, be knighted or put in the stocks for punishment, learn how to use a sword and plenty of food from medieval times.



**The Kings Art Center** was opened in 1989 to be the premier visual arts gallery and art training center of Kings County. Gallery shows are changed approximately every four weeks. Typical shows include photography, pottery, water color, mixed media, prints, textiles and fibers. Art classes for adults and children are scheduled throughout the year.



**The Kings Symphony Orchestra** was founded in 1963 and draws musicians from throughout the central and southern San Joaquin Valley. The orchestra generally performs four times a year with a variety of classical and “pop” repertoire.



### Sister City

#### **Setana**

#### **せたな**

Hanford is a sister city with Setana, a small town on Hokkaido, Japan. The program is known for promoting international friendship. Both cities send a delegate group of both prominent city citizens and high school students. For the city of Hanford, high school students are selected from both high schools, through an application and interview process for delegate spots. The Setana high school provides a student delegate position for their entire upper class. Hanford delegates travel to Setana, Japan in the summer. Setana delegates travel to Hanford in the winter.

## Budget Strategies & Policies

The City of Hanford has developed broad policy direction through the development of budget strategies that establish long-term policy guidance for conducting the City's financial activities. The City Council has established these policies to meet the following strategic objectives:

### **Budget Strategies**

- **Strategic Focus** – The City's financial management should be strategic, reflecting the Council's and the community's priorities for service while providing resources that realistically fund routine operations.
- **Fiscal control and accountability** – The City's financial activities should be fiscally sound and accountable to the City Council through the City Manager.
- **Clarity** – The City's financial planning and reporting should be clear and easy to understand so that all participants, the Council, the community, and staff can productively participate in making good decisions.
- **Long-term planning** – The City's financial planning should emphasize multi-year horizons to promote long-term planning of resource uses.
- **Flexible and cost effective responses** – The City's financial management practices should encourage a mission-driven organization that responds quickly and straightforwardly to community demands. The City's management should flexibly respond to opportunities for better service, should proactively manage revenues, and should cost-effectively manage ongoing operating costs.
- **Staffing philosophy** – The City has worked towards establishing a balance between City employees and contract staff to ensure the most efficient City operations.

In addition, the City Council has adopted policy parameters for the City's fiscal management. Following is a summary of those policies.

### **Fiscal Policies**

#### ***Financial Activity Reporting***

The City's financial activity will be reported in a variety of funds, which are the basic accounting and reporting entities in governmental accounting. The City's accounting structure will make it possible:



- To present fairly and with full disclosure the financial position and results of financial operations of the funds of the City in conformity with generally accepted accounting principles, and
- To determine and demonstrate compliance with finance-related legal and contractual provisions.

### ***Management Responsibility***

The City Manager shall provide the City Council with a mid-year review of financial activities in February of each year. The review will compare annual budget projections with actual results.

### ***Reserves***

The City will maintain reserve funds to:

- Stabilize the City's fiscal base for anticipated fluctuations in revenues and expenditures;
- Provide for nonrecurring, unanticipated expenditures; and
- Provide for innovative opportunities for the betterment of the community.

The following reserves and special funds have been established:

***Economic Uncertainty Reserve*** - The purpose of this reserve is to be prepared for possible future revenue reductions and to generate interest income. This reserve is currently set at \$1.5 million.

***Replacement Funds*** – The purpose of these funds are to provide sufficient funds for the anticipated replacement of capital equipment.

### **Annual Budget and Financial Plan**

The City Manager will present an annual budget and financial plan and periodic financial information to the City Council, setting forth the following information:

- Actual revenues, expenditures, reserve balances, and fund balances for the prior fiscal year;
- Estimated revenues, expenditures, reserve balances, and fund balances for the current fiscal year;
- Projected revenues, expenditures, reserve balances, and fund balances for the next fiscal year;
- Articulated priorities and service levels to be achieved by the organization over the next year;
- Long-range financial plan, which will include projected revenues, expenditures, and reserve balances for the next 5 years;
- Capital Improvement Program for the next five years.

***Appropriation Control***

Appropriation of fiscal resources is the responsibility of the City Council and the City Manager.

Appropriations requiring Council action are:

- Appropriation of reserves, except replacement reserves;
- Transfers between funds;
- Appropriations of any unassigned revenues – unassigned revenues are those revenues that are not associated with a particular business or service unit; and
- Inter-fund loans.

Appropriations requiring City Manager action are:

- Transfers within a division;
- Appropriation of unbudgeted assigned revenues – assigned revenues support a specific business or service unit and allow expansion or contraction of that unit in response to demand as manifested by receipt of assigned revenues; and
- Appropriation of replacement reserves.

***Debt Management***

The City Council will annually review a Debt Management Policy. This policy will address inter-funding borrowing, short-term borrowing, long-term borrowing, and debt issuance. The policy will provide guidance for ensuring that financial resources are adequate to meet short-term and long-term service objectives and that financing undertaken by the City satisfies certain clear objectives which allow the City to protect its financial resources in order to meet its long-term capital needs.

***Investments***

The City Council will annually review an Investment Policy in conformance with California Government Code. The policy will address the objectives of safety, liquidity, and yield with respect to the City's financial assets.

***Fees and Charges***

The City Council will annually adopt a schedule of fees and charges. The fees and charges will be set to provide adequate resources for the cost of the program or service provided.

***Purchasing***

The City will maintain a purchasing policy designed to support and enhance the delivery of governmental services while seeking to obtain the maximum value for each dollar expended.

***Performance Measures***

The City Manager will annually develop performance measures and assess how efficiently and effectively the functions, programs, and activities in each department are provided and for determining whether program goals are being met.

**Funds of the City of Hanford**

Governmental accounting systems are organized and operated on a fund basis. A fund is a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances. Funds are used to segregate the City's financial activities in categories that attain certain objectives in accordance with special regulations, restrictions, or limitations.

***Basis of Accounting & Budgeting***

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary funds financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements are met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments are recorded only when payment is due.

Property taxes, franchise taxes, licenses, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the government.

**Five Year Financial Model**

The Five Year Financial Model is adjusted annually to project future operating revenue and expenditures.

Modest increases in General Fund expenditures have been projected for the next 5 years. Several factors directly affect the City's General Fund revenue. Because the City receives almost one fourth of its General Fund revenue from sales tax, it is especially susceptible to economic downturns.

A summary of the Five Year Financial Model is located in the subsequent section.

1. The City will continue to monitor operations and staffing to reduce expenditures.
2. At this time, there is a great deal of uncertainty with regards to possible actions by the State of California. In addition to sales tax, the City is heavily dependent on property tax.

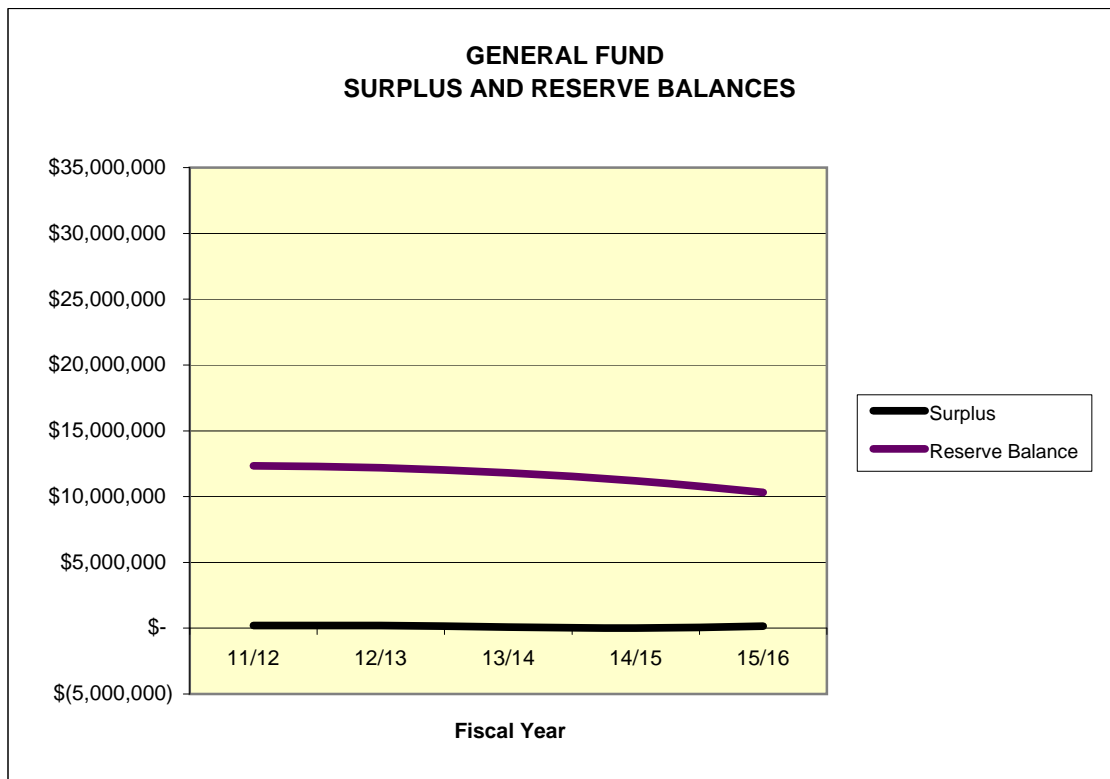
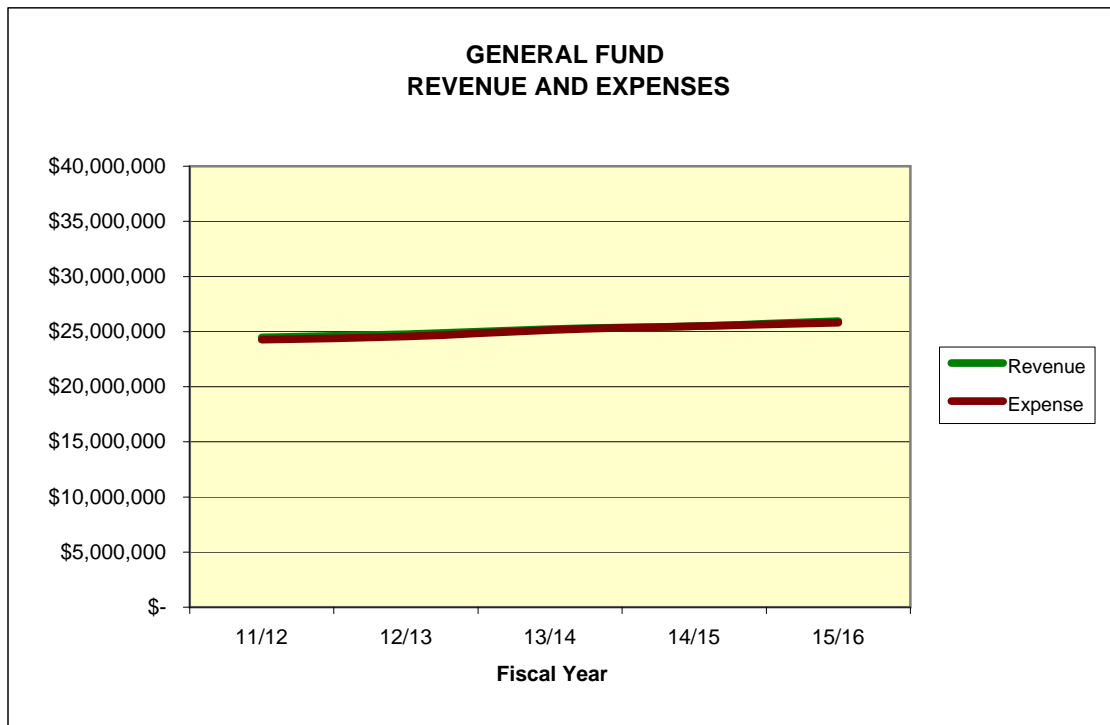
**Summary of  
Five Year Financial Model**

<b>Assumptions For Budget Model*</b>
--------------------------------------

	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>
<b><u>Revenue Inflation Rates:</u></b>					
<i>Property Taxes</i>	0.0%	1.0%	2.0%	2.0%	2.0%
<i>Business License Tax</i>	1.0%	1.0%	1.0%	1.0%	1.0%
<i>Sales Tax</i>	1.0%	2.0%	2.0%	2.0%	2.0%
<i>Franchise Fees</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Transient Occupancy Tax</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Real Prop Transfer Tax</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Licenses and Permits</i>	0.0%	0.0%	5.0%	10.0%	10.0%
<i>Fines, Forfeit, Penalties</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Interest Income</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Use of Money/Property</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Revenue From other Agencies</i>	0.0%	1.0%	2.0%	2.0%	2.0%
<i>Subdivision &amp; Zoning Fees</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Plan Check Fees</i>	0.0%	0.0%	5.0%	10.0%	10.0%
<i>Eng/Inspect Fees</i>	0.0%	0.0%	5.0%	10.0%	10.0%
<i>Public Safety Fees</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Recreation Activities</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Charges for Current Services</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Capital Project Charges</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Gas Tax</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>CDBG</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Interfund Dept Charges</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Other Revenues/Transfers</i>	0.0%	0.0%	0.0%	0.0%	0.0%
<b><u>Expenditure Inflation Rates:</u></b>					
<i>Salary Increase</i>	0.00%	0.00%	0.00%	0.00%	0.00%
<i>PERS Rate Misc</i>	35.11%	35.70%	38.00%	38.40%	38.80%
<i>PERS Rate Police</i>	40.65%	41.30%	44.40%	44.90%	45.30%
<i>PERS Rate Fire</i>	39.34%	40.00%	43.10%	43.60%	44.00%
<i>Health Increase</i>	8.00%	8.00%	8.00%	8.00%	8.00%
<i>Other Benefits Increase</i>	1.00%	1.00%	1.00%	1.00%	1.00%
<i>Operating Costs</i>	2.5%	2.5%	2.5%	2.5%	2.5%
<b><u>Economic Assumptions:</u></b>					
<i>City Population</i>	53,798	54,067	54,337	54,609	54,882
<i>Rate of Increase (Decrease)</i>	0.5%	0.5%	0.5%	0.5%	0.5%

\*Assumptions are based on historical trends and current economic conditions.

<b>General Fund</b>					
in thousands					
	<u>Proposed</u>	<u>Projected</u>	----->		
	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>
<b><u>General Purpose Revenues</u></b>					
Taxes and Franchises	17,465	17,702	18,027	18,359	18,698
Motor Vehicle in-Lieu Tax	200	202	206	210	214
Interest Income	232	232	232	232	232
Rental Income	183	183	183	183	183
Subtotal General Purpose	18,080	18,319	18,648	18,984	19,327
<b><u>Assigned Revenues</u></b>					
Construction Permits	380	380	399	439	483
Miscellaneous Permits	54	54	57	62	69
Vehicle, Parking, Courts	153	153	153	153	153
Code Enforcement	16	16	16	16	16
RDA Interest	620	620	620	620	620
School Program	214	216	220	225	229
Lemoore Dispatch Serv	404	408	416	425	433
KC-Jail Booking Fees	30	30	31	32	32
Vehicle Abatement	50	51	52	53	54
Public Safety Grants	386	319	321	71	116
SLES	100	101	103	105	107
Subdivision & Zoning Fees	116	116	116	116	116
Plan Check Fees	78	78	82	90	99
Eng/Inspect Fees	99	99	104	114	126
Public Safety Fees	87	87	87	87	87
Recreation Activities	272	272	272	272	272
Miscellaneous	55	129	130	173	131
Subtotal Assigned	3,114	3,129	3,179	3,053	3,143
<b>Total Revenues</b>	21,194	21,448	21,827	22,037	22,470
<b><u>Transfers In</u></b>					
Interfund Charges	3,144	3,194	3,266	3,311	3,354
Transfers In	125	125	125	125	125
Subtotal Transfers In	3,269	3,319	3,391	3,436	3,479
<b>Total Revenues and Transfers In</b>	24,463	24,767	25,218	25,473	25,949
<b><u>Department Expenses</u></b>					
Council	330	340	348	356	365
City Manager/Clerk	412	415	408	426	415
Personnel	529	534	546	554	561
Finance	739	744	759	766	774
City Attorney	650	666	683	700	717
Community Development	1,257	1,273	1,303	1,322	1,342
Police	9,996	10,104	10,348	10,467	10,587
Fire	3,975	4,002	4,097	4,139	4,181
Recreation	1,452	1,479	1,515	1,549	1,589
Public Works	4,920	5,010	5,121	5,194	5,268
Subtotal Department Expenses	24,260	24,568	25,128	25,473	25,798
<b>Total Expenditures</b>	24,260	24,568	25,128	25,473	25,798
<b>Beginning Fund Balance/Reserve</b>	13,793	12,327	12,197	11,803	11,188
Net Income/(Loss)	203	200	90	(0)	151
Rec/Ed 01 COP Debt	126	-	-	-	-
ACO Funded Capital Projects	1,543	330	484	615	1,025
<b>Ending Fund Balance/Reserve</b>	12,327	12,197	11,803	11,188	10,314





RESOLUTION NO. 11-20-11

RESOLUTION ESTABLISHING FISCAL YEAR 2012 APPROPRIATIONS LIMIT  
PURSUANT TO ARTICLE XIII B OF THE CALIFORNIA CONSTITUTION

At a regular meeting of the City Council of the City of Hanford duly called and held on the 17<sup>th</sup> day of May, 2011, at 7:00 P.M. of said day, on motion of Council Member IRWIN, seconded by Council Member SORENSEN, and duly carried, the following resolution was adopted:

WHEREAS, Article XIII B of the Constitution of the State of California imposes a limit on the annual appropriations of “proceeds of taxes” of state and local government; and,

WHEREAS, Article XIII B of the Constitution of the State of California requires each city to annually select either (a) the percentage change in California per capita personal income or (b) the percentage change due to the addition of local nonresidential new construction; and

WHEREAS, Section 7901 of the Government Code of the State of California requires each city to annually select the percentage change in population based on:

1. the change in population within the County, or
2. the change in population within the City of Hanford.

WHEREAS, Section 7910 of the Government Code of the State of California requires that the governing body of each local jurisdiction, by resolution, establish its “appropriation limit” each fiscal year; and

WHEREAS, the Finance Director of the City of Hanford has calculated the appropriations limit for the City of Hanford, and said calculation is based upon the provisions of Article XIII B of the Constitution of the State of California and Division 9 commencing with Section 7900 of the Government Code of the State of California.

NOW, THEREFORE, BE IT RESOLVED, that the following annual adjustment factors are selected for the City of Hanford for 2011-2012:

- the percentage change in California per capita income, and

- the percentage change in population within the City of Hanford.

NOW, BE IT FURTHER RESOLVED, that the Appropriations Limit for Appropriation of “proceeds of taxes” for the City of Hanford for fiscal year 2012 is the sum of \$48,364,684 as detailed in Schedules “A” and “B” attached hereto and by this reference incorporated herein.

Passed and adopted at a regular meeting of the City Council of the City of Hanford, duly called and held on the 17<sup>th</sup> day of May, 2011, by the following roll call vote:

AYES:	Council Member	<u>IRWIN</u>
		<u>SORENSEN</u>
		<u>MARTINEZ</u>
		<u>JAMESON</u>
		<u>CHIN</u>
NOES:	Council Member	<u>NONE</u>
ABSTAIN:	Council Member	<u>NONE</u>
ABSENT:	Council Member	<u>NONE</u>
	APPROVED:	<u><i>Dan Chin</i></u> Dan Chin, Mayor

ATTEST:

*Karen Madruga*  
Karen Madruga, City Clerk

STATE OF CALIFORNIA)  
COUNTY OF KINGS     ) ss  
CITY OF HANFORD     )

I, KAREN MADRUGA, City Clerk of the City of Hanford, do hereby certify the foregoing Resolution was duly passed and adopted by the City Council of the City of Hanford at a regular meeting thereof held on the 17<sup>th</sup> day of May, 2011.

Dated: May 18, 2011

*Karen Madruga*  
Karen Madruga, City Clerk

CITY OF HANFORD  
 SCHEDULE TO ADJUST AND CALCULATE THE  
 FISCAL YEAR 2011-2012 APPROPRIATION LIMIT

2010-2011	Appropriation Limit	\$45,869,389
	Add Appropriations for Annexation Service Deliver Change	0
	Add Booking Fee Financial Responsibility Change	0
	Add Property Tax Administration Financial Responsibility Change	0
	Subtotal	<u>\$45,869,389</u>
	Apply Ratio of Change Factor (Schedule "B")	1.0544
2011-2012	Appropriation Limit	<u><u>\$48,364,684</u></u>

CITY OF HANFORD  
 WORKSHEET FOR PERMITTED GROWTH RATE IN APPROPRIATION LIMIT  
 2011-2012

2011-2012	Population Change – City of Hanford	2.86%
	Converted To A Ratio =	1.0286
	California Per Capita Income Change:	2.51%
	Converted To A Ratio =	1.0251
	Calculation of Factor for 2011-2012:	$1.0286 \times 1.0251 = 1.0544$

The ratio of change factor is applied to the prior fiscal year appropriation limit to establish the new fiscal year limit.

The population change and per capital income percentages are provided by the State Department Finance.

## Staffing Overview

As the policy board, the City Council approves all new positions. In addition, the City Council reviews all staffing levels on an annual basis during the budget process. A position allocation system is the standard mechanism used by municipalities to track and monitor staffing levels and approvals. A "Position Allocation Summary" is included in this section. As the City grows or decides to take on other programs or functions, overall staffing may increase.

### City Employee Benefits

#### *Health Insurance*

The City offers six different insurance plans for the employees. The City contributes fifty percent of the monthly deductible for all employees of the general unit and fire department while contributing sixty percent of the monthly deductible for employees of the police department through the California Public Employees' Retirement System. There are a number of options

#### **Hanford Monthly Contribution**

<b>Plan</b>	<b>City Contribution for all employees</b>		<b>City Contribution for police</b>
Blue Shield Net Value- HMO	Employee Only	\$ 244.31	\$ 293.17
	Employee + 1	\$ 488.62	\$ 586.34
	Employee + 2 or more	\$ 635.21	\$ 762.25
Blue Shield Access-HMO	Employee Only	\$ 283.94	\$ 340.72
	Employee + 1	\$ 567.87	\$ 681.44
	Employee + 2 or more	\$ 738.23	\$ 885.88
Kaiser-HMO	Employee Only	\$ 238.98	\$ 286.77
	Employee + 1	\$ 477.95	\$ 573.54
	Employee + 2 or more	\$ 621.34	\$ 745.60
PERS Choice- PPO	Employee Only	\$ 258.14	\$ 309.77
	Employee + 1	\$ 516.28	\$ 619.54
	Employee + 2 or more	\$ 671.17	\$ 805.40
PERS Select- PPO	Employee Only	\$ 225.74	\$ 270.89
	Employee + 1	\$ 451.48	\$ 541.78
	Employee + 2 or more	\$ 586.93	\$ 704.31
PERS Care- PPO	Employee Only	\$ 283.94	\$ 487.46
	Employee + 1	\$ 567.87	\$ 956.92
	Employee + 2 or more	\$ 738.23	\$ 1,43.99

#### *Retiree Medical Contribution*

The City contracts with CalPERS for medical coverage. As part of this contract, employers are required to contribute towards retiree medical. The City contracts for Unequal Contribution. Under this method, the City's 2011 monthly contribution towards retiree medical is \$108.00 per retiree using the City's insurance.

***Dental Insurance***

The City contracts with Delta Dental to provide dental insurance coverage for our employees and their families. The City contributes fifty percent of the costs for all employees and sixty percent for the police employees. New employees become eligible for dental benefits the first day of the month following the date of hire.

**Delta Dental – 2011 Monthly Premiums for all employees**

Employee Only	\$16.30
Employee + 1	\$34.62
Employee + 2 or more	\$52.92

**Delta Dental – 2011 Monthly Premiums for police employees**

Employee Only	\$19.56
Employee + 1	\$41.54
Employee + 2 or more	\$63.50

***Life Insurance***

The City currently contracts with Sun Life Insurance for life insurance benefits for our employees. Basic Life Insurance/AD&D is effective on the first day of the month following the date of hire and upon the completion of the enrollment process. The City pays the premium for basic life and accidental death and dismemberment (AD&D) – \$100,000 for department directors, \$50,000 for all managers, and \$10,000 for all general unit employees.

The City offers an additional life insurance policy to all employees paid for by the employee. The life insurance option covers an additional \$20,000 for basic life insurance and an additional \$20,000 for accidental death and dismemberment.

***Retirement & Deferred Compensation******Defined Benefit Retirement – “3% @ 60” and “3.0% @ 55”  
Formulas through PERS***

The City has contracted with the California Public Employees Retirement System (CalPERS) to provide retirement benefits for our employees. The CalPERS retirement program is a defined benefit program.

The City contracts for 3% @ 55 for safety personnel and 3.0% @ 60 for miscellaneous personnel. For fiscal year 2011-2012, the City pays 100% of both employee and employer portion of the costs associated with this retirement program.

### ***Deferred Compensation***

Employees are eligible to participate in the City's designated 457 Deferred Compensation Plan at the start of employment. This program allows employees to save pre-tax dollars for their future retirement. Participating fire captains and fire employees receive a matched contribution from the City based on time of participation on program.

### ***Leave Benefits***

#### ***Vacation Leave***

Vacation Leave starts to accrue hours when the employee is hired but not eligible for use until six months of continuous service. Vacation hours cannot be cashed out if the maximum hours are accrued. The number of vacation hours accrued each year is based on years of service as shown below for general unit employees and police employees.

<b><u>Years of Service</u></b>	<b><u>Annual Accrual</u></b>	<b><u>Maximum Accrual</u></b>
0 through 5	88 hours	176 hours
Beginning year 6 through 10	120 hours	240 hours
Beginning year 11 through 15	136 hours	272 hours
Beginning year 16 and beyond	160 hours	320 hours

The number of vacation hours accrued each year for fire employees is also based on years of service as shown below.

<b><u>Years of Service</u></b>	<b><u>Annual Accrual</u></b>	<b><u>Maximum Accrual</u></b>
0 through 5	122 hours	244 hours
Beginning year 6 through 10	184 hours	368 hours
Beginning year 11 through 15	192 hours	384 hours
Beginning year 16 and beyond	240 hours	480 hours

#### ***Sick Leave***

Sick Leave starts to accrue hours when the employee is hired but not eligible for use until six months of continuous service. There is no maximum to the number of sick hours an employee can accrue. The number of sick hours accrued each year for a general unit or police employee is 96 hours while a fire employee can accrue 168 hours each year.

#### ***Holidays***

The City observes 10 holidays (80 hours) when the offices are closed. Two (2) floating holidays (16 hours) are also credited to employees at the beginning of each calendar year. Holiday benefits are provided in different configurations for safety employees.

**Management Cafeteria Pay**

Management Cafeteria Pay plan will provide 3.0% of total annual Management Compensation in addition to all other salary and employee benefits granted in the budget. The three percent can be taken as pay or converted to administrative leave, however under no circumstances shall leave time be carried over to a new calendar year.

**Bereavement**

Up to 40 hours of sick leave may be granted to a general unit employee in the event of death of a member of an employee's family. Police employees are granted three days of bereavement leave in the event of death in the employee's family and five days if travel is required outside the state. Fire employees are granted two shifts of sick leave or three calendar days in the event of death in the employee's family. The employee's family means the spouse, parent, child, brother, sister, in laws, grandparents, grandchildren or a close relative that resides in the employee's home.

**California Family Rights Act (CFRA)**

Eligible employees will receive up to 12 weeks of unpaid leave for covered events in a 12-month period. CFRA covers absences for the birth or adoption of a child or to care for the employee's own serious health condition or that of his or her spouse, registered domestic partner, child, or parent. In order to be eligible, the employee must have worked for the agency for at least 12 months AND worked at least 1,250 hours in the 12 months preceding the leave. See *Human Resources Department* for more information.

**Family Medical Leave Act (FMLA)**

Eligible employees will receive up to 12 weeks of unpaid leave for covered events in a 12-month period. FMLA covers absences for the birth or adoption of a child or to care for the employee's own serious health condition or that of his or her spouse, child, or parent. In order to be eligible, the employee must have worked for the agency for at least 12 months AND worked at least 1,250 hours in the 12 months preceding the leave. See *Human Resources Department* for more information.

**Pregnancy Disability Leave (PDL)**

Employees disabled due to pregnancy, childbirth or related medical conditions are entitled to a leave of absence for the time they are disabled up to a maximum of four months. Employees are eligible for pregnancy disability leave upon hire.

**California Paid Family Leave (CPFL)**

As participants in State Disability Insurance, employees are eligible for six weeks of partial pay per year while taking time from work to care for a new child or sick family member. The payments are distributed by the Employment Development Department, a state agency, not the employer. See *Human Resources Department* for more information.



## ***Employee Assistance & Development***

### ***Employee Assistance Program (EAP)***

The City contracts with PacifiCare Behavioral Health to provide our employee assistance program to our employees. New employees become eligible to participate in the Employee Assistance Program the first day of the month following the date of hire.

### ***Tuition Reimbursement***

Employees are eligible to participate in the Tuition Reimbursement Program.

- General employees – This program provides up to \$500 per fiscal year for tuition and books on a reimbursement basis to encourage employees' continuing education efforts.
- Police employees – This program provides up to \$600 per fiscal year for tuition and books on a reimbursement basis to encourage employees' continuing education efforts.
- Fire employees – This program provides up to \$180 per fiscal year for tuition and books on a reimbursement basis to encourage employees' continuing education efforts.
- Management employees – This program provides up to \$700 per fiscal year for tuition and books on a reimbursement basis for the purpose which it improves their ability to accomplish their City jobs.

### ***Alternative Work Schedule***

The City offers a 9/80 alternative work schedule for management employees. Additional alternative work schedules have been developed for the Police Department, Fire Department and Refuse Department. Alternative work schedules have been warmly received by the organization.

### ***Uniforms and Uniform Allowance***

The City shall supply the required uniforms or an allowance for the uniforms for all employees that are required to wear a uniform.

- General employees – The equivalent of five pants and five shirts will be supplied to each employee. Employees that work in the fire or police department that are included in this unit will be paid an initial \$200 when hired for the first year and \$400 for each following year.
- Police employees – New employees will be paid an initial \$500 for the appropriate uniforms for the first year of employment and \$950 for each following year. The City shall provide all equipment required for the position.
- Fire employees – New employees shall be paid an initial uniform allowance equivalent to the uniform allowance in effect for a regular employee for the appropriate uniform required. Regular employees will receive an allowance of \$800 per fiscal year for the appropriate uniforms.

**City of Hanford**  
**Position Allocation Summary**  
**FY 11 – 12 Budget**

Department / Position	FY 10 - 11 Employee FTE	FY 10 - 11 Budget Status	FY 11 - 12 Recommended Budget Status	FY 11 - 12 Employee FTE	FY 11 - 12 Contract FTE	FY 11 - 12 Total City FTE
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**CITY ATTORNEY**

City Attorney	-	Contract	No Change		1.00	1.00
		<b>1.00</b>	<b>Sub-Total</b>	-	<b>1.00</b>	<b>1.00</b>

**Administration**

City Manager / City Clerk

City Manager	1.00	Employee	No Change	1.00		1.00
City Clerk / Admin Coordinator	1.00	Employee	No Change	1.00		1.00
Senior Admin Analyst	0.50	Employee	No Change	0.50		0.50

Personnel

Deputy City Manager	2.00	Employee	Staffing Change	1.00		1.00
Senior Admin Analyst	1.00	Employee	No Change	1.00		1.00
Personnel Support Technician	1.00	Employee	No Change	1.00		1.00

Information Technology

Information Technology Manager	1.00	Employee	No Change	1.00		1.00
	<b>7.50</b>		<b>Sub-Total</b>	<b>6.50</b>	-	<b>6.50</b>

**Finance**

Accounting

Finance Director	1.00	Employee	No Change	1.00		1.00
Deputy Finance Director	1.00	Employee	No Change	1.00		1.00
Accountant	1.00	Employee	No Change	1.00		1.00
Accounting Technician	2.00	Employee	No Change	2.00		2.00
Accounting Clerk	2.00	Employee	No Change	2.00		2.00

Utility Billing

Accounting Technician	1.00	Employee	No Change	1.00		1.00
Accounting Clerk	3.00	Employee	No Change	3.00		3.00
Meter Reader	2.50	Employee	No Change	2.50		2.50
	<b>13.50</b>		<b>Sub-Total</b>	<b>13.50</b>	-	<b>13.50</b>

**Community Development**

Planning

Community Development Director	1.00	Employee	No Change	1.00		1.00
Senior Planner	3.00	Employee	Staffing Change	1.00		1.00

Building

Building Official	1.00	Employee	No Change	1.00		1.00
Building Inspector	4.00	Employee	Staffing Change	2.00		2.00
Code Compliance Officer	2.00	Employee	No Change	2.00		2.00
Permit Specialist	1.00	Employee	No Change	1.00		1.00
Admin Support Technician	1.00	Employee	No Change	1.00		1.00

Redevelopment Agency

Economic Development Manager	1.00	Employee	No Change	1.00		1.00
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Housing

Housing Specialist	2.00	Employee	No Change	2.00		2.00
Laborer	-	Employee	No Change	-		-
	<b>16.00</b>		<b>Sub-Total</b>	<b>12.00</b>	-	<b>12.00</b>

**Police**

Support Services

Police Chief	1.00	Employee	No Change	1.00		1.00
Police Captain	1.00	Employee	No Change	1.00		1.00
Police Lieutenant	1.00	Employee	No Change	1.00		1.00
Police Officer - Investigator	4.00	Employee	No Change	4.00		4.00
Police Service Officer	1.00	Employee	No Change	1.00		1.00
Admin Support Technician	1.00	Employee	No Change	1.00		1.00

**City of Hanford**  
**Position Allocation Summary**  
**FY 11 – 12 Budget**

Department / Position	FY 10 - 11 Employee FTE	FY 10 - 11 Budget Status	FY 11 - 12 Recommended Budget Status	FY 11 - 12 Employee FTE	FY 11 - 12 Contract FTE	FY 11 - 12 Total City FTE
<u>Records</u>						
Police Records Supervisor	1.00	Employee	No Change	1.00		1.00
Police Service Officer	1.00	Employee	No Change	1.00		1.00
Senior Records Assistant	1.00	Employee	No Change	1.00		1.00
Police Records Assistant	3.00	Employee	No Change	3.00		3.00
<u>Communications</u>						
Communications Supervisor	1.00	Employee	Staffing Change	-		-
Senior Communications Dispatcher	2.00	Employee	No Change	2.00		2.00
Communications Dispatcher	14.00	Employee	No Change	14.00		14.00
<u>Operations</u>						
Police Captain	1.00	Employee	No Change	1.00		1.00
Police Lieutenant	2.00	Employee	No Change	2.00		2.00
Police Sergeant	4.00	Employee	No Change	4.00		4.00
Senior Police Officer	4.00	Employee	No Change	4.00		4.00
Police Officer - Investigator	1.00	Employee	No Change	1.00		1.00
Police Officer	25.00	Employee	No Change	25.00		25.00
Parking Control Officer	0.40	Employee	No Change	0.40		0.40
Reserve Police Officer	1.00	Employee	No Change	1.00		1.00
<u>Traffic Enforcement</u>						
Police Officer	3.00	Employee	No Change	3.00		3.00
<u>Narcotics Task Force</u>						
Police Officer - Investigator	1.00	Employee	No Change	1.00		1.00
<u>School Officer Program</u>						
Police Officer	3.00	Employee	No Change	3.00		3.00
<u>Problem Oriented Policing</u>						
Police Officer	2.00	Employee	No Change	2.00		2.00
	<b>79.40</b>		<b>Sub-Total</b>	<b>78.40</b>	-	<b>78.40</b>
<b>Fire</b>						
<u>Suppression</u>						
Fire Chief	1.00	Employee	No Change	1.00		1.00
Deputy Fire Chief	1.00	Employee	No Change	1.00		1.00
Fire Captain	6.00	Employee	No Change	6.00		6.00
Fire Engineer	6.00	Employee	No Change	6.00		6.00
Fire Fighter	13.00	Employee	No Change	13.00		13.00
Admin Support Technician	1.00	Employee	No Change	1.00		1.00
<u>Prevention</u>						
Battalion Chief / Fire Marshal	1.00	Employee	No Change	1.00		1.00
Fire Inspector	1.00	Employee	No Change	1.00		1.00
	<b>30.00</b>		<b>Sub-Total</b>	<b>30.00</b>	-	<b>30.00</b>
<b>Recreation</b>						
<u>Administrative</u>						
Recreation Director	1.00	Employee	No Change	1.00		1.00
Admin Support Technician	1.00	Employee	No Change	1.00		1.00
<u>Sports</u>						
Recreation Leader II	0.10	Employee	No Change	0.10		0.10
Recreation Leader III	0.40	Employee	No Change	0.40		0.40
Facility Host	0.40	Employee	No Change	0.40		0.40
<u>Longfield Center</u>						
Recreation Leader II	1.60	Employee	No Change	1.60		1.60
Recreation Leader III	0.10	Employee	No Change	0.10		0.10
<u>Aquatics / Skate</u>						
Recreation Supervisor	0.30	Employee	No Change	0.30		0.30
Recreation Leader I	1.10	Employee	No Change	1.10		1.10
Recreation Leader II Lifeguard	2.00	Employee	No Change	2.00		2.00
Senior Lifeguard	0.50	Employee	No Change	0.50		0.50

**City of Hanford**  
**Position Allocation Summary**  
**FY 11 – 12 Budget**

Department / Position	FY 10 - 11 Employee FTE	FY 10 - 11 Budget Status	FY 11 - 12 Recommended Budget Status	FY 11 - 12 Employee FTE	FY 11 - 12 Contract FTE	FY 11 - 12 Total City FTE
<u>Facilities Management</u>						
Recreation Supervisor	1.10	Employee	Staffing Change	0.10		0.10
Facility Host	1.20	Employee	No Change	1.20		1.20
<u>Youth Services</u>						
Recreation Supervisor	0.80	Employee	No Change	0.80		0.80
Youth/Toddler Coordinator	0.60	Employee	No Change	0.60		0.60
Sizzlin Summer Camp	0.80	Employee	No Change	0.80		0.80
Youth Special Event Staff	0.30	Employee	No Change	0.30		0.30
Toddler Aids	0.50	Employee	No Change	0.50		0.50
Lacey Day Camp	0.90	Employee	No Change	0.90		0.90
Facility Host	0.10	Employee	No Change	0.10		0.10
Teen Center Rec. Staff	1.20	Employee	No Change	1.20		1.20
<u>Adult / Special Services</u>						
Recreation Supervisor	0.20	Employee	No Change	0.20		0.20
Senior Rec. Coordinator	0.40	Employee	No Change	0.40		0.40
Special Pops Coordinator	0.40	Employee	No Change	0.40		0.40
Special Activity Leader	0.30	Employee	No Change	0.30		0.30
<u>Community Programs / Events</u>						
Recreation Supervisor	0.60	Employee	No Change	0.60		0.60
Facility Host	0.10	Employee	No Change	0.10		0.10
	<b>18.00</b>		<b>Sub-Total</b>	<b>17.00</b>	<b>-</b>	<b>17.00</b>

<b>Public Works</b>						
<u>Administration / Engineering</u>						
Public Works Director	1.00	Employee	No Change	1.00		1.00
Deputy Public Works Director	1.00	Employee	No Change	1.00		1.00
Deputy City Engineer	1.00	Employee	No Change	1.00		1.00
Senior Engineer	1.00	Employee	No Change	1.00		1.00
Senior Admin Analyst	1.00	Employee	No Change	1.00		1.00
Associate Engineer	1.00	Employee	No Change	1.00		1.00
Senior Engineering Technician	4.00	Employee	Staffing Change	3.00		3.00
Construction Inspector	3.00	Employee	No Change	3.00		3.00
Admin Support Technician	2.00	Employee	No Change	2.00		2.00
<u>Street Maintenance</u>						
Street Superintendent	1.00	Employee	No Change	1.00		1.00
Street Supervisor	1.00	Employee	No Change	1.00		1.00
Lead Maintenance Worker	1.00	Employee	No Change	1.00		1.00
Heavy Equipment Operator	1.00	Employee	No Change	1.00		1.00
Traffic Control Technician	2.00	Employee	No Change	2.00		2.00
Maintenance Worker II	3.00	Employee	No Change	3.00		3.00
Maintenance Worker I	1.00	Employee	No Change	1.00		1.00
Laborer	2.00	Employee	No Change	2.00		2.00
<u>Parks</u>						
Parks Superintendent	1.00	Employee	No Change	1.00		1.00
Parks Supervisor	1.00	Employee	No Change	1.00		1.00
Lead Maintenance Worker	1.00	Employee	Staffing Change	-		-
Maintenance Worker II	12.00	Employee	No Change	12.00		12.00
Maintenance Worker	1.00	Employee	Staffing Change	-		-
Laborer	1.20	Employee	No Change	1.20		1.20
<u>Airport</u>						
Airport Manager	0.50	Employee	No Change	0.50		0.50
<u>Refuse</u>						
Refuse Superintendent	1.00	Employee	No Change	1.00		1.00
Refuse Supervisor	1.00	Employee	No Change	1.00		1.00

**City of Hanford**  
**Position Allocation Summary**  
**FY 11 – 12 Budget**

Department / Position	FY 10 - 11 Employee FTE	FY 10 - 11 Budget Status	FY 11 - 12 Recommended Budget Status	FY 11 - 12 Employee FTE	FY 11 - 12 Contract FTE	FY 11 - 12 Total City FTE
Refuse Service Worker	2.00	Employee	No Change	2.00		2.00
Refuse Collector	21.90	Employee	No Change	21.90		21.90
<u>Refuse - Street Cleaning</u>						
Sweeper Operator	4.00	Employee	No Change	4.00		4.00
<u>Fleet Maintenance</u>						
Fleet Superintendent	1.00	Employee	No Change	1.00		1.00
Lead Fleet Mechanic	1.00	Employee	No Change	1.00		1.00
Fleet Mechanic	5.00	Employee	No Change	5.00		5.00
<u>Wastewater Treatment Plant</u>						
Wastewater Superintendent	1.00	Employee	No Change	1.00		1.00
Wastewater Supervisor	1.00	Employee	No Change	1.00		1.00
Lab Technician	1.00	Employee	No Change	1.00		1.00
Lab Assistant	1.00	Employee	No Change	1.00		1.00
Lab Attendant	1.00	Employee	No Change	1.00		1.00
WWTP Operator II	2.00	Employee	No Change	2.00		2.00
WWTP Operator	3.00	Employee	No Change	3.00		3.00
Laborer	0.50	Employee	No Change	0.50		0.50
<u>Sanitary Sewer</u>						
Utility Supervisor	1.00	Employee	No Change	1.00		1.00
Lead Maintenance Worker	1.00	Employee	No Change	1.00		1.00
Maintenance Worker II	3.00	Employee	No Change	3.00		3.00
Maintenance Worker	1.00	Employee	No Change	1.00		1.00
Laborer	1.00	Employee	No Change	1.00		1.00
<u>Water</u>						
Utility Superintendent	1.00	Employee	No Change	1.00		1.00
Lead Maintenance Worker	2.00	Employee	No Change	2.00		2.00
Maintenance Worker II	12.00	Employee	No Change	12.00		12.00
Laborer	0.60	Employee	No Change	0.60		0.60
<u>Building Maintenance</u>						
Building Superintendent	1.00	Employee	No Change	1.00		1.00
Facility Maintenance Technician	1.00	Employee	No Change	1.00		1.00
Lead Custodian	1.00	Employee	No Change	1.00		1.00
Maintenance Worker II	0.50	Employee	No Change	0.50		0.50
Custodian	3.50	Employee	No Change	3.50		3.50
<u>Courthouse Square</u>						
Maintenance Worker II	0.50	Employee	No Change	0.50		0.50
	<b>122.20</b>		<b>Sub-Total</b>	<b>119.20</b>	<b>-</b>	<b>119.20</b>
<b>TOTAL FULL-TIME EQUIVALENTS</b>	<b>286.60</b>			<b>276.60</b>	<b>1.00</b>	<b>277.60</b>

Staffing Configuration	
Current Employees for FY 10-11	286.60
Position Changes for FY 11/12	
Eliminated Positions	-10.00
<b>Total City Employees for FY 11/12</b>	<b>276.60</b>

## Financial Summaries

### Financial Overview

This section provides a financial overview of all City funds by fund type. It presents the total available resources and total use of resources, including beginning and ending fund balances, revenues, expenditures, operating transfers in, and operating transfers out.

### Summary of All City Funds

The “Summary of All City Funds” schedule on the following page groups the City’s funds into five classifications:

- Capital
- General Fund
- Enterprise
- Special Revenue
- Redevelopment Agency

The first three groups are the operating funds of the City and the last two are special classes of funds. The budget for capital funds is reviewed by the City Council as part of the five-year Capital Improvement Program (CIP). Capital improvement projects for FY 2011-2012 are included in this budget.

### Debt Obligations

#### Wastewater Enterprise

- 1996 Variable Rate Demand Sewer System Refunding Revenue Bonds
- 1999 California Statewide Communities Development Authority (CSCDA) Pooled Wastewater Revenue Bonds
- 2002 California Statewide communities Development Authority (CSCDA) Pooled Wastewater Revenue Bonds
- 2002 California Infrastructure and Economic Development Bank Loan (CIEDB)

#### Water Enterprise

- 2003 California Statewide Community Development Authority (CSCDA) Pooled Water Revenue Bonds
- 2007 Water System Installment Sale Agreement
- 2009 Water Capital Lease Purchase Agreement

#### Redevelopment Agency-Industrial Park Project Area

- City Advances Payable

#### Redevelopment Agency-Downtown Project Area

- City Advances Payable

#### Community Facilities District No. 91-1, Series 1998

- 1998 Special Tax Bonds Payable - Community Facilities District No. 91-1

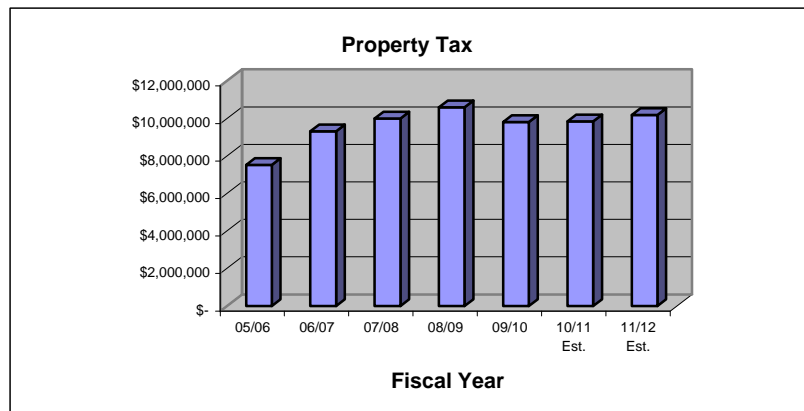
#### Recreational/Educational Facility Site Acquisition Project

- 2001 Certificate of Participation-Recreation/Educational Facility Site Project

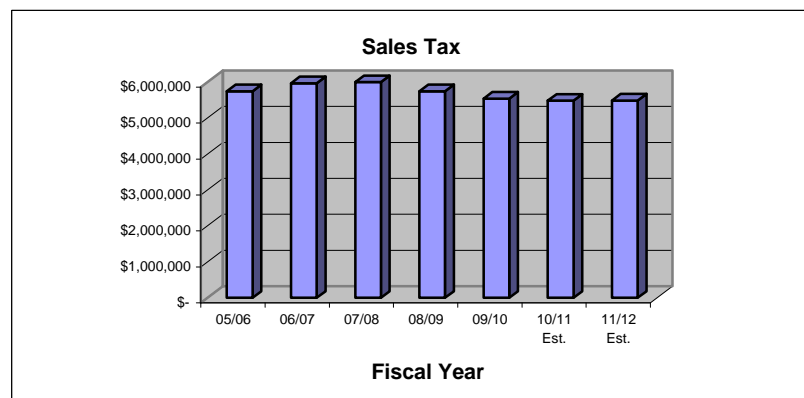
## General Fund Revenues

This section describes the major General Fund revenues received by the City.

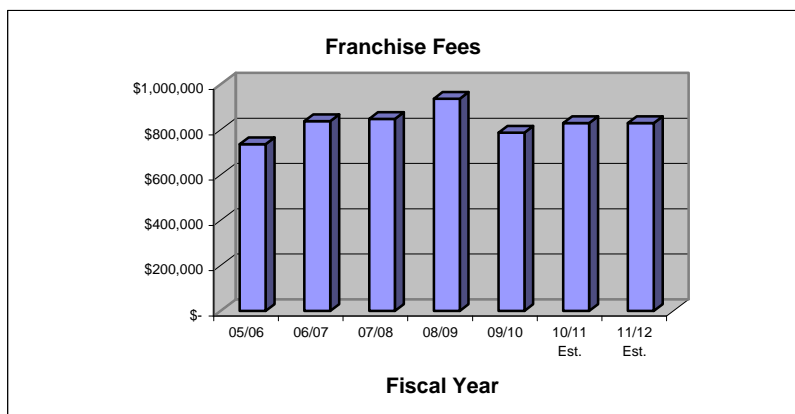
**Property Tax:** Property tax is imposed on real property (land and permanently attached improvements such as buildings) and personal property (moveable property). It is based on the property's assessed value as determined by the County Assessor. The property tax rate is limited to 1% of the assessed value plus rates imposed to fund indebtedness approved by the voters.



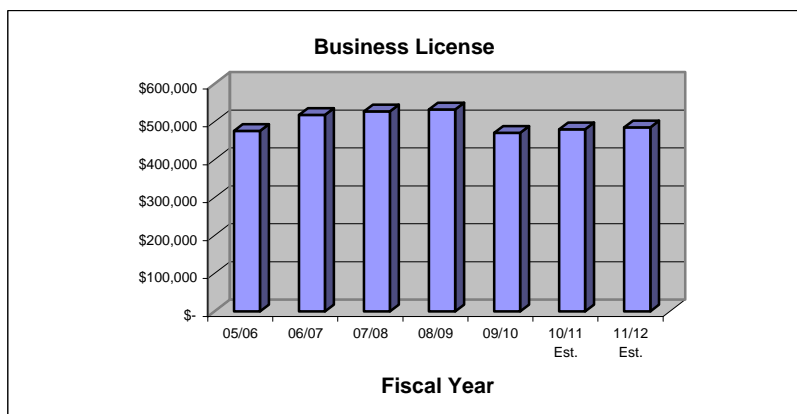
**Sales and Use Tax:** Sales tax is imposed on retailers for the privilege of selling tangible personal property in California. One percent is collected by the State Board of Equalization and then allocated back to cities and counties based on a point-of-sale formula. The use tax complements the sales tax (at the same rate) and is imposed for transactions in which the sales tax is not collected by the seller.



**Franchise Fees:** State statutes provide Hanford with the authority to impose fees on utility companies and other businesses for the privilege of using City rights-of-way. The City receives various franchise fees from utilities, and cable companies.

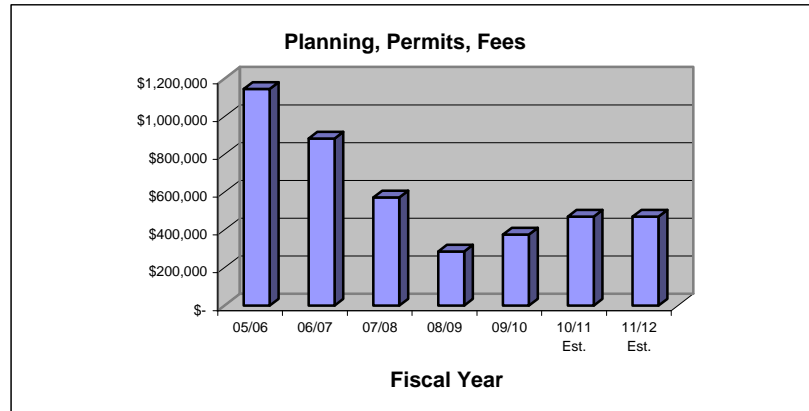


**Business License:** The business license tax is imposed on all entities conducting business within the City of Hanford except businesses exempt under Federal and State Constitutional provisions, charitable organizations, religious activities, government agencies, non-profit organizations, and educational institutions.

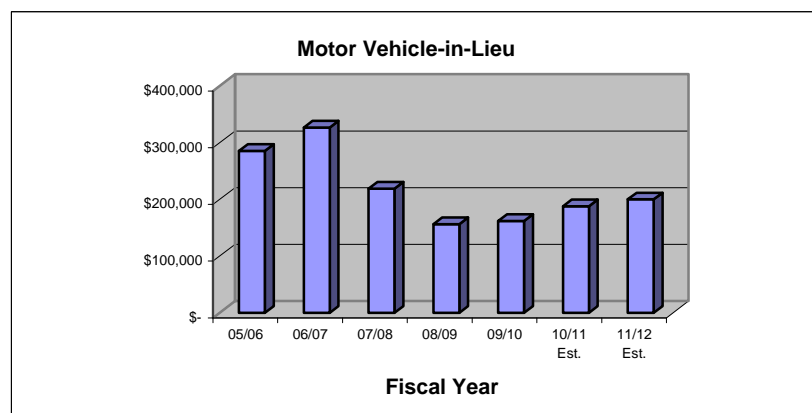




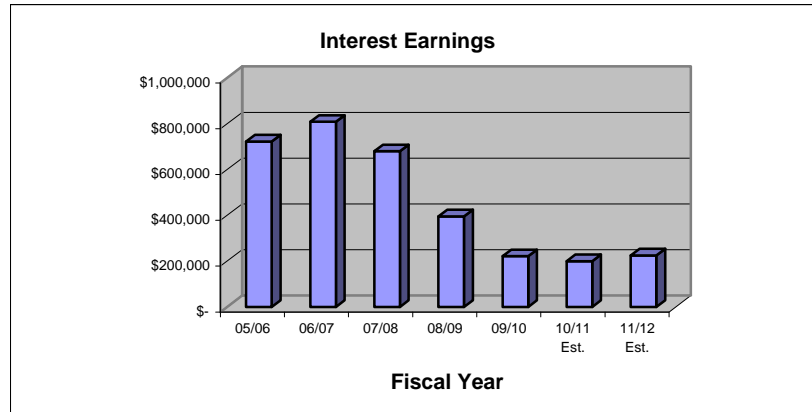
**Planning, Permits and Fees:** A variety of plan checking fees and building permits, related to development, are collected. Revenues help to support the City's building, planning and engineering activities.



**Motor Vehicle-in-Lieu:** From 1948 through 2004, the Vehicle License Fee (VLF) tax rate was 2%. The VLF is in-lieu of property tax on motor vehicles. The VLF revenue was divided equally between cities and counties and primarily allocated based on population. Effective January 1, 2005 the state legislature reduced the VLF tax rate to 0.65% with this revenue continuing to be divided and allocated to cities and counties. The difference between revenues from the VLF at the 2% rate and the VLF at the 0.65% rate is offset with additional property tax revenue to cities and counties. The additional property tax revenue grows with property tax revenues and is unrelated to the VLF.

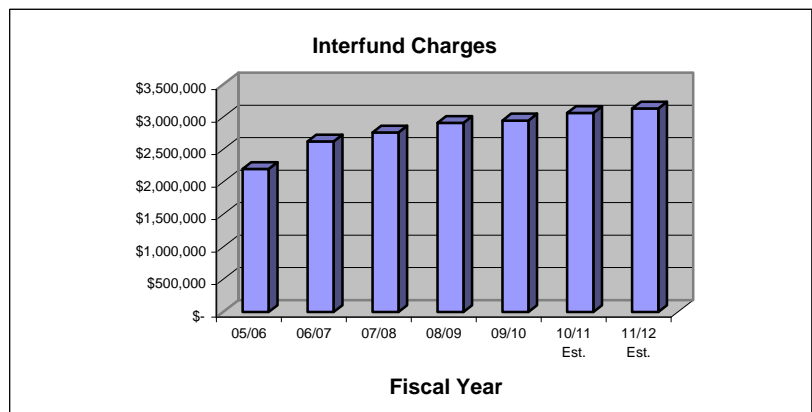


**Interest Earnings:** The City earns revenue from the investment of idle funds. In making investment decisions, consideration is given to safety, liquidity, and yield. The Government Code limits the City to certain types of investments.

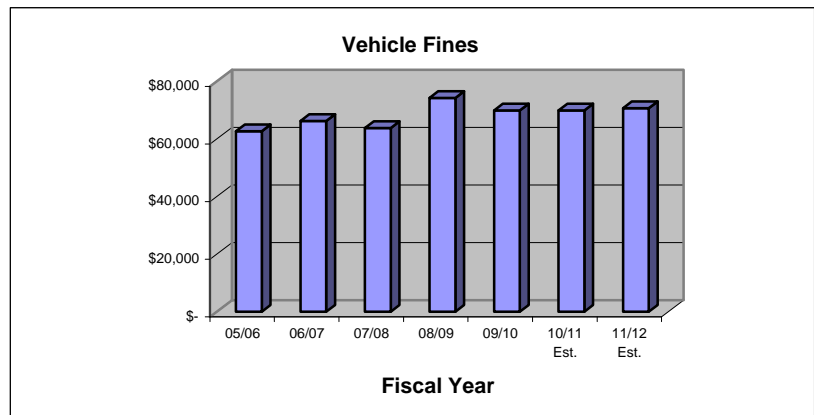


**Interfund Charges (Cost Accounting):** The General Fund includes the following departments that provide services to other funds. The cost of providing these services is charged to the user fund. The allocation method is listed next to the department.

- Personnel – number of employees in the department
- Information Technology – number of work stations
- Facility Management – square footage of buildings used by departments
- Fleet Management – using department
- Council, City Manager/City Clerk, City Attorney, Planning, Finance – percentage of time spent in support of the various funds
- Fire – percentage of time spent on fire hydrant inspections/City inspections
- Engineering – percentage of time spent on various capital projects
- Street Maintenance – percentage of time spent in support of the various funds
- Parks – percentage of time spent in support of the various funds



**Vehicle Fines:** The City shares with the State and the County all fines collected upon conviction of a misdemeanor or an infraction in any municipal or justice court and bail moneys forfeited following conviction of a misdemeanor or infraction committed within City boundaries. Revenue from parking violations is also included in this amount. Estimates are based on historical activity.



**General Fund Expenditures**

The General Fund is used to account for money which is not required legally or by sound financial management to be accounted for in another fund. These are the expenditure categories in the General Fund:

**City Council:** This includes Council stipends and benefits, travel expenses, and other Council related business.

**City Manager/City Clerk:** This includes expenditures for the City Manager's Office and City Clerk.

**Personnel:** The Human Resources & City Information Department includes expenditures for administration of Human Resources and Risk Management.

**City Attorney:** This includes all general government legal services.

**Finance:** The Finance Department includes expenditures for Finance related activities.

**Community & Economic Development Department:** The Community & Economic Development Department includes expenditures for Building and Planning.

**Police:** The Police Department includes expenditures for all local law enforcement including Support Services, Records, Communications, Operations, Traffic Enforcement, Narcotics Task Force, School Officer Program, and Problem Oriented Policing Program.

**Fire:** The Fire Department includes expenditures for Administration, Suppression and Fire Prevention.

**Recreation:** The Recreation Department includes expenditures for Administration, Sports, Longfield Center, Aquatics/Skate Park, Senior Center, Facilities

**Public Works:** The Public Works Department includes expenditures for General Engineering Services, Street Maintenance, and Parks.

**GENERAL FUND and RESERVES**

	<b>General Fund</b>	<b>Economic Uncertainty Reserve</b>	<b>Accumulated Capital Outlay Reserve</b>	<b>Total General Fund and Reserves</b>
<b>Estimated</b>				
<b>Fund Balance - 6/30/11</b>	-	5,755,070	8,038,080	13,793,150
<b>Revenues</b>				
Property Tax	10,195,770			
Sales Tax	5,490,000			
Business License Tax	520,000			
Other Taxes	1,160,000			
Planning, Permits, Fees	435,920			
Fines, Forfeits and Penalties	168,510			
Revenues from Use of Money & Property	1,055,940			
Revenues from Other Agencies	1,256,050			
Charges for Current Services	661,560			
Other Revenues	256,960			
Transfers In	118,000		203,000	
<b>Total Revenues</b>	<b>21,318,710</b>	-	<b>203,000</b>	<b>21,521,710</b>
<b>Expenditures</b>				
<u>General Management</u>				
City Council	221,270			
City Manager/City Clerk	144,710			
Personnel	310,760			
City Attorney	411,530			
Total General Management	1,088,270			
<u>Finance</u>				
Finance	390,690			
Total Finance	390,690			
<u>Community/Economic Development</u>				
Building	843,660			
Planning	185,070			
Total Community/Economic Dev	1,028,730			
<u>Public Safety</u>				
Police	9,996,930			
Fire	3,789,070			
Total Public Safety	13,786,000			
<u>Recreation</u>				
Recreation	1,448,660			
Total Recreation	1,448,660			
<u>Public Works</u>				
Engineering	732,160			
Street Maintenance	1,364,760			
Parks	1,276,440			
Total Public Works	3,373,360			
<u>Transfers</u>				
Transfer Out to Other Funds	-		183,160	
Transfer to ACO Reserve	203,000			
Transfer Out to Other Reserves	-			
Total Transfers	203,000			
<b>Total Expenditures</b>	<b>21,318,710</b>	-	<b>183,160</b>	<b>21,501,870</b>
Loan to RDA		564,330		564,330
Capital Projects			1,543,200	1,543,200
<b>Estimated</b>				
<b>Fund Balance - 6/30/12</b>	-	5,190,740	6,514,720	11,705,460

**Inter-Fund Loan Transactions**

The Accumulated Capital Outlay Fund has loaned funds to the following enterprises:

Intermodal Fund

- Loan to provide for acquisition and development of the Santa Fe Railway Station.

Airport Enterprise

- Loan in 1988 and 1989 for abatement of toxic soils in an airport drainage basin. An additional loan was advanced from 1995 to 2004 as local matching funds for FAA grants.

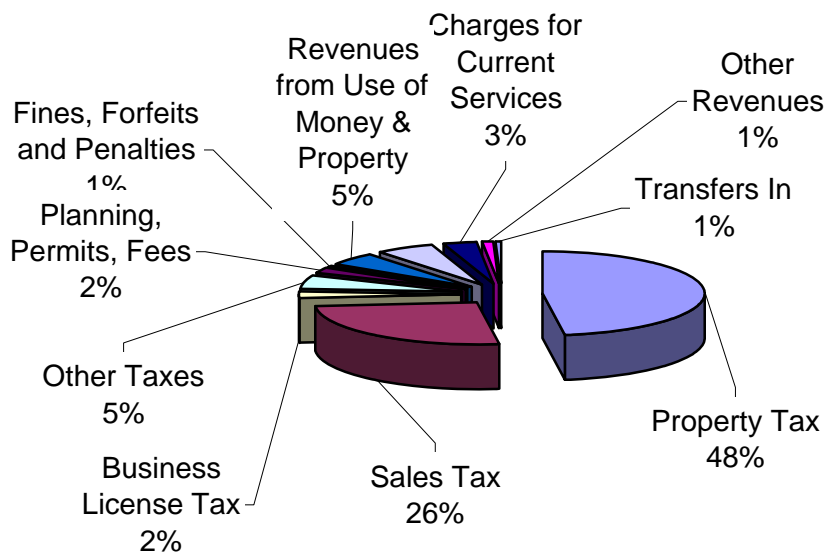
Courthouse Square

- Funds are loaned to provide for acquisition and renovation of the Courthouse Square Facility.

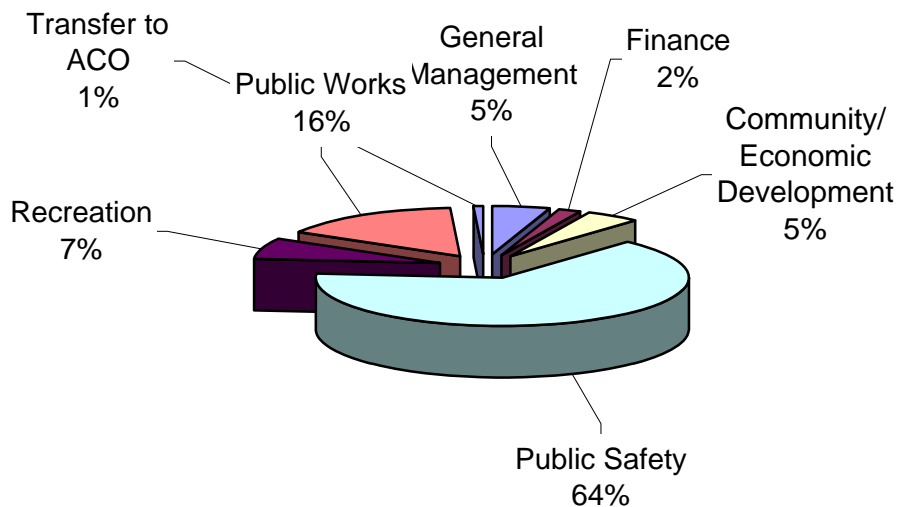
**Landscape Assessment Districts**

- Pinecastle Estate
- Park Monterey
- Mansionette Estate
- Hyde Park
- Sierra Vista/New Dimensions
- Portofino
- Cielo En Tierra
- Vintage Estates
- Walnut Forest
- Gateway Estates
- Stonecrest
- Quail Run Estates
- Rosewood Estates
- Summer Field
- Country Crossing
- Crystal Springs
- Mountain View
- Pacific Grove
- Cambridge Homes
- Poppy Hills
- Silver Oaks
- Ashton Park
- La Parc
- Sidonia Estates
- Cambridge Homes (1)
- Cambridge Homes (2)
- Sierra Heights
- Mission Park
- Copper Valley
- Victory Estates
- Independence Subdivision

### GENERAL FUND REVENUES Proposed FY2011-2012



### GENERAL FUND EXPENDITURES & TRANSFERS Proposed FY2011-2012



## Enterprise Funds

Enterprise funds account for City activities which operate as public enterprises. These funds receive revenues from fees charged to the customers, and the programs are self-sustaining.

**Refuse Fund:** This fund accounts for the revenues and expenses associated with the collection and disposal of residential and commercial solid waste in the City. This fund also accounts for the revenues and expenses associated with cleaning all city streets, alleys and public parking lots.

**Storm Drainage Fund:** This fund accounts for the revenues and expenses associated with the cleaning, repair and maintenance of the storm drainage system.

**Wastewater Treatment Plant (WWTP) Fund:** This fund accounts for the revenues and expenses associated with collection, treatment and recycling of wastewater. This fund also provides for the cleaning, repair and maintenance of the sewer collection system.

**Utility (Water Operations) Fund:** This fund accounts for the revenues and expenses associated with the distribution of water services to residential and commercial customers.

**Airport Fund:** This fund accounts for the revenues and expenses associated with the Airport.

**Intermodal Facility Fund:** This fund accounts for the revenues and expenses associated with providing a centralized location housing state, regional and local transportation carriers.

**Courthouse Square Fund:** This fund accounts for the revenues and expenses associated with Courthouse Square.



**ENTERPRISE FUNDS**

	<i>Refuse Fund</i>	<i>Storm Drainage Fund</i>	<i>Wastewater Treatment Fund</i>	<i>Water Fund</i>	<i>Airport Fund</i>	<i>Intermodal Facility Fund</i>	<i>Courthouse Square Fund</i>	<i>Total Enterprise Funds</i>
<b>Estimated Fund Balance - 6/30/11</b>	<b>1,542,280</b>	<b>2,007,540</b>	<b>4,917,750</b>	<b>3,777,060</b>	<b>118,000</b>	<b>-</b>	<b>-</b>	<b>12,362,630</b>
<b>Revenues</b>								
Property Tax								
Sales Tax								
Business License Tax								
Other Taxes								
Planning, Permits, Fees								
Fines, Forfeits and Penalties	36,000	4,000	19,800	20,000				
Revenues from Use of Money & Property		13,030	30,870	30,400				
Revenues from Other Agencies								
Charges for Current Services	6,400,630	1,244,220	4,986,320	5,201,350	99,170	43,920	111,410	
Other Revenues	2,800	2,610		53,040	570			
Transfers In			586,180		8,260	5,710	72,010	
<b>Total Revenues</b>	<b>6,439,430</b>	<b>1,263,860</b>	<b>5,623,170</b>	<b>5,304,790</b>	<b>108,000</b>	<b>49,630</b>	<b>183,420</b>	<b>18,972,300</b>
<b>Expenditures</b>								
General Operations	6,389,980	586,990	5,335,410	5,282,690	91,430	38,210	228,070	
Capital	217,250	846,250	730,250	685,750	55,650	-	-	
<b>Total Expenditures</b>	<b>6,607,230</b>	<b>1,433,240</b>	<b>6,065,660</b>	<b>5,968,440</b>	<b>147,080</b>	<b>38,210</b>	<b>228,070</b>	<b>20,487,930</b>
<b>Estimated Fund Balance - 6/30/12</b>	<b>1,374,480</b>	<b>1,838,160</b>	<b>4,475,260</b>	<b>3,113,410</b>	<b>78,920</b>	<b>11,420</b>	<b>(44,650)</b>	<b>10,847,000</b>

## **Special Revenue Funds**

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts and major capital projects) that are legally restricted to expenditures for specified purposes.

**Downtown Reinvestment Fund:** These funds account for the revenues and expenses used to stimulate economic development in the downtown reinvestment zone.

**Gas Tax Funds:** These funds account for TDA, Gas Tax, STIP, RSTP, CMAQ, transportation bonds, and federal stimulus funds. They represent the revenues and expenses associated with the construction, maintenance and improvement of the city's street infrastructure.

**Central Parking and Improvement Fund:** These funds account for the revenues and expenses of providing parking facilities and promotion of downtown retail activity.

**Grants and Housing (CDBG, Home Grants and Other Miscellaneous Grants):** These funds account for the revenues and expenses associated with specialized grant monies received by the City which may only be spent under specific guidelines.

**Assessment Districts:** These funds account for the revenues and expenses associated with the maintenance of landscape assessment districts within the City. Lighting and landscape districts are formed as means of financing common area landscape maintenance and lighting in new developments. Homeowners are assessed through their property tax bill.

**Development Impact Fees (Parks, Transportation, Fire, Police):** These funds account for the revenues and expenses collected from new development for capital equipment and infrastructure.

**SPECIAL REVENUE FUNDS**

	<i>Downtown Reinvestment Fund</i>	<i>Gas Tax</i>	<i>Central Parking</i>	<i>Grants &amp; Housing</i>	<i>Assessment Districts</i>	<i>Development Impact Fees</i>	<i>Other Special Funds*</i>	<i>Total Special Rev Funds</i>
<b>Estimated</b>								
<b>Fund Balance - 6/30/11</b>	<b>226,980</b>	<b>3,929,030</b>	<b>113,600</b>	<b>1,604,670</b>	<b>644,410</b>	<b>9,014,540</b>	<b>17,081,330</b>	<b>32,614,560</b>
<b>Revenues</b>								
Property Tax								
Sales Tax								
Business License Tax								
Other Taxes			58,430					
Planning, Permits, Fees								
Fines, Forfeits and Penalties								
Revenues from Use of Money	4,940	5,700	490	70,330		54,550		
Revenues from Other Agencies		1,713,600		1,058,580				
Charges for Current Services								
Other Revenues	9,080	12,910	47,180	155,730	312,170	1,927,700	954,890	
Transfers In						(586,180)		
<b>Total Revenues</b>	<b>14,020</b>	<b>1,732,210</b>	<b>106,100</b>	<b>1,284,640</b>	<b>312,170</b>	<b>1,396,070</b>	<b>954,890</b>	<b>5,800,100</b>
<b>Expenditures</b>								
General Operations	50,020		81,090	1,501,160	312,170		997,890	
Capital		1,783,000	80,000	992,160		1,772,840		
<b>Total Expenditures</b>	<b>50,020</b>	<b>1,783,000</b>	<b>161,090</b>	<b>2,493,320</b>	<b>312,170</b>	<b>1,772,840</b>	<b>997,890</b>	<b>7,570,330</b>
<b>Estimated</b>								
<b>Fund Balance - 6/30/12</b>	<b>190,980</b>	<b>3,878,240</b>	<b>58,610</b>	<b>395,990</b>	<b>644,410</b>	<b>8,637,770</b>	<b>17,038,330</b>	<b>30,844,330</b>

\* Parking  
 Liability Insurance  
 Worker's Compensation  
 Computer Replacement Reserve  
 Computer Maintenance  
 Building Maintenance  
 Building Capital/Equip Repl Res.  
 Fleet Maintenance  
 Fleet Replacement Reserve  
 Fire Cap/Equip Repl Reserve  
 Aquatics Cap./Equip Repl Reserve  
 GWF Environment Trust  
 CFD 91-1 Bond  
 Learn Center/Sports Complex Bond

## Capital Funds

Capital Projects Funds are used to account for the financial resources to be used for the acquisition or construction of major capital facilities and infrastructure.

**Federal/State Funded Projects:** These funds account for the revenues and expenses associated with providing street and highway construction and improvements. Funding is received through federal and state grants and special state funding.

**Stormwater Projects:** This fund accounts for revenues and expenses associated with drainage capital and maintenance projects identified by the City. These funds are administered by Sacramento County and are available to the City at the City's request.

**General Capital Improvements:** This fund accounts for the revenues and expenses associated with the construction or purchase of public facilities and projects. Funding is received from transfers from the General Fund.

**Equipment Replacement Reserves:** These funds account for the revenues and expenses associated with the replacement of capital assets other than infrastructure. Funding is received from City funds that annually depreciate a portion of the original value of their fixed assets.

**Redevelopment Funds**

Redevelopment funds are used to account for activities of the Hanford Redevelopment Agency. Funding for the redevelopment and revitalization of designated project areas of the City is derived from tax increment revenue. When a redevelopment project area is formed, the property tax values on the tax roll prior to formation of the project area, become the project area's "base year". As property values in the project area grow, the values in excess of the base year are the incremental assessed value. The property tax revenues derived from this incremental assessed value are tax increment revenue. The Agency has received loans from the General fund to finance costs.

**Redevelopment Projects:** This fund is used to account for tax increment revenue and administration and project expenditures for the various redevelopment project areas. Projects for FY 2011-2012 are business development assistance, public improvements, and affordable housing.

**Redevelopment Debt Service:** This fund accumulates the money necessary to service the debt incurred for redevelopment projects.

**Affordable Housing:** Under redevelopment rules, 20% of the tax increment received is dedicated to providing funding to help meet goals and for making housing available to low and moderate income individuals and families.

**REDEVELOPMENT FUNDS**

	<i>Redevelopment Industrial Park</i>	<i>Redevelopment Downtown</i>	<i>Affordable Housing</i>	<i>Total Capital Funds</i>
<b>Estimated Fund Balance - 6/30/11</b>	-	-	795,670	795,670
<b>Revenues</b>				
Property Tax				
Sales Tax				
Business License Tax				
Other Taxes				
Planning, Permits, Fees				
Fines, Forfeits and Penalties				
Revenues from Use of Money & Property			2,320	2,320
Revenues from Other Agencies				
Charges for Current Services				
Other Revenues			4,380	4,380
Transfers In	952,070	443,860	500,000	1,895,930
<b>Total Revenues</b>	<b>952,070</b>	<b>443,860</b>	<b>506,700</b>	<b>1,902,630</b>
<b>Expenditures</b>				
General Operations	497,070	218,860	272,220	
Capital	330,000	330,000	574,500	
<b>Total Expenditures</b>	<b>827,070</b>	<b>548,860</b>	<b>846,720</b>	<b>2,222,650</b>
<b>Estimated Fund Balance - 6/30/12</b>	<b>125,000</b>	<b>(105,000)</b>	<b>455,650</b>	<b>475,650</b>

## REVENUES AND EXPENDITURES BY FUND

	Fund Balance 07/01/11	Proposed Receipts/ Transfers	Total Available	Proposed			Fund Balance 06/30/12
				Operating	Capital	Debt Service	
General	-	21,318,710	21,318,710	21,115,710			203,000
Economic Uncertainty Reserve	5,755,070	(564,330)	5,190,740				5,190,740
Accumulated Capital Outlay	8,038,080	(183,160)	7,854,920		1,543,200		6,311,720
Downtown Re-Investment Fund	226,980	14,020	241,000	50,020			190,980
Parking	55,670	8,060	63,730				63,730
Special Aviation	-	582,450	582,450		582,450		-
Central Parking Improvement	113,600	106,100	219,700	81,090	80,000		58,610
Gas Tax	3,929,030	1,614,210	5,543,240		1,665,000		3,878,240
State Transp. Imprv. Program (STIP)	-	-	-				-
CMAQ	-	118,000	118,000		118,000		-
Prop 1B-Transp. Bonds	-		-				-
ARRA-Stimulus Funds/Grant	-		-				-
CDBG Entitlement	500,000	664,680	1,164,680	885,200	190,000		89,480
City Housing Loan	1,044,670	4,000	1,048,670				1,048,670
Cal HOME Program	-	-	-				-
HOME Grants	60,000	615,960	675,960	615,960	780,000		(720,000)
9th Ave Sewer Assessment District	55,210	300	55,510				55,510
12th Ave Sewer Assessment District	650,040	30,600	680,640		100,000		580,640
Park Impact Fees	1,889,060	349,760	2,238,820		473,000		1,765,820
Transportation Impact Fees	2,506,650	500,660	3,007,310		1,072,000		1,935,310
Fire Protection Impact Fees	449,990	49,710	499,700				499,700
Police Protection Impact Fees	1,278,580	97,130	1,375,710				1,375,710
Storm Water Impact Fees	344,340	39,970	384,310		50,000		334,310
Water System Impact Fees	843,160	396,910	1,240,070		50,000		1,190,070
Wastewater System Impact Fees	753,960	(110,870)	643,090		50,000		593,090
Refuse/Recycle Impact Fees	243,550	42,180	285,730				285,730
Landscape Assessment Districts	644,410	312,170	956,580			312,170	644,410
Airport	118,000	108,000	226,000	91,430	55,650		78,920
Refuse	1,542,280	6,439,430	7,981,710	6,389,980	217,250		1,374,480
Intermodal Facility	-	49,630	49,630	38,210			11,420
Courthouse Square	-	183,420	183,420	228,070			(44,650)
Storm Drainage	2,007,540	1,263,860	3,271,400	586,990	846,250		1,838,160
Wastewater Maintenance and Operation	131,370	2,427,970	2,559,340	3,040,200			(480,860)
Wastewater Capital Improvement	4,786,380	900,000	5,686,380		730,250		4,956,130
1996 Sewer Refund Bond Debt Service	-	660,480	660,480			660,480	-
CSCDA 1999 WW Rev Bd Dbt Svc	-	349,270	349,270			349,270	-
CSCDA 2002 WW Rev Bd Dbt Svc	-	699,270	699,270			699,270	-
CEIDB 2002 WW Dbt Svc	-	586,180	586,180			586,180	-
Water Maintenance and Operation	334,890	3,594,650	3,929,540	3,760,360			169,180
Water Capital Improvement	3,442,170	187,810	3,629,980		685,750		2,944,230
CSCDA 2003 Water Rev Bd Dbt Svc	-	623,400	623,400			623,400	-
07 UBOC Installment Sale Agrmt	-	596,740	596,740			596,740	-
Gvmt Capital Wtr Lease/Pur Agrmt	-	302,190	302,190			302,190	-
Insurance	1,740,680	-	1,740,680	-			1,740,680
Worker's Compensation	1,716,530		1,716,530				1,716,530
Computer Replacement Reserve	1,500,000		1,500,000	75,500			1,424,500
Computer Maintenance	220,000		220,000				220,000
Building Maintenance	180,700		180,700	48,400			132,300
Building Capital/Equip. Repl. Reserve	627,540		627,540	(51,050)	17,000		661,590
Fleet Maintenance	899,120	5,000	904,120	279,870			624,250
Fleet Reserve	9,293,840	81,280	9,375,120	(228,380)			9,603,500
Fire Cap/Equip Repl Reserve	847,250	2,000	849,250	36,000			813,250
Aquatics Cap/Equip Repl Reserve	298,570	1,000	299,570				299,570
Redevelopment (General)	-	952,070	952,070	497,070	330,000		125,000
Redevelopment Gen-Dwntwn Proj	-	443,860	443,860	218,860	330,000		(105,000)
Redevelopment Special-Industrial Park	-	836,600	836,600			767,060	69,540
Redevelopment Spec-Dwntwn Proj	-	615,000	615,000			494,210	120,790
Redevelopment-Housing	795,670	506,700	1,302,370	272,220	574,500		455,650
GWF Environment Trust	224,230	1,000	225,230				225,230
Grants	-	554,500	554,500		554,500		-
CFD 91-1 Bond	870,800	475,660	1,346,460			475,660	870,800
Learn Center/Sports Complex Bond	-	380,890	380,890			380,890	-
	60,959,610	49,835,080	110,794,690	38,031,710	11,094,800	6,247,520	55,420,660

## City Council

The Hanford City Council consists of five members, elected by district to four-year overlapping terms. Council members must be residents of the city. The positions of Mayor and Vice Mayor are chosen by the City Council through policy direction determined by the City Council. The Mayor conducts the Council meetings and represents the City on ceremonial occasions.

The City Council serves as the policy board for the municipality. As an elected "Board of Directors", the City Council provides policy direction, established goals, and sets priorities for the City government. One integral tool the Council uses to set policy is this annual budget document that establishes the approved programs, projects and services. By establishing the annual budget, the City Council funds programs, implementing their priorities and focus. In addition to serving as the policy makers for the community, the City Council is responsible for numerous regional bodies and jurisdictions to ensure the perspective and priorities of the City of Hanford. The City Council is also responsible for numerous land use decisions within its borders, including the General Plan.

The City Council appoints the City Manager, City Attorney, and all members of advisory boards and commissions. Boards and commissions are advisory to the City Council with the exception of the Planning Commission which has officially been delegated some decision parameters. While seeking input, the City Council retains ultimate authority and responsibility for setting public policy.

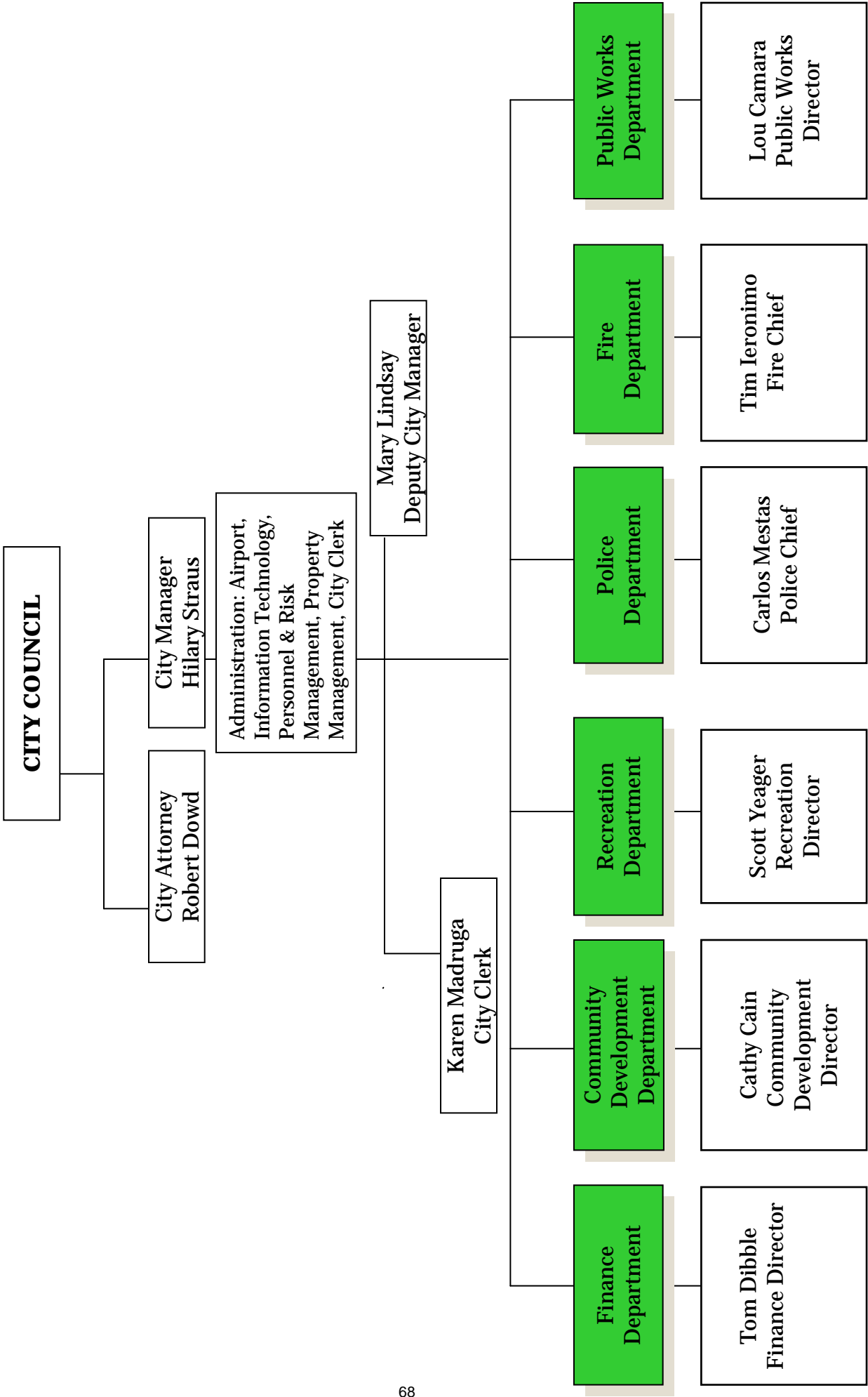


**Members of City Council:** Lou Martinez, *Council Member*; Joleen J. Jameson, *Council Member*; Dan Chin, *Mayor*; Jim Irwin, *Council Member*; Sue Sorensen, *Vice Mayor*.



CITY OF HANFORD

Organization Chart



- **City Council** is the elected legislative body of the City of Hanford. The City Council has overall responsibility for the scope, direction, and financing of City services.

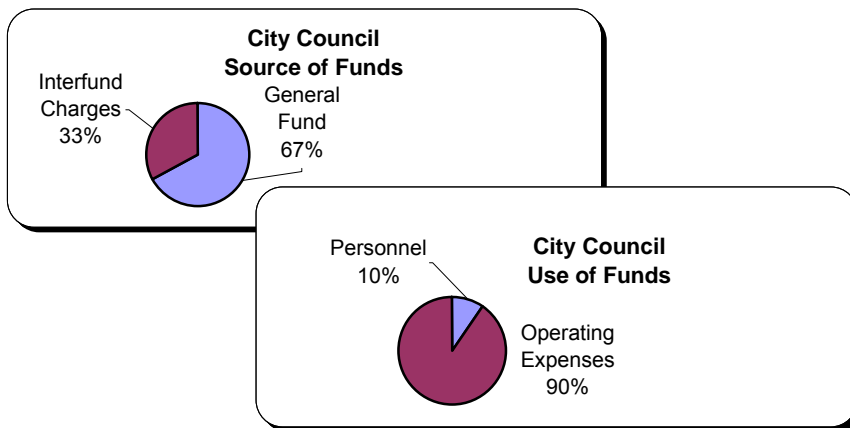
The City Council, as the legislative body, establishes policy that is administered and implemented through full-time staff under the Council-Manager form of government.

Under the Council-Manager form of government, the City Council provides policy direction to the City Manager, who is responsible for administering City operations.

In setting policy, the Council works closely with citizen advisory commissions and committees, considers staff information and recommendations, and receives comments from the general public.

### Source and Use of Funds

CITY COUNCIL	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
General Fund	221,270	340,540	331,133
Interfund Charges	109,130	72,420	70,300
<b>Total Source of Funds</b>	<b>330,400</b>	<b>412,960</b>	<b>401,433</b>
<b>Use of Funds</b>			
Stipends & Benefits	31,960	43,050	38,255
Operating Expenditures	298,440	369,910	363,178
<b>Total Use of Funds</b>	<b>330,400</b>	<b>412,960</b>	<b>401,433</b>



## Administrative Services

### Department Description

The principal purpose of the Administrative Services Department is to implement the policy direction of the City Council and to provide professional expertise in the management of a municipal corporation with a budget of more than \$50 million and a workforce of 276.6 staff. By acting as the Chief Executive Officer, the City Manager coordinates and facilitates the activities of the City departments that provide the direct services to the community. In addition to managing the City-wide activities, the Administrative Services department provides assistance to the City Council. For budget purposes, the Administrative Services Department is segmented into the following divisions:

- **City Manager/City Clerk Division** develops, advises, and makes recommendations to the City Council on policies, programs, legislative issues, and various City business matters.
- **Personnel Division** administers all of the City's health benefits, leave, and pay-for-performance programs.
  - ▶ **Liability Insurance** is allocated through an internal service fund which provides for city-wide insurance expenditures.
  - ▶ **Worker's Compensation** is allocated through an internal service fund which provides for city-wide worker's compensation expenditures.
- **Information Technology Division** encompasses the City's computer technology and telecommunications systems.

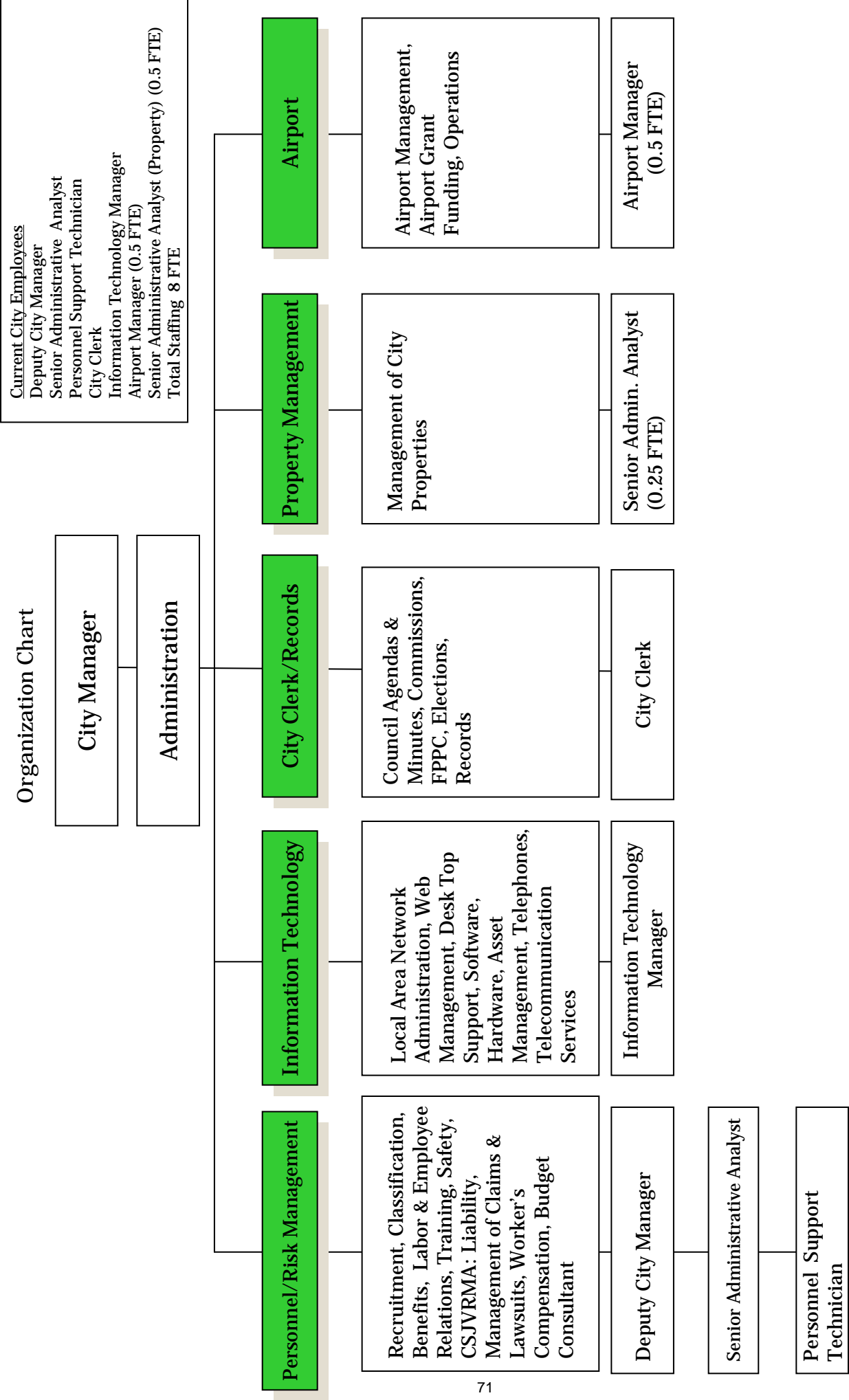


**Left to Right:** Karen Madruga, *City Clerk*; Lola Spain, *Senior Administrative Analyst*; Eric Forcey, *Information Technology Manager*; Hilary Straus, *City Manager*.

**Not Pictured:** Mary Lindsay, *Deputy City Manager*; Betty Venegas, *Administrative Technician*.

ADMINISTRATIVE SERVICES DEPARTMENT

Organization Chart

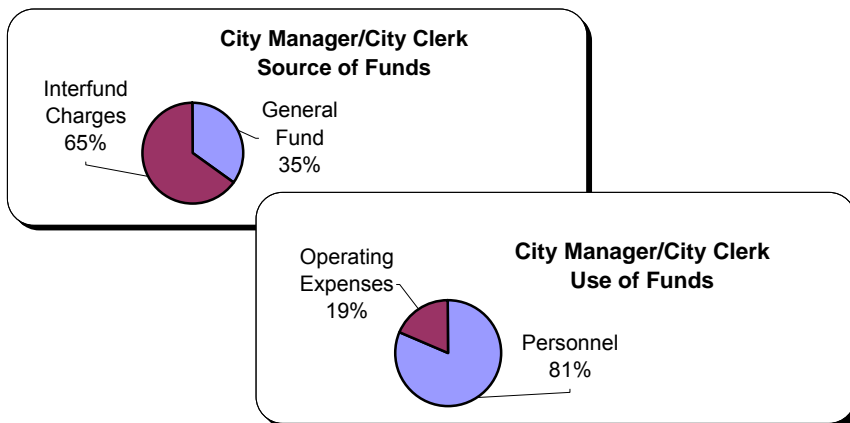


- **City Manager/City Clerk Division** is responsible for providing information and recommendations to the Council, implementing council policies, and guiding the day-to-day management of the City. The City Manager provides direct supervision to all of the City Department Heads, except its City Attorney, a separate council appointed official.

The City Clerk serves as the liaison between the public and the City Council and is the local official for elections, the Public Records Act, the Political Reform Act and the Brown Act. The City Clerk ensures that all City Council actions are properly executed, recorded and archived. As the local elections official, the City Clerk assists candidates in meeting their legal responsibilities before, during and after an election. The City Clerk is also responsible for the preservation and protection of the public record. By statute, the clerk is required to maintain and index the Minutes, Ordinances and Resolutions adopted by the legislative body. The City Clerk ensures that other municipal records are readily accessible to the public.

#### Source and Use of Funds

<b>CITY MANAGER/CITY CLERK DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	<b>144,710</b>	128,090	139,371
Interfund Charges	<b>268,000</b>	254,590	248,254
<b>Total Source of Funds</b>	<b>412,710</b>	<b>382,680</b>	<b>387,625</b>
<b>Use of Funds</b>			
Personnel	<b>336,080</b>	328,610	348,313
Operating Expenditures	<b>76,630</b>	54,070	39,312
<b>Total Use of Funds</b>	<b>412,710</b>	<b>382,680</b>	<b>387,625</b>

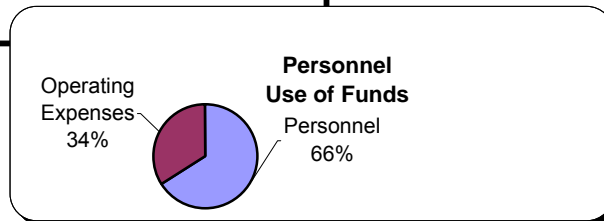
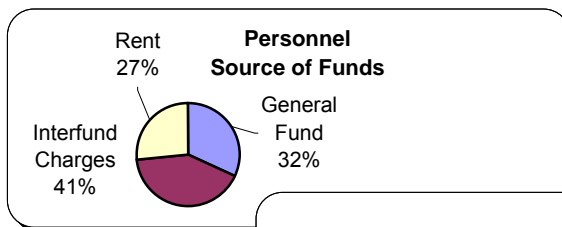


- **Personnel Division** provides comprehensive personnel services, employee relations and risk management programs. This includes management of recruitment activities, employee benefit administration, personnel records, contract negotiations, classification and compensation, training, workers compensation, safety and liability programs.

The Personnel department works closely with supervisors and managers on employee or organizational issues. The division is responsible for monitoring and implementing policies and procedures affecting personnel and manages all recruitment, hiring, and appropriate training functions in order to support and maintain a talented workforce. The Division is also responsible for risk management services which seeks to maintain a safe and fair environment for employees and the community and to ensure that City assets are protected from loss, theft, and misuse. This division coordinates treatment for employee injuries and provides support to the employee with the mission of assisting with a healthy recovery. This division also manages all liability claims and contract management for the city.

#### Source and Use of Funds

<b>PERSONNEL DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	169,280	296,630	311,090
Rent/Leases	141,480	118,110	136,055
Interfund Charges	218,820	316,780	312,106
<b>Total Source of Funds</b>	<b>529,580</b>	<b>731,520</b>	<b>759,251</b>
<b>Use of Funds</b>			
Personnel	348,350	518,490	502,814
Operating Expenditures	181,230	213,030	256,437
<b>Total Use of Funds</b>	<b>529,580</b>	<b>731,520</b>	<b>759,251</b>

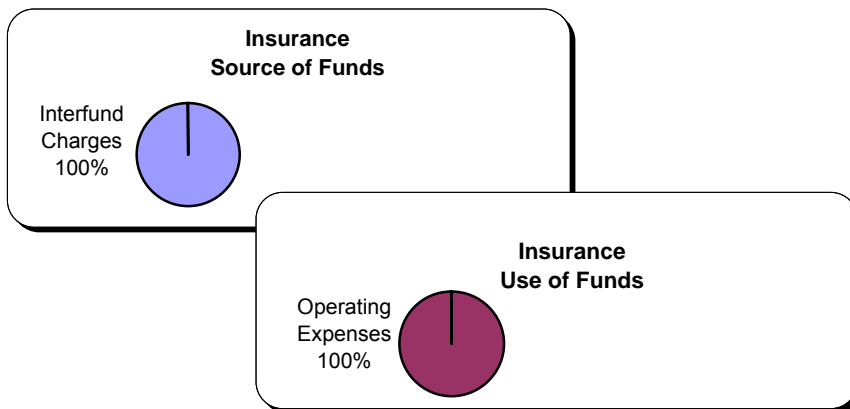


- **Liability Insurance** is allocated through this internal service fund. This budget provides for the city-wide insurance expenditures that operate as a revolving fund.

The objective of this fund is to accurately estimate insurance expenditures and reimbursements ensuring a balanced fund at the end of each fiscal year.

#### Source and Use of Funds

<b>INSURANCE</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Interfund Charges	<b>441,060</b>	420,060	419,060
Contribution from Fund Balance	-	-	54,109
<b>Total Source of Funds</b>	<b>441,060</b>	420,060	473,169
<b>Use of Funds</b>			
Operating Expenditures	<b>441,060</b>	420,060	473,169
<b>Total Use of Funds</b>	<b>441,060</b>	420,060	473,169

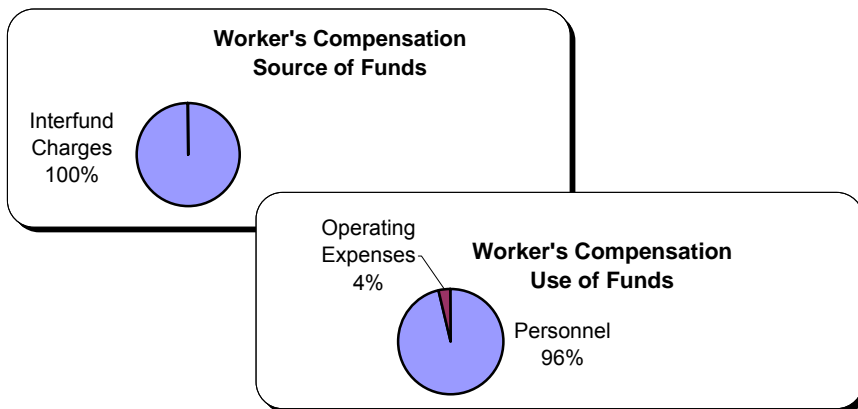


- **Worker's Compensation** is allocated through this internal service fund. This budget provides for city-wide worker's compensation expenditures that operate as a revolving fund.

The objective of this fund is to accurately estimate worker's compensation expenditures and reimbursements ensuring a balanced fund at the end of each fiscal year.

### Source and Use of Funds

<b>WORKER'S COMPENSATION</b>	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Misc Revenue	-	-	1,121
Interfund Charges	696,000	744,050	642,980
Contribution from Fund Balance	-	-	(8,217)
<b>Total Source of Funds</b>	<b>696,000</b>	<b>744,050</b>	<b>635,884</b>
<b>Use of Funds</b>			
Personnel	671,000	719,050	629,026
Operating Expenditures	25,000	25,000	6,858
<b>Total Use of Funds</b>	<b>696,000</b>	<b>744,050</b>	<b>635,884</b>





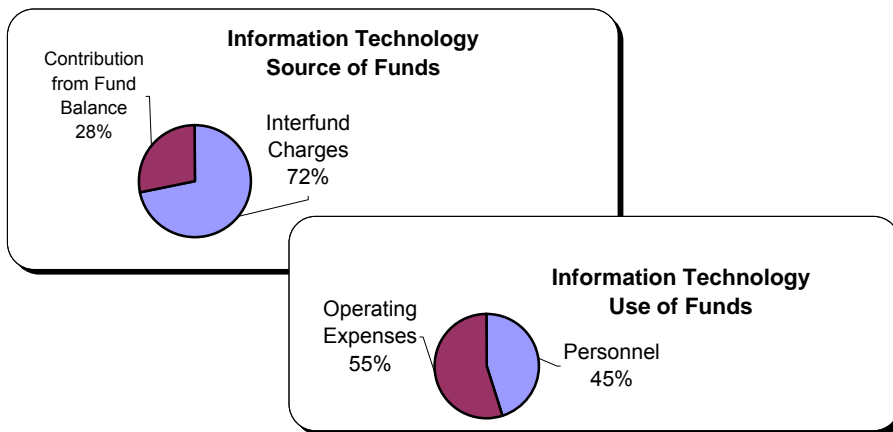
- **Information Technology Division** encompasses the City's computer technology and telecommunications systems and is allocated through this internal service fund. The Division provides a vision for future technology needs and assistance, enhancing business and daily operations and oversees the procurement of new equipment.

This Division maintains the City's network and infrastructure, including Public Safety and works with departments in their specific software needs. Additionally, this Division provides technical training to employees to ensure equipment and software are used in the most efficient manner.

The Division is also responsible for overseeing the City's web presence.

#### Source and Use of Funds

<b>INFORMATION TECHNOLOGY DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Operating Transfer In	-	-	528,812
Interfund Charges	190,420	220,070	235,510
Contribution from Fund Balance	75,500	3,120	(595,331)
<b>Total Source of Funds</b>	<b>265,920</b>	<b>223,190</b>	<b>168,991</b>
<b>Use of Funds</b>			
Personnel	119,380	125,690	24,252
Operating Expenditures	146,540	97,500	144,739
<b>Total Use of Funds</b>	<b>265,920</b>	<b>223,190</b>	<b>168,991</b>



## Finance Department

### Department Description

The Finance Department provides internal support to other City departments and external support to other government agencies by providing financial information to facilitate their decision making process. The Department also provides financial analysis and forecasting. The Department administers over 150 funds in accordance with Generally Accepted Accounting Principles. The department is also responsible for overseeing the City's Utility Billing Division.

- **Finance Division** is responsible for budget preparation and development, financial reporting, auditing, investments, debt management, accounts payable, revenue collection, business licenses, payroll, grant accounting, and housing funds administration.
- **Utility Billing Division** provides utility billing services to City water, sewer, and refuse customers. The department issues monthly utility bills and administers the meter reading system.



**Left to Right:** Terry Whiles, *Account Clerk*; Sunshine Anderson, *Accounting Technician*; Kandice Thorpe, *Accountant*; Olga Henshaw, *Accounting Technician*; Vicki Van Buren, *Deputy Finance Director*.

**Not Pictured:** Tom Dibble, *Finance Director*; Debbie Fowler, *Accounting Technician*; Penny Sutphin, *Accounting Clerk*; Roberta Monzelli, *Accounting Clerk*; Victoria Arieas, *Accounting Clerk*; Tiffany Perkins, *Accounting Clerk*; Derek Jackson, *Meter Reader*; Aaron Marquez, *Meter Reader*.

# FINANCE DEPARTMENT

## Organization Chart

Finance Director

Deputy Finance Director

Utility Billing

Utility Billing & Payment  
For Refuse, Sewer &  
Water Operations

Accountant

Accounting Technician

Accounting Clerk (3.0 FTE)

Meter Reader (2.5 FTE)

Accounting

Financial Management, Budget,  
Cash Management, Accounts  
Payable & Receivable,  
Purchasing, Payroll,  
Business License  
Administration

Accounting Technician  
Payables/Receivables

Accounting Clerk  
Business License/Receivables

Accounting Clerk  
Payables

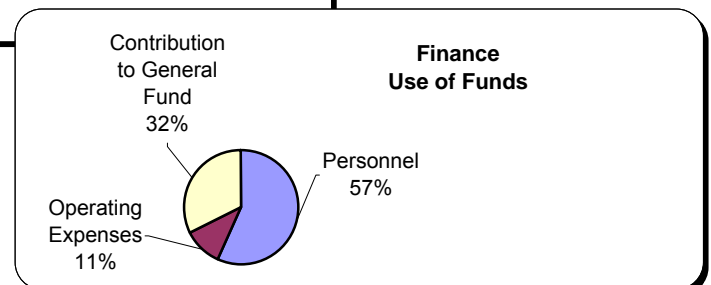
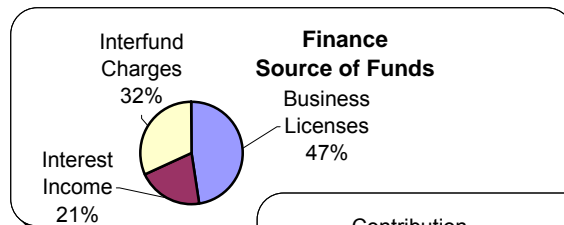
Accounting Technician  
Payroll

Current City Employees  
Finance Director  
Deputy Finance Director  
Accountant  
Accounting Technician (3.0 FTE)  
Accounting Clerk (5.0 FTE)  
Meter Reader (2.5 FTE)  
Total Staffing: 13.5 FTE

- Finance Division** provides financial services for all city departments. Department operations include general accounting services, financial planning and reporting, administering debt service obligations, investments, payroll, accounts payable and receivable, and business tax. General accounting services include maintaining the general ledger system, chart of accounts, preparing daily cash deposits, reconciling bank statements, and maintaining historical records of the City's financial performance. Financial planning and reporting includes the coordination and preparation of annual budgets; annual and special audits; State Controller's Reports; issuing mid-year financial reports; preparing the cost allocation plan; calculating the annual appropriation limit; and maintaining the financial information system. The City's investment portfolio is managed in accordance with adopted policies and interest is allocated in accordance with generally accepted accounting principles. Payroll is processed bi-weekly and quarterly reports are filed with taxing authorities and regulatory agencies. Staff coordinates employee benefit coverage and reporting with the Personnel Department. Additionally, interdepartmental services such as the main phone line, mail distribution, and bid openings are handled by the department.

#### Source and Use of Funds

FINANCE DIVISION			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
Business License Tax	520,000	571,740	470,464
Interest Income	225,000	200,000	221,595
Interfund Charges	348,190	320,260	313,681
<b>Total Source of Funds</b>	<b>1,093,190</b>	<b>1,092,000</b>	<b>1,005,740</b>
<b>Use of Funds</b>			
Personnel	620,260	606,900	601,511
Operating Expenditures	118,620	131,280	118,256
Contribution to General Fund	354,310	353,820	285,973
<b>Total Use of Funds</b>	<b>1,093,190</b>	<b>1,092,000</b>	<b>1,005,740</b>



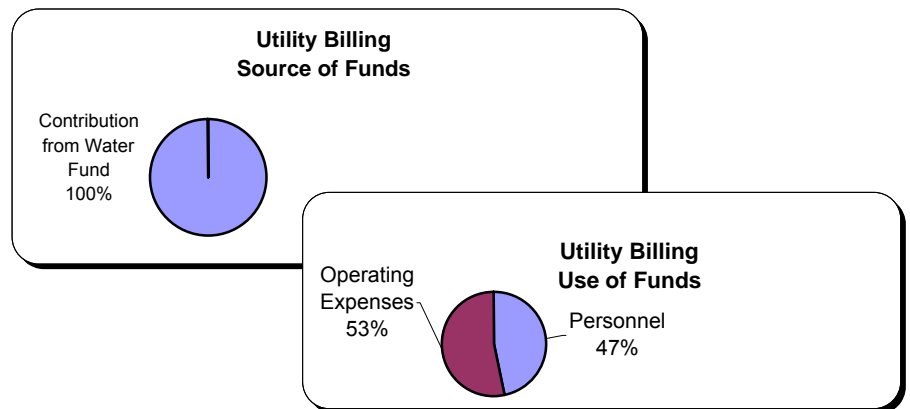
- **Utility Billing Division** is responsible for providing courteous and efficient utility billing services to City water, sewer, and refuse customers. The department issues monthly utility bills, administers the meter reading system, and coordinates customer service orders (service stops, starts, and questions).

The City is actively in the process of converting from a manual meter reading system to an automated reading system. Using the automated reading system, staff has the ability to provide more efficient service to customers by having the ability to collect meter data remotely without having to physically visit and manually read the water meter. The water meters are read automatically by way of radio signals. While the City will still need access to the metering equipment for maintenance on a periodic basis, the remote meter reading technology provides many benefits to both the customer and the City, such as convenience, accurate and consistent meter reads, leak detection, and enhanced customer service.

The City currently has approximately 15,500 utility customers.

#### Source and Use of Funds

UTILITY BILLING DIVISION			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
Contribution from Water Fund	772,510	759,790	674,454
<b>Total Source of Funds</b>	<b>772,510</b>	<b>759,790</b>	<b>674,454</b>
<b>Use of Funds</b>			
Personnel	360,270	360,280	277,851
Operating Expenditures	412,240	399,510	396,603
<b>Total Use of Funds</b>	<b>772,510</b>	<b>759,790</b>	<b>674,454</b>



## City Attorney

### Department Description

The City Attorney's office provides legal advice and services to the City Council and City staff. A review of legal issues ensures that recommendations, policies and administrative procedures are undertaken after consideration of sound professional advice. At Council direction, the City Attorney's office may also provide for appropriate representation for the City in all legal proceedings.

General legal services are provided through a contract with the law firm of Griswold Lasalle Cobb Dowd & Ginn LLP. There is one designated City Attorney, but other lawyers at the firm are available for additional expertise and assistance as needed.



**Robert M. Dowd, *City Attorney***

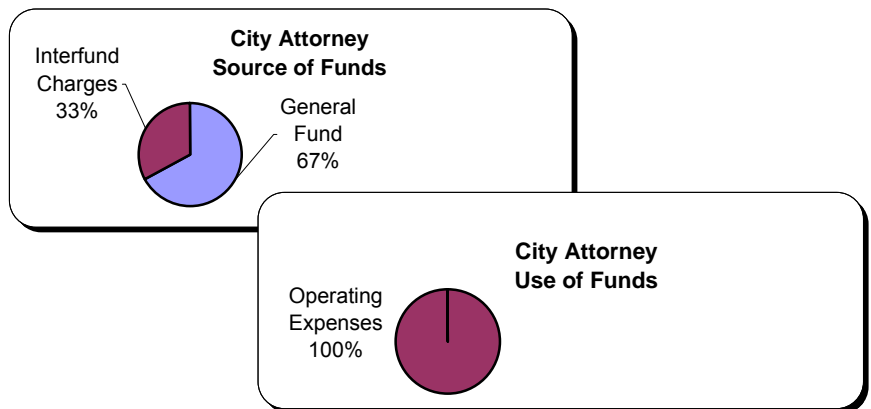


- **City Attorney** is appointed directly by the City Council and provides legal advice to the City Council, various commissions and committees, department heads, and City staff throughout the organization.

The City Attorney represents the City at City Council and Planning Commission meetings. The City Attorney defends the City against litigation and initiates civil lawsuits on behalf of the City.

### Source and Use of Funds

CITY ATTORNEY	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
General Fund	434,560	278,640	325,888
Interfund Charges	215,440	89,360	98,985
<b>Total Source of Funds</b>	<b>650,000</b>	<b>368,000</b>	<b>424,873</b>
<b>Use of Funds</b>			
Operating Expenditures	650,000	368,000	424,626
<b>Total Use of Funds</b>	<b>650,000</b>	<b>368,000</b>	<b>424,626</b>



## Community Development

### Department Description

The Community Development Department encompasses four divisions: Planning Division, Building Division, Economic Development/Redevelopment Divisions, and Grants and Housing Divisions.

- **Planning Division** comprises current and advanced planning activities as well as environmental analysis. The division supports the Planning Commission with their meeting and activities.
- **Building Division** is responsible for the administration and enforcement of the adopted local and state mandated codes regulating construction and development.
- **Economic Development/Redevelopment Divisions** are responsible for working closely with other City departments and the private sector to implement a range of strategies designed to strengthen local businesses, expand the Hanford economy, and improve the overall quality of life.
- **Grants and Housing Division** administer a number of local, State and Federal housing and community development funds. These funds are used to assist first-time homebuyers, and provide loans to modest-income homeowners who need to rehabilitate their home.



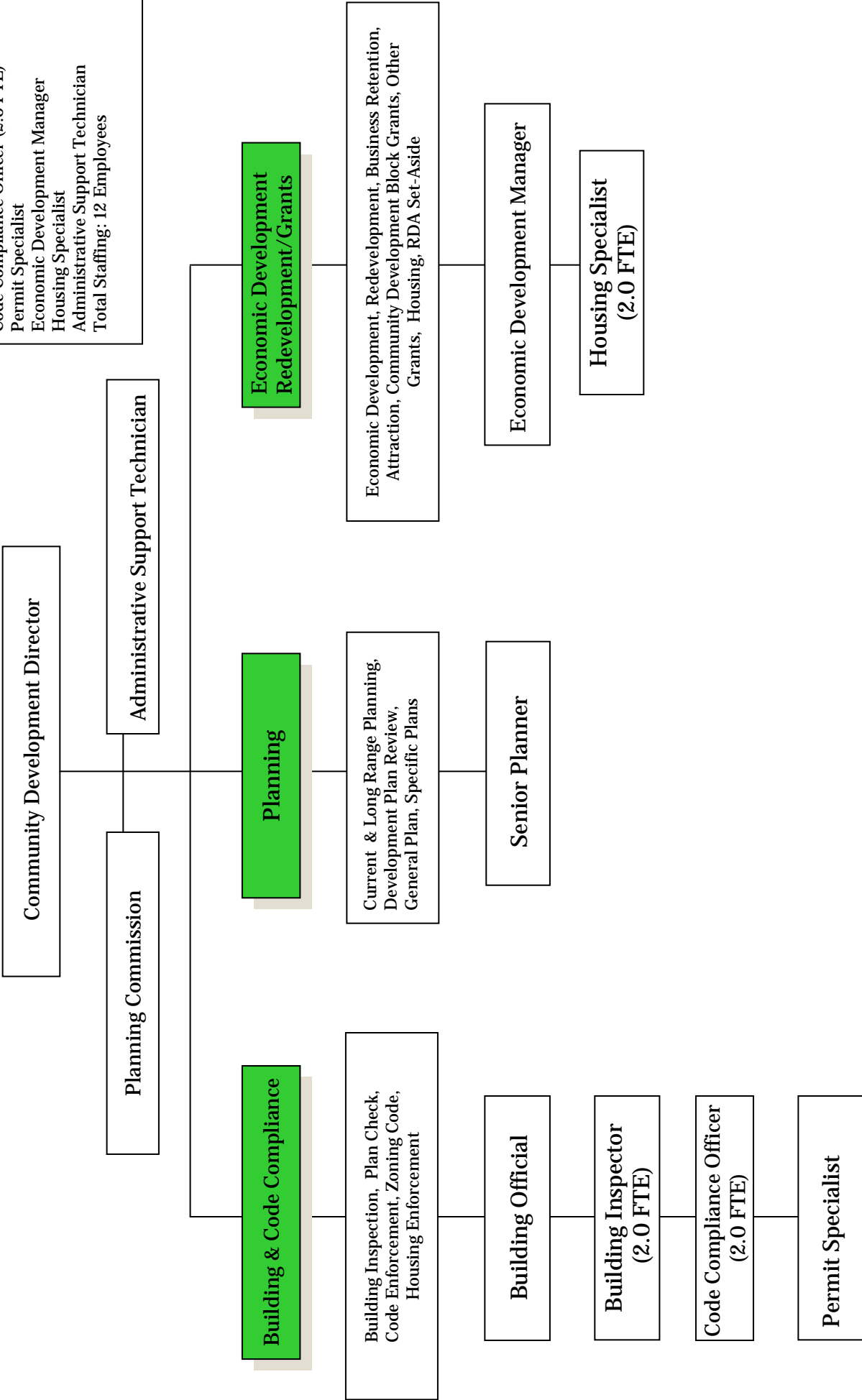
**Left to Right:** Jim Kochar, Building Inspector; Kristine McRae, Administrative Support Technician; Cathy Cain, Community Development Director-Interim; Ruth Belmonte, Code Compliance Officer; Barbara Marty, Economic Development Manager; Melody Haigh, Senior Planner; Gavino Barrera, Code Compliance Officer; Sandra Lerma-Martinez, Housing

**Not Pictured:** Robert Sutton, *Building Inspector*; Thomas Webb, *Building Inspector*; Lori Saldana, *Housing Specialist*.



# COMMUNITY DEVELOPMENT DEPARTMENT

## Organization Chart



Current City Employees  
Community Development Director  
Senior Planner  
Building Official  
Building Inspector (2.0 FTE)  
Code Compliance Officer (2.0 FTE)  
Permit Specialist  
Economic Development Manager  
Housing Specialist  
Administrative Support Technician  
Total Staffing: 12 Employees

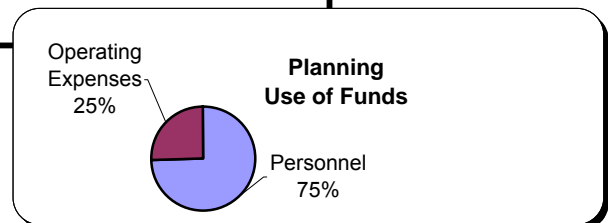
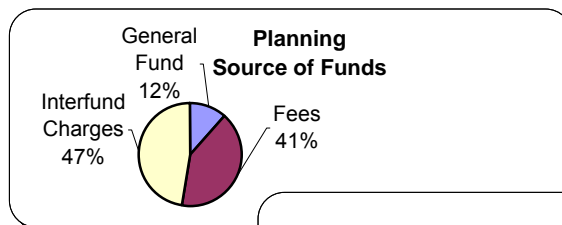
- **Planning Division** administers the General Plan in accordance with local policies, ordinances, and state laws to ensure orderly community growth. The Planning Division is responsible for processing development proposals, maintaining the General Plan, the Hanford Zoning Ordinance, Historic Preservation, and annexations. Planning operations are overseen by the Community Development Director.

The Planning Division currently has one Senior Planner to carry out the Planning duties. The division prepares a number of studies and reports during the year to assist in planning throughout the City. The Planning Division also provides technical and administrative support to the Planning Commission, the City Council, and GWF.

The Planning Division is a general fund account and is funded by fees collected from applications submitted for various projects within the city.

### Source and Use of Funds

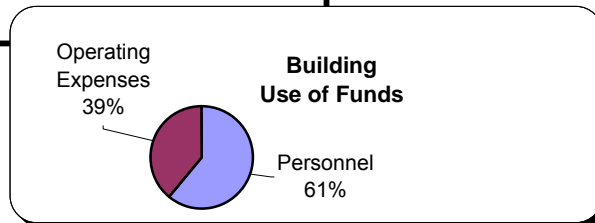
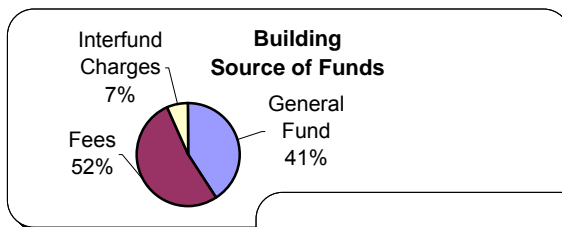
<b>PLANNING DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	<b>40,640</b>	272,640	89,050
Fees	<b>144,430</b>	144,220	160,335
Interfund Charges	<b>166,940</b>	161,880	157,160
<b>Total Source of Funds</b>	<b>352,010</b>	578,740	406,545
<b>Use of Funds</b>			
Personnel	<b>262,390</b>	458,320	294,849
Operating Expenditures	<b>89,620</b>	120,420	111,696
<b>Total Use of Funds</b>	<b>352,010</b>	578,740	406,545



- Building Division** issues building permits for construction and repair projects within the city. The division performs plan reviews on all projects prior to construction to verify compliance with the current adopted building codes, state laws, Hanford Municipal Code, and other pertinent codes and laws. The division also performs field inspections of these projects, during construction, to verify compliance with the approved construction drawings, building codes, state laws, Hanford Municipal Code, and other pertinent codes and laws. Also, within the Building Division is the Code Compliance Section. Code Compliance enforces the Hanford Municipal Code, and applicable building codes, state housing laws and other pertinent codes and laws applying to existing buildings and structures. Code Compliance is currently about 90 percent complaint based. Complaints are prioritized when received, and inspections performed to verify the complaint and gain compliance, if required. Both the Building Division and Code Compliance Section ensure that all new and existing buildings and structures comply with national, state, and local building, and health and safety codes to safeguard life, health, and property of the residents and public that use the built environment we live in.

#### Source and Use of Funds

<b>BUILDING DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	369,720	789,650	671,801
Fees	473,940	268,490	450,741
Interfund Charges	60,500	80,000	35,000
<b>Total Source of Funds</b>	<b>904,160</b>	<b>1,138,140</b>	<b>1,157,542</b>
<b>Use of Funds</b>			
Personnel	549,130	613,650	655,513
Operating Expenditures	355,030	524,490	502,029
<b>Total Use of Funds</b>	<b>904,160</b>	<b>1,138,140</b>	<b>1,157,542</b>



## Central Parking & Improvement District

### Department Description

Central Parking and Improvement District serves to provide convenient, aesthetically pleasing parking facilities and promote retail trade activities within the boundaries of the Central Parking and Improvement District through a contract with Main Street Hanford.



- **Central Parking and Improvement District** serves to provide convenient, aesthetically pleasing parking facilities and promote retail trade activities within the boundaries of the Central Parking and Improvement District through a contract with Main Street Hanford.

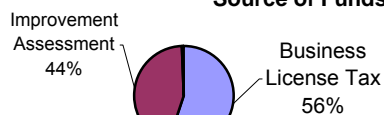
Staff manages a partnership with Main Street Hanford through a contract to promote economic development in downtown Hanford.

Revenue is received through Business License Taxes, Improvement Assessment, and Interest Income.

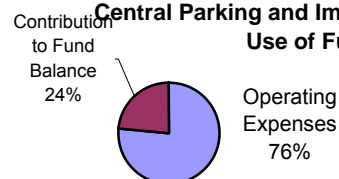
### Source and Use of Funds

<b>CENTRAL PARKING &amp; IMPROVEMENT DISTRICT</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Business License Tax	<b>58,430</b>	58,430	55,590
Improvement Assessment	<b>47,180</b>	45,620	45,081
Interest Income	<b>490</b>	970	1,067
<b>Total Source of Funds</b>	<b>106,100</b>	105,020	101,738
<b>Use of Funds</b>			
Operating Expenditures	<b>81,090</b>	95,400	95,400
Contribution to Fund Balance	<b>25,010</b>	9,620	6,338
<b>Total Use of Funds</b>	<b>106,100</b>	105,020	101,738

**Central Parking and Improvement District  
Source of Funds**



**Central Parking and Improvement District  
Use of Funds**



## **CDBG Housing & Home Programs**

### **Department Description**

Community Development Block Grant (CDBG) Entitlement Program utilizes funds to carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services. Housing and Home Programs provide funding for housing rehabilitation and first-time homebuyer activities.



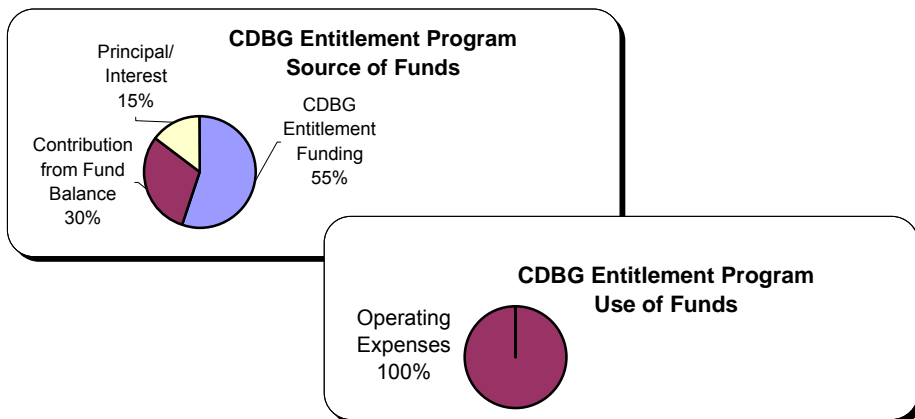
- **Community Development Block Grant (CDBG) Entitlement Program--** The City of Hanford is a CDBG Entitlement jurisdiction, which means it gets annual funding directly from HUD. Funds are to be used to develop a viable community by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons and/or areas.

The City of Hanford utilizes CDBG Entitlement funds to carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services. Programs and projects include ongoing Code Enforcement activities, park improvements and neighborhood paint programs.

Staff is responsible for all phases of program's implementation and must ensure that the programs are administered in accordance to the applicable federal regulations. Revenue is received through CDBG Entitlement Grant funds.

#### Source and Use of Funds

<b>CDBG ENTITLEMENT PROGRAM</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
CDBG Entitlement Funding	<b>487,440</b>	-	464,284
Principal/Interest	<b>129,480</b>	219,060	288,613
Contribution from Fund Balance	<b>268,280</b>	(189,460)	(22,178)
<b>Total Source of Funds</b>	<b>885,200</b>	29,600	730,719
<b>Use of Funds</b>			
Operating Expenditures	<b>885,200</b>	29,600	730,719
<b>Total Use of Funds</b>	<b>885,200</b>	29,600	730,719



- **CalHOME Program--** The State of California, through the Cal Home Program provides funding to cities and counties for housing rehabilitation and first-time homebuyer activities. Utilizing Cal Home funds, staff implements the City's Home Sweet Home and Housing Rehabilitation programs, designed to provide affordable housing opportunities and preserve the City's existing housing stock. Through these programs, deferred loans are offered to qualifying very low to low-income households whose income is at or below 80% of Kings County Median Income.

Staff is responsible for all phases of the program's implementation and must ensure that the programs are administered in accordance to the applicable state regulations.

Revenue is not projected on a regular basis as the loan is deferred for 30-years. Revenue (payoff) is expected at the refinance, sale and/ or transfer of title or at the end of the loan term, whichever occurs first.

#### Source and Use of Funds

<b>CALHOME PROGRAM</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
HOME Grant-Rehab Loans	-	-	144,750
Principal/Interest	-	-	17,717
Contribution from Fund Balance	-	-	822,620
<b>Total Source of Funds</b>	-	-	985,087
<b>Use of Funds</b>			
Operating Expenditures	-	-	985,087
<b>Total Use of Funds</b>	-	-	985,087



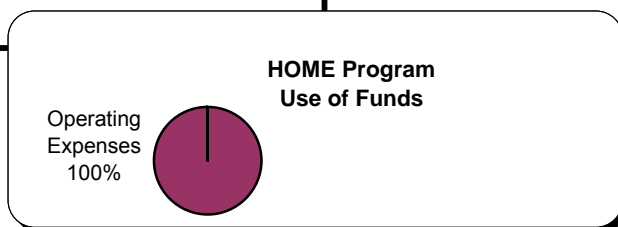
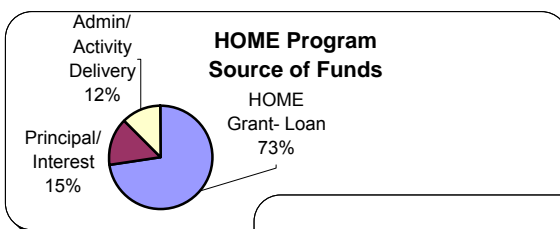
- **HOME Program--** The State of California, through the Home Investment Partnership Program ("HOME Program") provides funding to cities and counties for housing rehabilitation and first-time homebuyer activities. Utilizing HOME funds, staff implements the City's HOME Sweet Home and Housing Rehabilitation programs designed to provide affordable housing opportunities and preserve the City's existing housing stock. Through these programs, deferred loans are offered to qualifying very low to low-income households whose income is at or below 80% of Kings County Median Income.

Staff is responsible for all phases of program's implementation and must ensure that the programs are administered in accordance to the applicable state and federal regulations.

Revenue is not projected on a regular basis as the loan is deferred for 30-years. Revenue (payoff) is expected at the refinance, sale and/or transfer of title or at the end of the loan term, whichever occurs first.

#### Source and Use of Funds

<b>HOME PROGRAM</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
HOME Grant- Loan	<b>446,680</b>	-	2,081,082
Admin/Activity Delivery	<b>76,700</b>	-	178,437
Principal/Interest	<b>92,580</b>	102,220	203,601
Contribution from Fund Balance	-	-	(47,445)
<b>Total Source of Funds</b>	<b>615,960</b>	102,220	2,415,675
<b>Use of Funds</b>			
Operating Expenditures	<b>615,960</b>	102,220	2,415,675
<b>Total Use of Funds</b>	<b>615,960</b>	102,220	2,415,675



## Redevelopment Agencies

The Redevelopment Agencies encompass three divisions: Industrial Park Project Area, Downtown Project Areas, and Housing Set-Aside Fund.

- **Industrial Park Project Area** is responsible for facilitating a successful business environment in the Kings Industrial Park in order to grow and retain the existing business base and attract new businesses and industries.
- **Downtown Project Area** is responsible for facilitating a successful business environment to grow and retain the existing business base and attract new businesses to a vibrant downtown.
- **Housing Set-Aside Fund** has been created by statutory requirement to provide affordable housing and related programs and services in the Redevelopment Project Area.



- **Industrial Park Project Area** is responsible for facilitating a successful business environment in the Kings Industrial Park in order to grow and retain the existing business base and attract new businesses and industries.

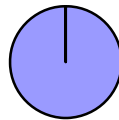
Redevelopment provides financial resources to the City to improve blighted areas. Redevelopment areas receive a larger share of the property taxes generated by growth in the project area, known as tax increment.

Redevelopment staff is responsible for applying for and securing grants for infrastructure improvements. Staff manages and markets the City-owned properties for sale, as well as other vacant industrial properties through the City's web site, national advertisements, local newspaper articles, and contacts with realtors and the Kings County Economic Development Corporation. Staff is responsible for promoting the various incentives including the Kings County Enterprise Zone. Revenue is received from a loan from the City of Hanford.

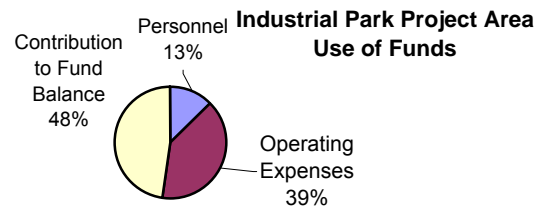
#### Source and Use of Funds

<b>INDUSTRIAL PARK PROJECT AREA</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Loan From City of Hanford	<b>952,070</b>	1,717,404	1,340,125
Miscellaneous Revenue	-	-	903,414
<b>Total Source of Funds</b>	<b>952,070</b>	<b>1,717,404</b>	<b>2,243,539</b>
<b>Use of Funds</b>			
Personnel	<b>122,370</b>	119,230	122,972
Operating Expenditures	<b>374,700</b>	198,810	207,043
Contribution to Fund Balance	<b>455,000</b>	1,399,364	1,913,524
<b>Total Use of Funds</b>	<b>952,070</b>	<b>1,717,404</b>	<b>2,243,539</b>

Loan From  
City of  
Hanford  
100%



**Industrial Park Project Area  
Source of Funds**



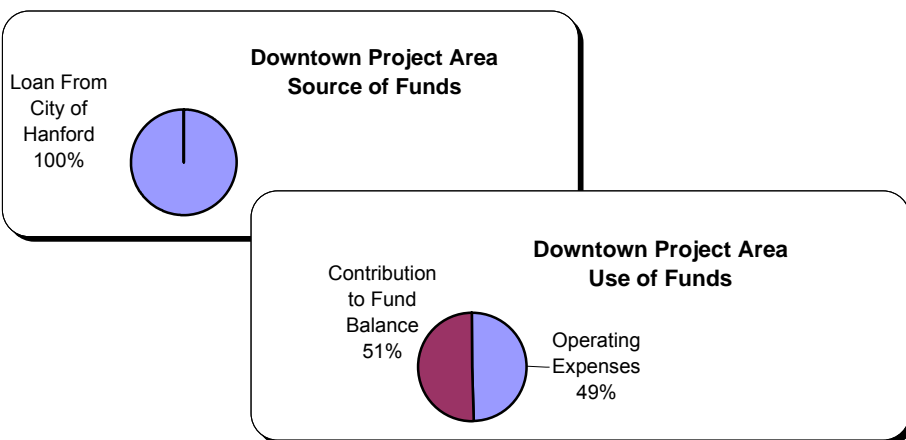
- **Downtown Project Area** is responsible for facilitating a successful business environment to grow and retain the existing business base and attract new businesses to a vibrant downtown.

Redevelopment provides financial resources to the City to improve blighted areas. Redevelopment areas receive a larger share of the property taxes generated by growth in the project area, known as tax increment.

Redevelopment staff is responsible for implementation of the Downtown 2010 master streetscape and street tree plan design guidelines and the architectural guidelines, as well as the Downtown East Planning Study. Staff coordinates downtown activities with Main Street Hanford, which includes coordinating economic development projects such as implementation of the Downtown East Planning Study, and business attraction. Staff is responsible for promoting the various incentives including the Kings County Enterprise Zone. Revenue is received from a loan from the City of Hanford.

### Source and Use of Funds

DOWNTOWN PROJECT AREA			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
Loan From City of Hanford	443,860	345,690	1,180,746
<b>Total Source of Funds</b>	<b>443,860</b>	<b>345,690</b>	<b>1,180,746</b>
<b>Use of Funds</b>			
Operating Expenditures	218,860	180,690	1,046,191
Contribution to Fund Balance	225,000	165,000	134,555
<b>Total Use of Funds</b>	<b>443,860</b>	<b>345,690</b>	<b>1,180,746</b>



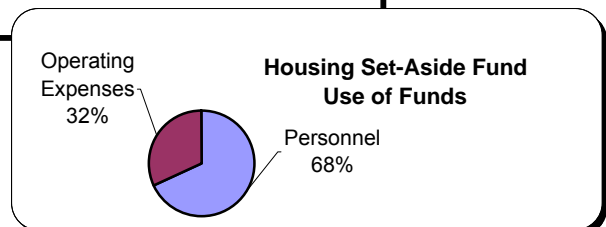
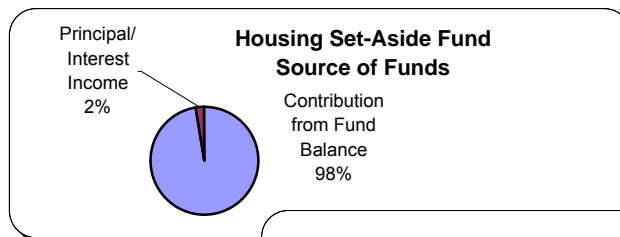
- **Housing Set-Aside Fund** has been created by statutory requirement to provide affordable housing and related programs and services in the Redevelopment Project Area.

The Housing Section provides housing opportunities in Hanford to very low to moderate income families up to 120% of Kings County Median income, and preserves and improves the city's existing housing. Revenues are received from the 20% tax increment set aside.

The major goals and objectives of the program are to paint senior citizen and/or disabled person homes annually through the Summer Paint Program, provide funds for paint to low to moderate income homeowners annually through the Summer Paint Program, and provide funds for the purchase of smoke detectors. The program also provides loan funds for housing rehabilitation and first time homebuyers to low and moderate income families.

#### Source and Use of Funds

<b>HOUSING SET-ASIDE FUND</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Transfer from Redevelopment	-	469,750	514,255
Principal/Interest Income	6,700	7,480	27,379
Interfund Charges	-	-	13,675
Contribution from Fund Balance	265,520	(194,640)	(239,915)
<b>Total Source of Funds</b>	<b>272,220</b>	<b>282,590</b>	<b>315,394</b>
<b>Use of Funds</b>			
Personnel	185,460	180,280	164,525
Operating Expenditures	86,760	102,310	150,869
<b>Total Use of Funds</b>	<b>272,220</b>	<b>282,590</b>	<b>315,394</b>



## Police Department

### Department Description

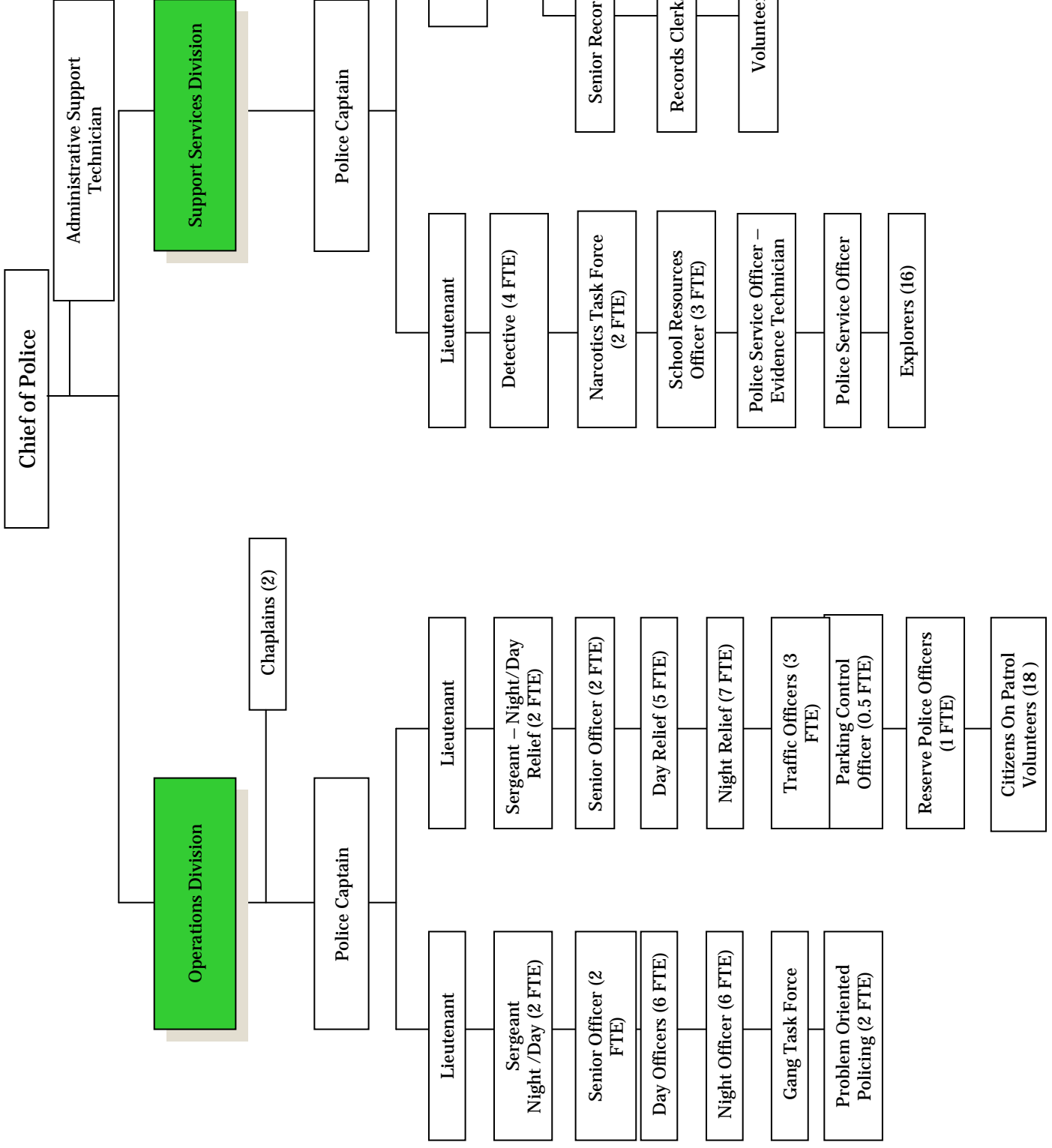
The Police Department is a full service organization which is responsible for general law enforcement and peace-keeping. It has among its many responsibilities: improving the quality of life in the community, preserving public order, protecting life and property, investigating crimes, apprehending criminal offenders, investigating traffic collisions and enforcing criminal and traffic laws.





POLICE DEPARTMENT

## Organization Chart



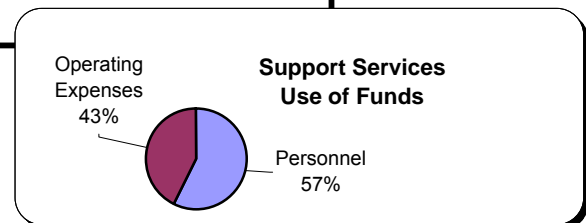
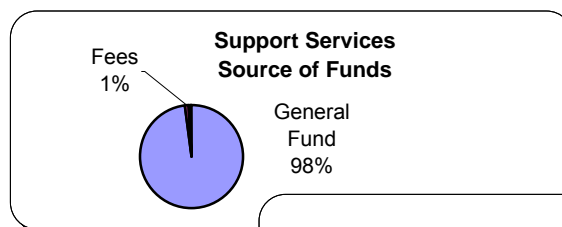
**Current City Employees**  
**Police Chief**  
 Police Captain (2 FTE)  
 Police Lieutenant (3 FTE)  
 Police Sergeant (4 FTE)  
 Police Officer (43 FTE)  
 Records/Comm. Supervisor  
 Senior Comm. Dispatcher  
 Comm. Dispatcher (14 FTE)  
 Senior Records Clerk  
 Records Clerk (3 FTE)  
 Police Service Officer (2 FTE)  
 Administrative Support Technician  
 Parking Control Officer  
 Volunteer (38 Volunteers)  
**TOTAL SWORN (53)**  
**TOTAL NON-SWORN (2)**

- **Support Services Division** oversees a variety of units and specialty assignments. These include The School Resource Officer Program, the Kings County Narcotics Officer Position, the Communications Division, the Records Division and the Investigative Unit. The Investigative Unit provides direct service to the public and support services to other divisions and units within the Police Department. The Investigative unit is called upon to investigate serious crimes within the community. These crimes cannot typically be handled by patrol officers due to the complexity or seriousness of the crime. The Detectives assigned to the Unit receive specialized training in the investigative techniques that these serious crimes entail. Some of the additional duties handled by the Investigative Unit are Concealed Weapon Permits, Taxi Cab Monitoring, specialized interviews of all molestation victims, computer crimes and all sex, arson and drug registrations.

The Support Services Division also oversees the evidence technician that is responsible for the cataloguing of all evidence coming and going from the police department.

#### Source and Use of Funds

<b>SUPPORT SERVICES DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	1,892,240	1,839,780	1,744,964
Fees	24,830	16,650	21,922
Post Reimb/Grants	13,970	7,560	113,481
<b>Total Source of Funds</b>	<b>1,931,040</b>	<b>1,863,990</b>	<b>1,880,367</b>
<b>Use of Funds</b>			
Personnel	1,104,310	1,055,610	1,029,710
Operating Expenditures	826,730	808,380	850,657
<b>Total Use of Funds</b>	<b>1,931,040</b>	<b>1,863,990</b>	<b>1,880,367</b>

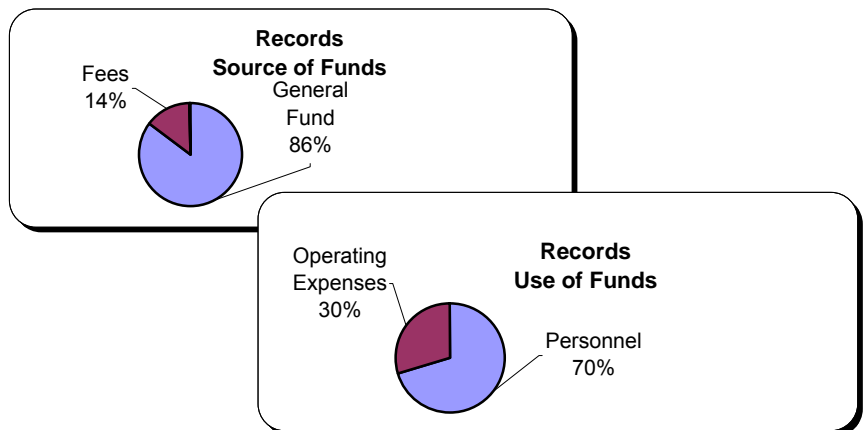




- **Records Division** performs a variety of duties that range from administrative and clerical, to assisting the general public at the front counter and on the telephone. Record keeping is the keystone for critical law enforcement responsibilities. The Records Unit is the keeper for all police reports that require photocopying, distributing and filing. This includes arrests, traffic accidents, incident, citation, subpoenas and other miscellaneous reports. Records personnel are responsible for preparing arrest and report packages for the District Attorney's Office and processing citations to the courts, as well as distributing other paperwork to various local and state agencies. Another important component of the Records Unit is the maintenance and security of police records. Records personnel must be aware of and apply the legal exemptions to the release of information to protect individual privacy, safety, reputation and on-going investigations. The intent of the exemptions is to protect law enforcement investigations, not to shield information from legitimate scrutiny. Records personnel are responsible for ensuring that police records are released according to law. The records division generates revenue by collecting fees for incident reports, traffic collision reports, impound vehicles and billing for false alarm fees.

#### Source and Use of Funds

RECORDS DIVISION			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
General Fund	456,490	347,430	374,197
Fees	76,860	70,550	65,843
Post Reimb/Grants	1,150	1,150	1,115
<b>Total Source of Funds</b>	<b>534,500</b>	<b>419,130</b>	<b>441,155</b>
<b>Use of Funds</b>			
Personnel	376,230	343,540	319,108
Operating Expenditures	158,270	75,590	122,047
<b>Total Use of Funds</b>	<b>534,500</b>	<b>419,130</b>	<b>441,155</b>



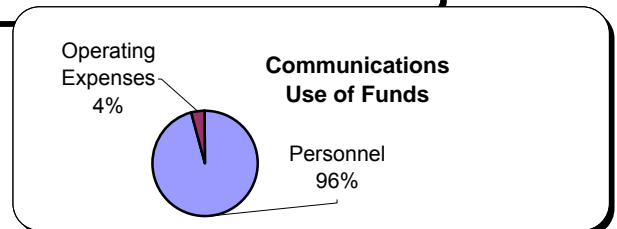
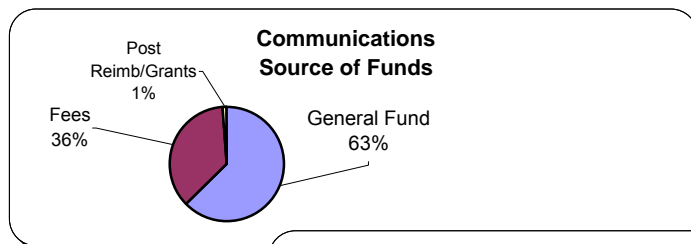
- **Communications Division** is responsible for monitoring all emergency and non-emergency telephone and wireless communication for the Hanford Police Department.

Police dispatchers monitor five computer screens, answer incoming 9-1-1 emergency calls, provide information and advice to citizens, provide current crime information to officers and enter calls for service into our CAD system. The dispatchers are responsible for prioritizing calls and workload, sending officers to calls, maintaining an accurate status on each on-duty officer, entering wanted or stolen vehicles, missing persons and guns into the nationwide database to provide information to other agencies, as well as documenting every call, every status change, and every request or entry that the police department receives.

The Hanford Police Dispatch center provides dispatch service to the Cities of Hanford and Lemoore. The City of Lemoore contracts with the City of Hanford for this service and we receive approximately \$400,000 annually from the City of Lemoore.

#### Source and Use of Funds

<b>COMMUNICATIONS DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	694,510	991,410	674,104
Fees	404,200	404,200	404,548
Post Reimb/Grants	11,900	112,260	1,171
<b>Total Source of Funds</b>	<b>1,110,610</b>	<b>1,507,870</b>	<b>1,079,823</b>
<b>Use of Funds</b>			
Personnel	1,064,600	1,093,100	1,021,929
Operating Expenditures	46,010	414,770	57,894
<b>Total Use of Funds</b>	<b>1,110,610</b>	<b>1,507,870</b>	<b>1,079,823</b>



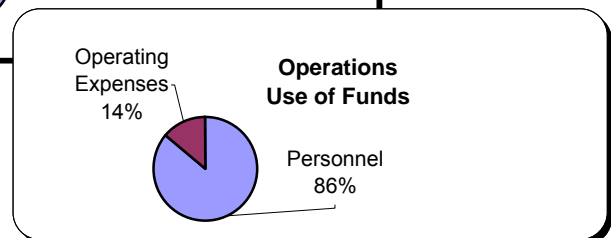
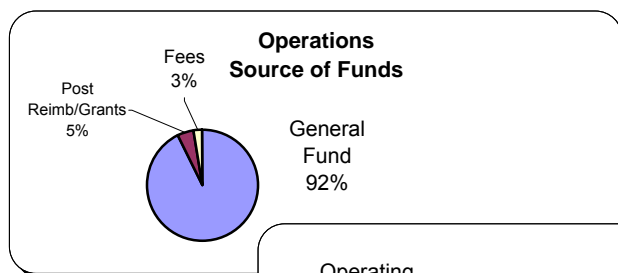
- **Operations Division** is comprised of Patrol, Reserves, Gang Task Force, Gang Resistance Education and Awareness Training, Graffiti Abatement, Police Volunteers, and the Central Valley Regional SWAT Team.

The backbone of the Hanford Police Department is the patrol force, whose primary function is to provide rapid response to emergency and non-emergency calls for service, traffic enforcement, reporting and documentation of crimes and unusual incidents, arrests of suspects, resolution of disputes, and random patrol of our residential and business communities.

Officers participate in community policing which is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem solving techniques, to proactively address the immediate conditions that give rise to public safety issues, such as crime, social disorder, and fear of crime.

### Source and Use of Funds

<b>OPERATIONS DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	<b>4,833,470</b>	4,576,480	4,316,435
Fees	<b>137,360</b>	134,490	261,719
Post Reimb/Grants	<b>245,200</b>	14,040	74,245
<b>Total Source of Funds</b>	<b>5,216,030</b>	4,725,010	4,652,399
<b>Use of Funds</b>			
Personnel	<b>4,492,700</b>	4,062,260	3,928,201
Operating Expenditures	<b>723,330</b>	662,750	724,198
<b>Total Use of Funds</b>	<b>5,216,030</b>	4,725,010	4,652,399



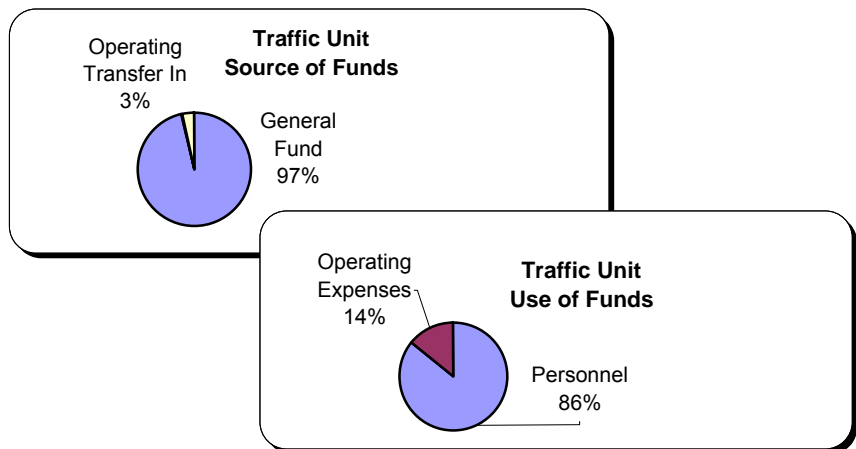
- **Traffic Unit** investigates traffic collisions, enforces the provisions of the California Vehicle Code and conducts DUI/Drivers License checkpoints,

In addition, the unit administers several grants from the Office of Traffic Safety (OTS) and conducts educational presentation for local school districts.

The Traffic Unit acts as a liaison to the public and patrol officers to address city-wide traffic issues through identification and analysis to develop effective response strategies with enforcement, education and engineering.

### Source and Use of Funds

TRAFFIC UNIT	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
General Fund	377,540	382,110	385,191
Post Reimb/Grants	1,610	1,610	816
Operating Transfer In	12,750	-	-
<b>Total Source of Funds</b>	<b>391,900</b>	<b>383,720</b>	<b>386,007</b>
<b>Use of Funds</b>			
Personnel	336,900	326,470	329,737
Operating Expenditures	55,000	57,250	56,270
<b>Total Use of Funds</b>	<b>391,900</b>	<b>383,720</b>	<b>386,007</b>



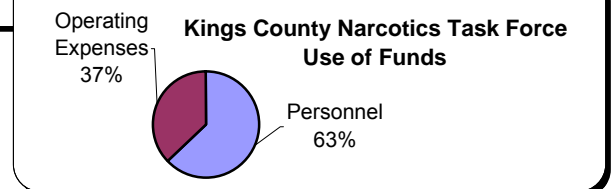
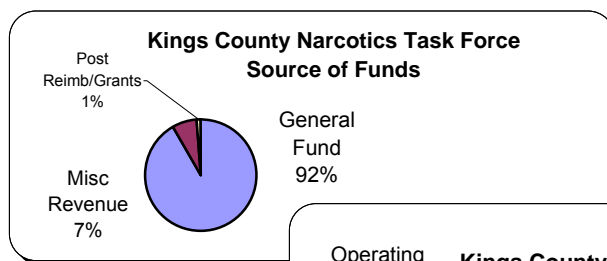
- **Kings County Narcotics Task Force (KCNTF)** is a multi agency organization comprised of law enforcement personnel from agencies within Kings County. It is supervised by a Special Agent from the California Department of Justice Bureau of Narcotic Enforcement.

KCNTF staff are responsible to respond to citizen complaints of drug sales, conduct complex investigations into person(s) illegally using and or selling controlled substances and provide information and training to citizen groups and law enforcement personnel.

Although not consistent, revenue sources consist of state and local grant monies as well as asset forfeiture seizures.

### Source and Use of Funds

<b>KINGS COUNTY NARCOTICS TASK FORCE</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	198,820	205,930	199,508
Post Reimb/Grants	2,650	26,990	124,363
Misc Revenue	15,300	165,500	135,942
<b>Total Source of Funds</b>	<b>216,770</b>	<b>398,420</b>	<b>459,813</b>
<b>Use of Funds</b>			
Personnel	136,070	240,770	303,129
Operating Expenditures	80,700	157,650	156,684
<b>Total Use of Funds</b>	<b>216,770</b>	<b>398,420</b>	<b>459,813</b>



- **School Resource Officer (SRO) Programs** are responsible for the overall safety and security of the students and faculty of their respective assignments. They patrol the campus during school hours to serve as a deterrent to unlawful activity and have one on one interaction with the students.

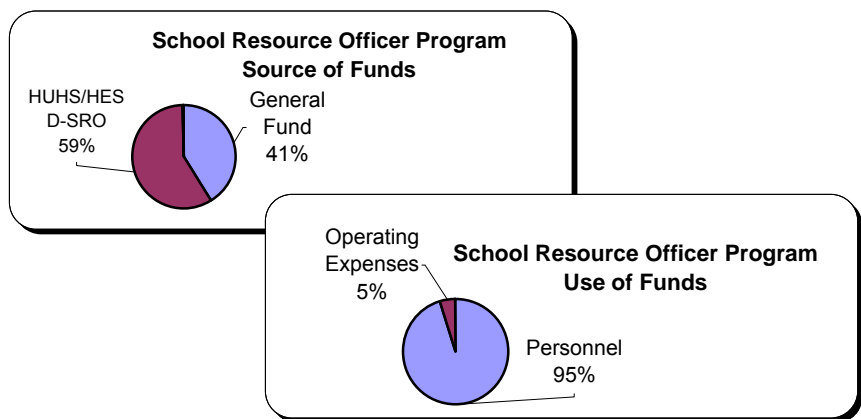
Although the Resource Officer's primary function is to provide law enforcement services to the schools, they also provide a positive role model to the students. They are active in programs such as the Junior Police Academy, the Explorer Program and the Gang Resistance Education and Training Program.

The high school district funds fifty percent of the assigned officers regular salary and one hundred percent of overtime for school related functions.

The elementary school provides ninety thousand dollars toward the salary of the one officer assigned to the position.

#### Source and Use of Funds

<b>SCHOOL RESOURCE OFFICER PROGRAM</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	150,170	122,500	113,335
HUHS/HESD-SRO	213,720	233,160	235,489
Post Reimb-SRO	990	990	35
<b>Total Source of Funds</b>	<b>364,880</b>	<b>356,650</b>	<b>348,859</b>
<b>Use of Funds</b>			
Personnel	347,420	331,340	324,757
Operating Expenditures	17,460	25,310	24,102
<b>Total Use of Funds</b>	<b>364,880</b>	<b>356,650</b>	<b>348,859</b>



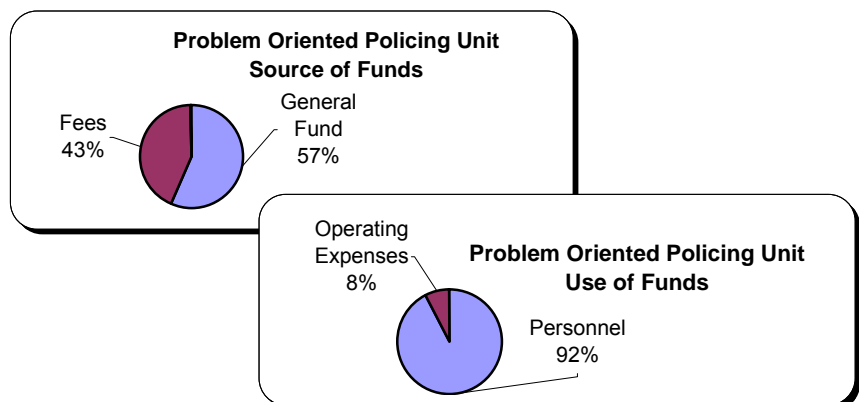
- **Problem Oriented Policing Unit** is currently comprised of two sworn officers from the operations division. Their primary function is to address clusters of incidents which are similar in nature and develop solutions which are preventative in nature.

In keeping with the Community Oriented Policing Philosophy their primary objective is to involve the community, other public service agencies and the private sector in the reduction of crime or other related community concerns. Emphasis is placed on identifying problems, their root causes, developing custom made responses and subsequently re-evaluating their effectiveness.

Based on the nexus gangs and drugs have on crime, the unit also places considerable emphasis in working with the Kings County Gang and Narcotics Task Forces addressing issues having a direct impact on crime trends within the city.

#### Source and Use of Funds

PROBLEM ORIENTED POLICING UNIT			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
General Fund	130,460	128,300	22,791
Fees	100,000	100,000	201,517
Post Reimb/Grants	740	990	105
<b>Total Source of Funds</b>	<b>231,200</b>	<b>229,290</b>	<b>224,413</b>
<b>Use of Funds</b>			
Personnel	213,740	209,630	204,451
Operating Expenditures	17,460	19,660	19,962
<b>Total Use of Funds</b>	<b>231,200</b>	<b>229,290</b>	<b>224,413</b>



## Fire Department

### Department Description

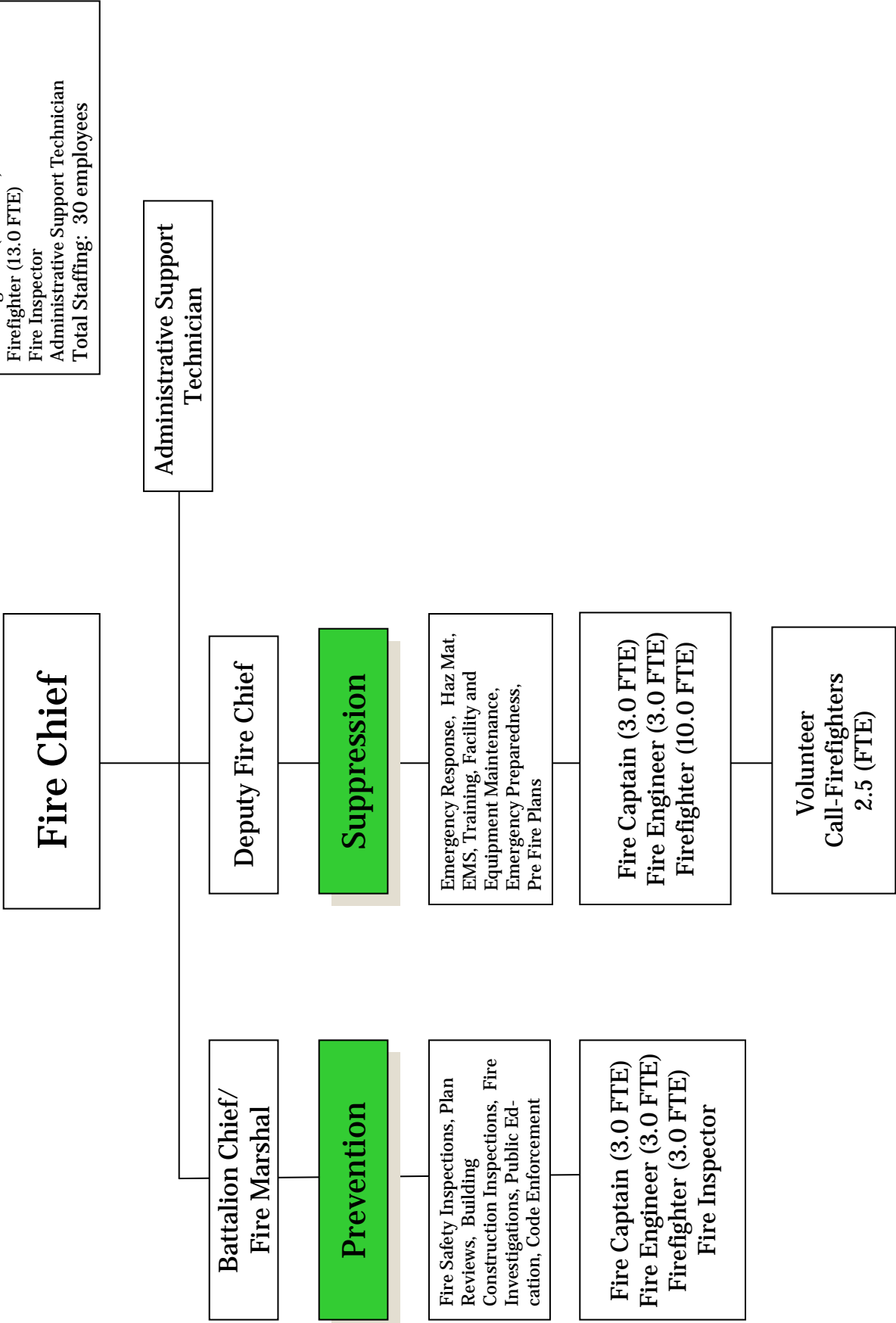
The Fire Department is a full service organization which is responsible for all risk emergency services including fire suppression, emergency medical care, technical rescue, and hazardous material response. The Department also provides inspection services, plan reviews, and issues permits/licenses to all facilities where the public may be present.





# FIRE DEPARTMENT

## Organization Chart

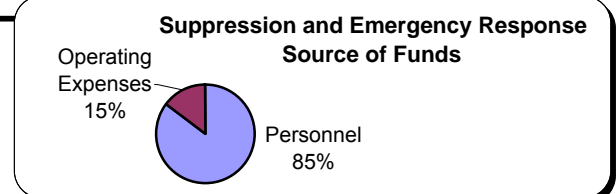
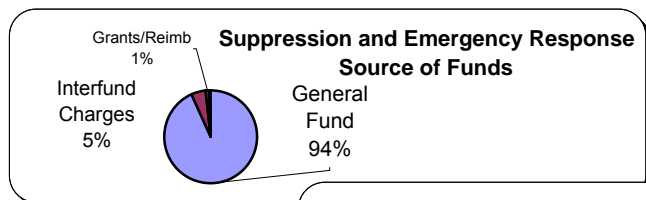


- Suppression and Emergency Response Division** provides essential core services to support all areas of the Department including the order and delivery of departmental operating supplies inventory and equipment and the management of the emergency service communications systems to ensure the safety of the public and all employees. This is done to support the emergency response personnel in order to provide responsive and professional service to the public. Additionally, the Suppression and Emergency Response Division provides all risk emergency services including fire suppression, emergency medical care, hazardous material response, and fire hydrant maintenance, maintenance of the fire apparatus fleet and equipment, and company building inspections in line with the Department's service level objectives. Furthermore, mandated and continuing education training is provided to all department members. Training is consistent with requirements as described by California State Fire Training Division, National Fire Prevention Administration, CAL-OSHA, and Federal requirements.

The Hanford Fire Department makes every effort to be an innovative and progressive organization in order to meet the changing demands of the City. One aspect of this innovation can be seen in the efforts to utilize technology, such as traffic light pre-emption, mobile mapping, and mobile data terminals to support the department's goals. All department members are committed to making a difference in our community.

#### Source and Use of Funds

<b>SUPPRESSION &amp; EMERGENCY RESPONSE DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	3,479,350	3,544,240	3,493,510
Fees	16,550	12,250	10,620
Grants/Reimb	50,000	-	3,456
Interfund Charges	185,940	50,440	41,422
<b>Total Source of Funds</b>	<b>3,731,840</b>	<b>3,606,930</b>	<b>3,549,008</b>
<b>Use of Funds</b>			
Personnel	3,182,590	3,071,680	2,958,593
Operating Expenditures	549,250	535,250	590,415
<b>Total Use of Funds</b>	<b>3,731,840</b>	<b>3,606,930</b>	<b>3,549,008</b>

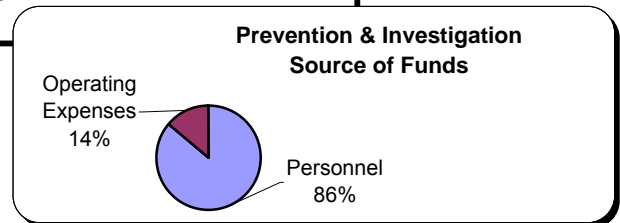
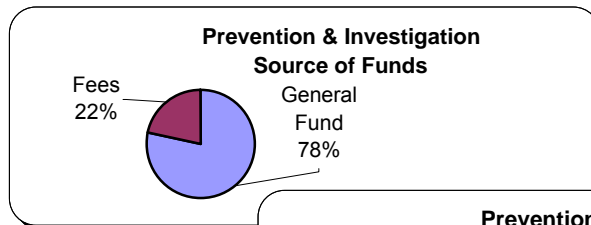


- **Prevention and Investigation Division** provides inspection services, plan reviews, code enforcement, construction inspections, and issues permits/licenses to all facilities where the public may be present.

Additional, functions of the prevention division include the delivery of fire/ life safety education to the general population as well as target groups, the investigation of arson fires, and prosecution of arsonists when appropriate in an effort to reduce per capita fire loss.

#### Source and Use of Funds

<b>PREVENTION &amp; INVESTIGATION DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	190,520	193,300	165,644
Fees	52,650	40,890	64,635
Grants/Reimb	-	-	-
<b>Total Source of Funds</b>	<b>243,170</b>	<b>234,190</b>	<b>230,279</b>
<b>Use of Funds</b>			
Personnel	209,060	200,500	203,801
Operating Expenditures	34,110	33,690	26,478
<b>Total Use of Funds</b>	<b>243,170</b>	<b>234,190</b>	<b>230,279</b>



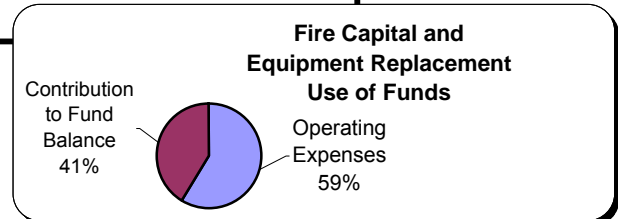
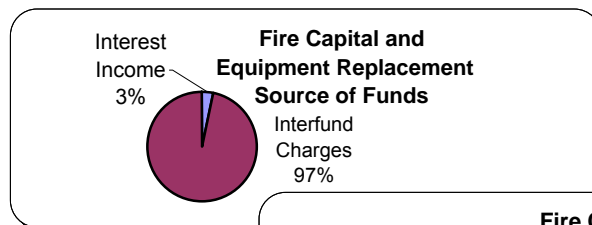
- **Fire Capital & Equipment Replacement** staff ensure that fire facilities and equipment are structurally sound and safe, and equipment is functional and dependable. Staff is responsible for evaluating the internal and external physical condition of building structures, and equipment operational performance annually to determine an optimum schedule for building maintenance projects and replacement of equipment as needed in accordance with approved maintenance and replacement fund criteria.

Fire Capital and Equipment Replacement operations are administered through the Fire and Public Works Administrative funds.

Revenue is received by charging user departments on a cost reimbursement basis.

### Source and Use of Funds

FIRE CAPITAL & EQUIPMENT REPLACEMENT DIVISION			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
Interest Income	2,000	5,000	8,580
Operating Transfers In	-	-	84,030
Interfund Charges	59,280	59,280	59,280
<b>Total Source of Funds</b>	<b>61,280</b>	<b>64,280</b>	<b>151,890</b>
<b>Use of Funds</b>			
Operating Expenditures	36,000	55,870	89,180
Contribution to Fund Balance	25,280	8,410	62,710
<b>Total Use of Funds</b>	<b>61,280</b>	<b>64,280</b>	<b>151,890</b>



## Recreation Department

### Department Description

The Recreation Department is responsible for the creation and coordination of recreational programs, services, and facilities that enhance the quality of life in Hanford. The Department collaborates with local organizations including the Visitor's Agency, Main Street Hanford, Hanford Chamber of Commerce and the Homecoming Committee to develop regional community events.



RECREATION OFFICE

Organization Chart

Current City Employees  
Recreation Director  
Recreation Supervisor (2.0 FTE)  
Clerical Support (1.0 FTE)  
Recreation Leader (Part-time) (13.0 FTE)  
Total Staffing: 17 FTE

Recreation Director

Parks &  
Recreation Commission

Clerical Support (1.0 FTE)

Recreation Supervisor

Community & Special  
Events

Recreation Leader  
(0.25 FTE)

Facilities Management

Recreation Leader  
(1.25 FTE)

Aquatics

Recreation Leader  
(3.75 FTE)

Longfield Center

Recreation Leader  
(1.75 FTE)

Adult & Youth  
Sports

Recreation Leader  
(1.00 FTE)

Recreation Supervisor

Youth Services

Recreation Leader  
(3.25 FTE)

Adult & Special Services

Recreation Leader  
(1.75 FTE)

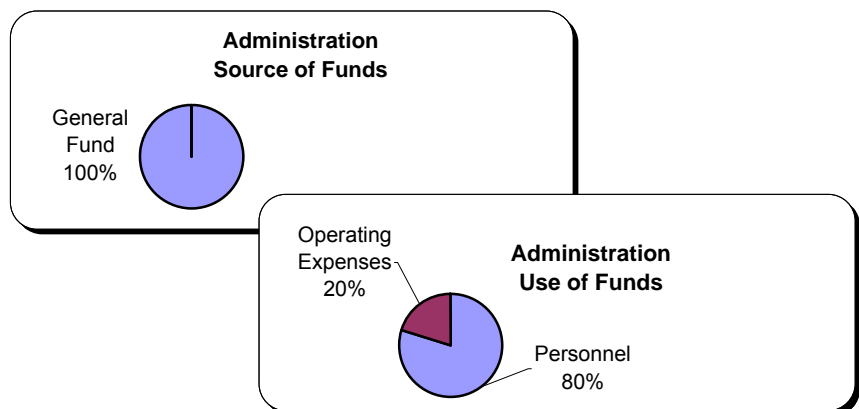
- **Administration Division** is responsible for the management of the City's Recreation Department. This includes program registration, policy development, budget oversight and personnel management.

The division includes the Recreation Director who is the Department Head, and the Administrative Support Technician position. The Director reports to the City Manager and is the department's liaison to the Parks and Recreation Commission, City Council and other city departments.

The Recreation Department works collaboratively with local government, community and non profit groups to provide programs that enhance the quality of life for our residents.

### Source and Use of Funds

ADMINISTRATION DIVISION			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
General Fund	256,810	237,500	235,852
<b>Total Source of Funds</b>	<b>256,810</b>	<b>237,500</b>	<b>235,852</b>
<b>Use of Funds</b>			
Personnel	204,470	188,180	185,897
Operating Expenditures	52,340	49,320	49,955
<b>Total Use of Funds</b>	<b>256,810</b>	<b>237,500</b>	<b>235,852</b>



- **Sports Division** facilitates a variety of youth and adult sports leagues, programs and events. Adult sports include basketball, volleyball and softball leagues. Youth sports include Pee Wee Basketball, Flag Football and Little Kickers Soccer.

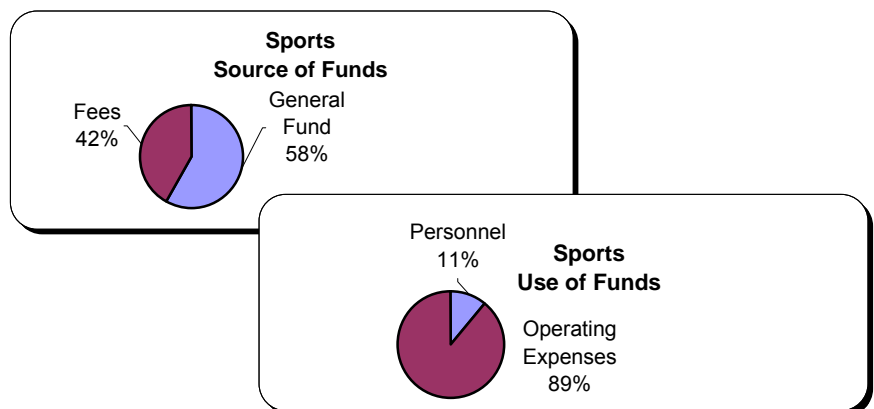
We offer a family fun run in conjunction with the annual Hanford Homecoming event. We hold an annual fishing derby for local youth. We offer enrichment classes including tennis and boxing. In November we hold a Toys for Tots softball tournament.

Staff coordinates the use of several sports facilities by local independent youth sports organizations and adult groups for leagues and tournaments. This includes the Hanford Youth Athletic Complex, BMX track and Joint Use Softball Complex.

The department is staffed by one full time supervisor and part time staff.

### Source and Use of Funds

<b>SPORTS DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	<b>122,900</b>	151,260	139,648
Fees	<b>88,730</b>	114,900	95,779
<b>Total Source of Funds</b>	<b>211,630</b>	266,160	235,427
<b>Use of Funds</b>			
Personnel	<b>23,560</b>	63,730	63,350
Operating Expenditures	<b>188,070</b>	202,430	172,077
<b>Total Use of Funds</b>	<b>211,630</b>	266,160	235,427





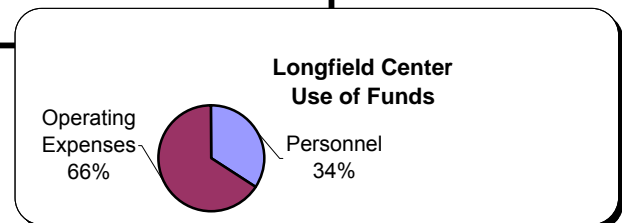
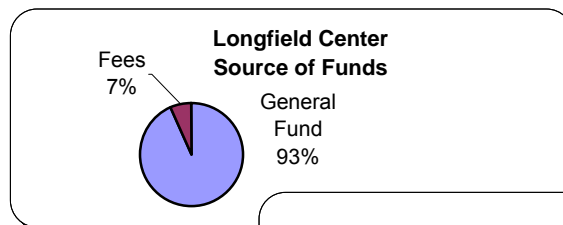
- **Longfield Center** is a drop in facility for local youth and adults. Amenities include a basketball gym, weight room, computer lab, and table games. The facility is used by non profit groups for special events that promote public health, quality of life and family recreation activities.

The City offers a Christmas Party every year to provide gifts to underserved youth. Biannually, the City holds the Longfield Hall of Fame Induction Ceremony to recognize individuals who have been connected to the hall and gone on to achieve success in business, sports or education.

The hall is a safe haven for children providing mentoring and a healthy alternative for Hanford's youth.

### Source and Use of Funds

LONGFIELD CENTER			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
General Fund	92,020	122,260	115,470
Fees	6,440	11,750	8,063
<b>Total Source of Funds</b>	<b>98,460</b>	<b>134,010</b>	<b>123,533</b>
<b>Use of Funds</b>			
Personnel	33,520	71,460	68,470
Operating Expenditures	64,940	62,550	55,063
<b>Total Use of Funds</b>	<b>98,460</b>	<b>134,010</b>	<b>123,533</b>



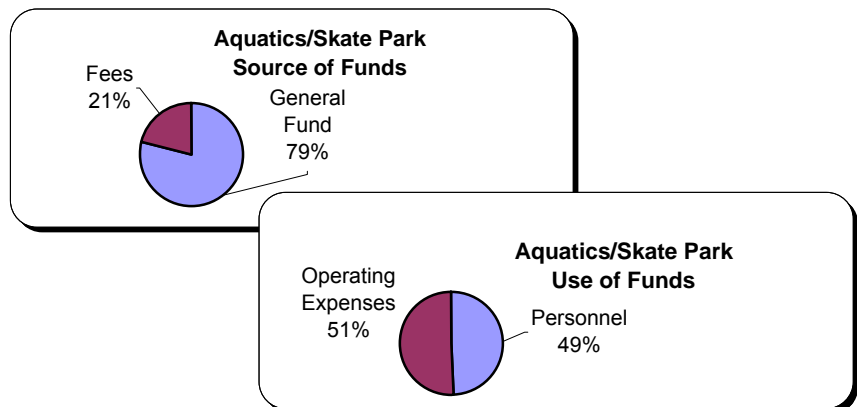
- **Aquatics/Skate Park** provides a quality swimming facility including programming and skate park in a safe environment to meet the community's aquatic and skating needs.

The Hanford Plunge operates with a part time staff of 10 Recreation Leader I Concession/Admission employees, 25 Recreation Leader II Lifeguards, and 3 Recreation Leader III Senior Lifeguards. The Recreation Supervisor currently acts as a pool manager. The Plunge is in operation for public swim and swim lessons in the months of June, July and August and is in partial operation in the fall and in the spring as a rental for Sierra Pacific High Schools Water Polo and Swim Team. It is available for rent for private parties, schools and swim teams.

Ford Hill Skate Park located next to the Plunge is open 7 days a week from sunrise to sunset. We do not have staff at the skate park.

### Source and Use of Funds

AQUATICS/SKATE PARK			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
General Fund	150,850	146,150	174,872
Fees	40,080	44,310	26,834
<b>Total Source of Funds</b>	<b>190,930</b>	<b>190,460</b>	<b>201,706</b>
<b>Use of Funds</b>			
Personnel	93,890	100,920	85,088
Operating Expenditures	97,040	89,540	116,618
<b>Total Use of Funds</b>	<b>190,930</b>	<b>190,460</b>	<b>201,706</b>

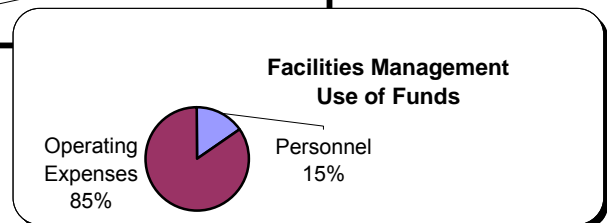
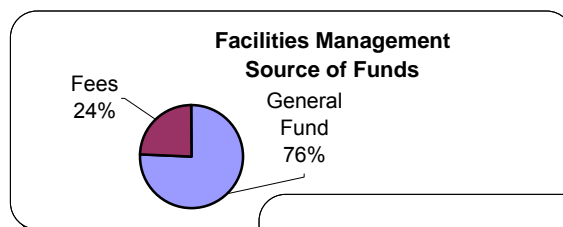


- Facilities Management** - We offer the Civic Auditorium, the grounds and other city facilities including park shelters as quality venues for rent for private and community events. The facilities managed and available for rent by Recreation include the Civic Auditorium, the Veterans/Senior Center, Coe Park Hall, Civic Park and any covered shelter at a City of Hanford park. The Civic Auditorium often houses a wide range of rentals includes those for concerts, weddings, quinceneras, lunches and meetings. Being one of the largest buildings available and located right in the heart of downtown it is very popular and currently there are very few Saturdays left available in 2011.

The Veterans/Senior Center is where the majority of our classes and programs take place but upstairs is rented out for smaller parties and meetings as it fits 150 people. We operate and maintain these rentals and events that take place in our facilities with a staff of 10-15 Facility Hosts which are part time employees. All facilities can be rented at the Recreation Department Office.

### Source and Use of Funds

<b>FACILITIES MANAGEMENT</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	178,360	183,260	184,150
Fees	57,430	64,170	55,378
<b>Total Source of Funds</b>	<b>235,790</b>	<b>247,430</b>	<b>239,528</b>
<b>Use of Funds</b>			
Personnel	36,460	52,110	47,077
Operating Expenditures	199,330	195,320	192,451
<b>Total Use of Funds</b>	<b>235,790</b>	<b>247,430</b>	<b>239,528</b>

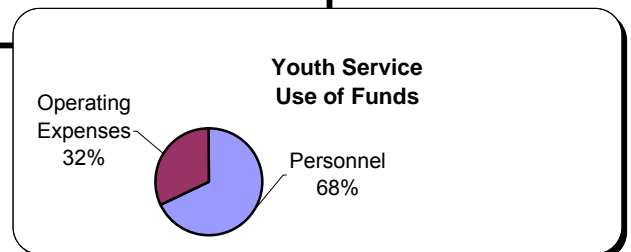
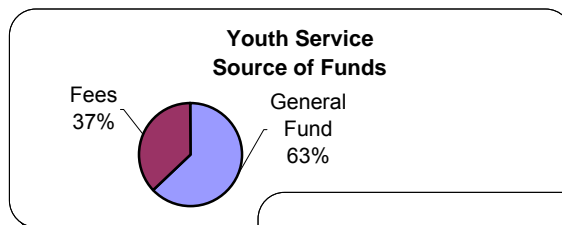


- **Youth Services Division** offers quality recreation programs, services and facilities to meet the diverse needs of the youth and families in our community.

The Hanford Teen Center is the site for drop in activities, summer camp, Kids Nights Out, Dances, and Club Live activities. We also offer year round enrichment classes, pre-school activities, summer camps and special events that promote good health, family togetherness and fun.

### Source and Use of Funds

YOUTH SERVICES DIVISION			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
General Fund	146,190	158,810	133,278
Fees	86,590	108,280	71,292
<b>Total Source of Funds</b>	<b>232,780</b>	<b>267,090</b>	<b>204,570</b>
<b>Use of Funds</b>			
Personnel	158,070	179,670	140,225
Operating Expenditures	74,710	87,420	64,345
<b>Total Use of Funds</b>	<b>232,780</b>	<b>267,090</b>	<b>204,570</b>

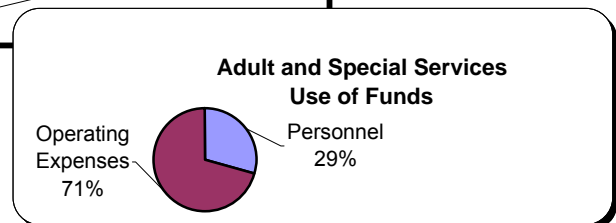
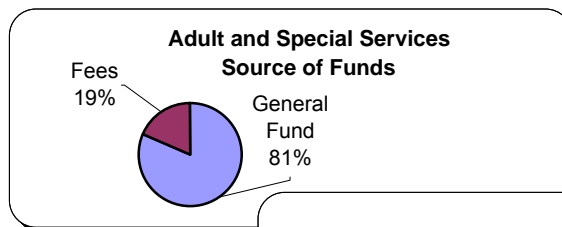


- **Adult and Special Services Division** focuses on three areas; senior citizens, special needs population and adults. We provide high quality recreational programs that meet the needs of their diverse interests and abilities.

The Hanford Senior/Veterans Center is the site for drop in activities, exercise programs, enrichment classes and dances. The American Legion and Hanford Senior Inc. are located in the center and offer additional programming for local seniors, adults and veterans.

### Source and Use of Funds

<b>ADULT &amp; SPECIAL SERVICES DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	122,180	137,770	114,814
Fees	27,970	40,210	29,029
<b>Total Source of Funds</b>	<b>150,150</b>	<b>177,980</b>	<b>143,843</b>
<b>Use of Funds</b>			
Personnel	44,170	58,890	43,429
Operating Expenditures	105,980	119,090	100,414
<b>Total Use of Funds</b>	<b>150,150</b>	<b>177,980</b>	<b>143,843</b>



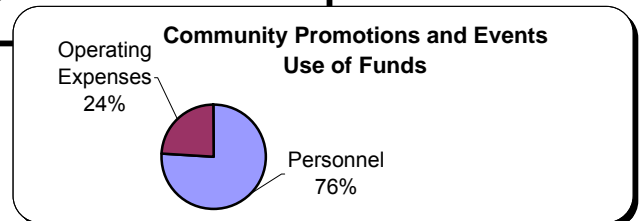
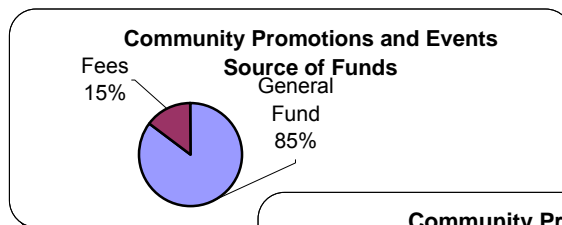
- **Community Promotions and Events** - We promote community and recreational experiences through special events, activities and promotions to meet the diverse needs of our community. We produce a brochure of all of our activities, events, programs and rentals that are generated electronically every 6 months, one in September and one in March.

We make fliers, tri-folds and handouts for all events. We do advertising on the news and in the local paper and we set up booths at community events.

We also host events which include the Renaissance Faire, Family Fun Days, Concerts in the Park, Movies in the Park, Adventure Days at the Plunge and the Luminaria. These events are staffed by our Recreation Leaders and Facility Hosts.

### Source and Use of Funds

<b>COMMUNITY PROMOTIONS &amp; EVENTS</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	61,510	57,400	47,551
Fees	10,600	15,110	11,539
<b>Total Source of Funds</b>	<b>72,110</b>	<b>72,510</b>	<b>59,090</b>
<b>Use of Funds</b>			
Personnel	54,780	53,360	46,696
Operating Expenditures	17,330	19,150	12,394
<b>Total Use of Funds</b>	<b>72,110</b>	<b>72,510</b>	<b>59,090</b>



## Public Works Department

### Department Description

The Public Works Department is a full service organization which is responsible for the operation, maintenance, and expansion of the City's water, sewer, refuse and storm drain services for all the City's residential and commercial customers. Additionally, the Department is responsible for all facility and fleet maintenance, provides engineering services, maintains the City's infrastructure, and administers all public works contracts.



PUBLIC WORKS DEPARTMENT

Organization Chart

Public Works Director

Deputy Public Works  
Director/  
City Engineer

Engineering  
(14.0 FTE)

Deputy City Engineer

Senior Engineer

Assistant/Associate  
Engineer

Senior Engineering  
Technician (3.0 FTE)

Construction Inspector  
(3.0 FTE)

Senior Administrative  
Analyst

Administrative Support  
Technician (2.0 FTE)

Parks  
(14.0 FTE)

Parks  
Superintendent

Parks  
Supervisor

Maintenance  
Worker (12.0 FTE)

Utilities  
(21.0 FTE)

Sewer/  
Storm  
Collection

Water  
Distribution

Utility  
Superintendent

Utility  
Supervisor

Utility Lead-  
Worker (3.0 FTE)

Utility Maintenance  
Worker (12.0 FTE)

Maintenance  
Worker (4.0 FTE)

Streets  
(14.0 FTE)

Street  
Superintendent

Street  
Supervisor

Traffic Control  
Technician (2 FTE)

Motor Sweeper  
Operator (4 FTE)

Heavy Equipment  
Operator

Maintenance  
Worker (5.0 FTE)

Fleet Maintenance  
(7.0 FTE)

Fleet  
Superintendent

Fleet Mechanic  
Leadworker

Fleet Mechanic  
(5.0 FTE)

Refuse  
(22.0 FTE)

Refuse  
Superintendent

Refuse  
Supervisor

Refuse Service  
Workers (2.0 FTE)

Refuse Collectors  
(18.0 FTE)

WWTP  
(10.0 FTE)

WWTP  
Superintendent

WWTP  
Supervisor

Lab  
Technician

Lab Assistant  
(2.0 FTE)

WWTP  
Operators  
(5.0 FTE)

Building  
Maintenance  
(7.0 FTE)

Building Maint.  
Superintendent

Custodial  
Leadworker

Custodian  
(3.0 FTE)

Building Maint.  
Technician

Maintenance  
Worker

Current City Employees  
Public Works Director  
Deputy City Engineer  
Senior Engineer  
Associate/Assistant Engineer  
Senior Engineering Technician (3 FTE)  
Construction Inspector (3 FTE)  
Street Superintendent  
Street Supervisor  
Traffic Control Technician (2 FTE)  
Heavy Equipment Operator  
Fleet Mechanic Leadworker  
Refuse Superintendent  
Refuse Service Worker (2 FTE)  
WWTP Superintendent  
Lab Technician  
Lab Assistant (2 FTE)  
Building Maintenance Superintendent  
Custodian (3 FTE)  
Maintenance Worker (22 FTE)  
Total Staffing: 109 FTE

Deputy PW Director  
Parks Superintendent  
Parks Supervisor  
Utility Superintendent  
Utility Supervisor  
Utility Leadworker (3 FTE)  
Utility Maintenance Worker (12 FTE)  
Motor Sweeper Operator (4 FTE)  
Fleet Superintendent  
Fleet Mechanic (5 FTE)  
Refuse Supervisor  
Refuse Collector (18 FTE)  
WWTP Supervisor  
WWTP Operator (5 FTE)  
Custodial Leadworker  
Building Maintenance Technician  
Administrative Support Tech (2 FTE)  
Senior Administrative Analyst  
Total Staffing: 109 FTE



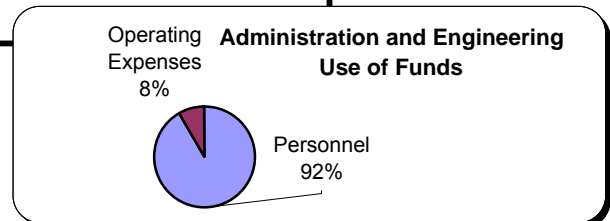
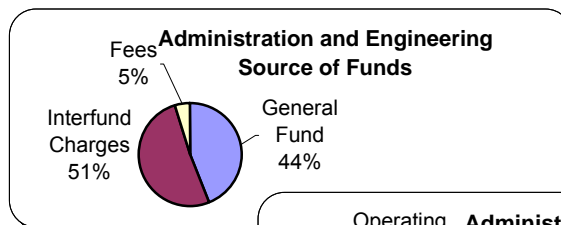
- **Administration/Engineering Division** is responsible to provide leadership and management to all divisions of the Public Works Department to meet established service levels. Engineering Division staff are responsible to administer and coordinate the various programs necessary to properly construct and maintain Public Works facilities and to deliver services, and review, condition and inspect private development projects.

This division prepares and implements the City's capital improvement program; ensures compliance with state and federal regulatory issues; prepares and processes grant applications; administers state and federal funding, provides municipal engineering services and represents the Public Works Department on various city committees and commissions.

The Administration / Engineering Division is funded by various city enterprise funds as well as general fund revenues.

### Source and Use of Funds

<b>ADMINISTRATION &amp; ENGINEERING DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	661,340	683,790	753,371
Fees	70,820	53,800	60,013
Interfund Charges	775,400	842,800	685,716
<b>Total Source of Funds</b>	<b>1,507,560</b>	<b>1,580,390</b>	<b>1,499,100</b>
<b>Use of Funds</b>			
Personnel	1,383,960	1,452,730	1,371,182
Operating Expenditures	123,600	127,660	127,918
<b>Total Use of Funds</b>	<b>1,507,560</b>	<b>1,580,390</b>	<b>1,499,100</b>



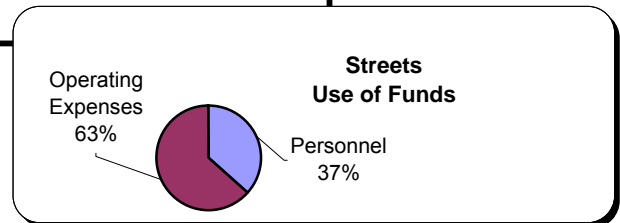
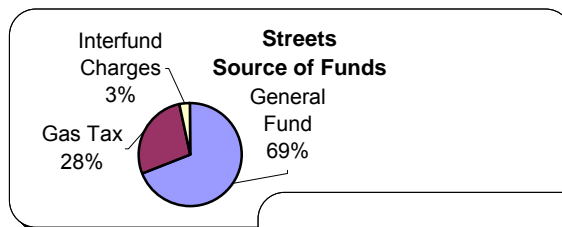
- **Street Division** staff are responsible for maintenance and repair of streets, alleys, parking lots, traffic control systems and downtown area street lights, to provide an efficient and safe transportation network. The city's roadway network, comprised of over 210 miles of streets, is the largest single asset owned by the City.

This division performs traffic signal preventative maintenance; repaints curbs, crosswalks, pavement legends and street centerlines; conducts a crack sealing program; installs or repairs sidewalks; administers an efficient leaf pick up program and hangs seasonal banners, holiday garlands and twinkle lighting in the downtown area.

The Street Division is funded by a combination of gas taxes and general fund revenues.

### Source and Use of Funds

<b>STREET DIVISION</b>		<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>				
General Fund		1,364,760	1,817,080	956,502
Gas Tax		550,000	550,000	550,000
Interfund Charges		66,750	70,580	77,225
<b>Total Source of Funds</b>		<b>1,981,510</b>	<b>2,437,660</b>	<b>1,583,727</b>
<b>Use of Funds</b>				
Personnel		725,730	786,450	675,232
Operating Expenditures		1,255,780	1,651,210	908,495
<b>Total Use of Funds</b>		<b>1,981,510</b>	<b>2,437,660</b>	<b>1,583,727</b>



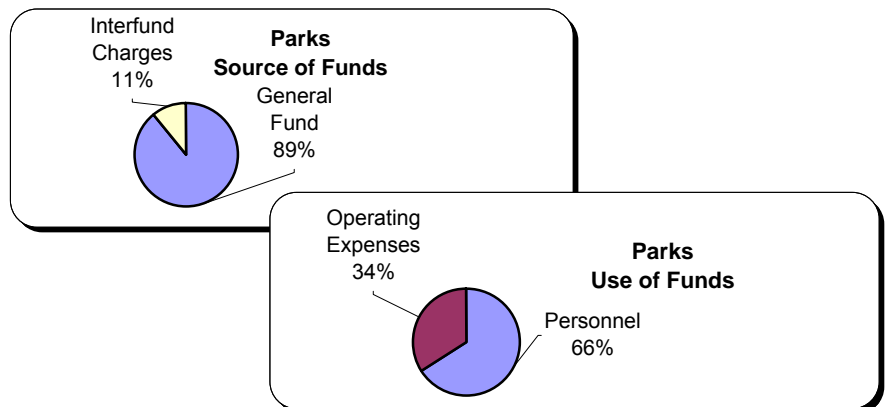
- **Parks Division** staff are responsible for maintaining the aesthetic and recreational value of over 220 acres of property including parks, landscaped street medians, athletic fields, the City's urban forest and other landscaped areas including the Downtown, Courthouse Square, City parking lots, Industrial Park, Airport and Intermodal Station.

This division constructs streetscape enhancement improvements within the downtown area; coordinates the City's annual Tree City U.S.A. recertification program; administers contracts and inspects maintenance for 31 landscape assessment districts; performs playground safety inspections and upgrades existing playgrounds to meet ASTM/CPSC standards and ADA requirements.

The Parks Division is funded by general fund revenues.

### Source and Use of Funds

<b>PARKS DIVISION</b>	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
General Fund	1,276,440	1,345,280	1,183,147
Fees	-	-	1,334
Interfund Charges	155,630	192,290	213,819
<b>Total Source of Funds</b>	<b>1,432,070</b>	<b>1,537,570</b>	<b>1,398,300</b>
<b>Use of Funds</b>			
Personnel	943,580	1,059,500	956,096
Operating Expenditures	488,490	478,070	442,204
<b>Total Use of Funds</b>	<b>1,432,070</b>	<b>1,537,570</b>	<b>1,398,300</b>



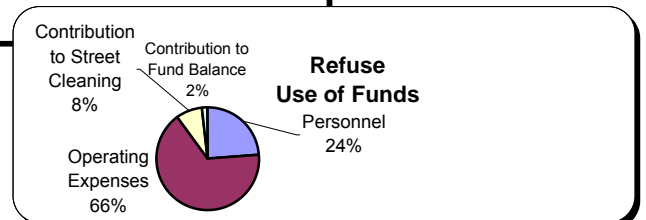
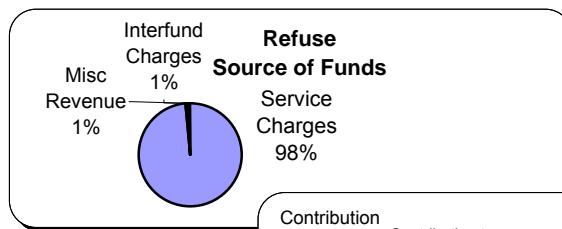
- **Refuse Division** staff are responsible for the collection and disposal of residential and commercial solid waste for more than 15,000 residences and over 1,350 businesses.

The division provides green waste, co-mingled recyclable and refuse solid waste collection and disposal services, with a goal to reduce the amount of solid waste being disposed of at the landfill through the use of efficient, cost effective and environmentally sound waste management practices. This division conducts an annual city wide clean-up program; administers a Christmas tree recycling program to divert green waste from the landfill; provides a segregated cardboard collection route for commercial customers and ensures that new businesses implement and maintain recycling programs.

The Refuse Division is funded from user fees charged to customers for refuse services.

### Source and Use of Funds

REFUSE DIVISION			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
Service Charges	6,400,630	6,397,000	6,375,285
Miscellaneous Revenue	38,800	74,000	60,054
Interfund Charges	55,880	152,750	152,120
<b>Total Source of Funds</b>	<b>6,495,310</b>	<b>6,623,750</b>	<b>6,587,459</b>
<b>Use of Funds</b>			
Personnel	1,546,580	1,505,350	1,438,181
Operating Expenditures	4,303,840	4,439,400	4,195,621
Contribution to Street Cleaning	541,560	548,040	599,061
Contribution to Fund Balance	103,330	130,960	354,596
<b>Total Use of Funds</b>	<b>6,495,310</b>	<b>6,623,750</b>	<b>6,587,459</b>



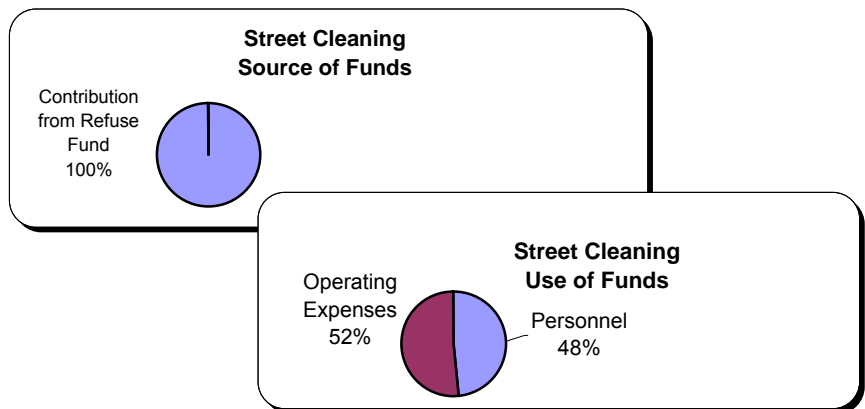
- **Street Cleaning Division** staff are responsible for cleaning all city streets, alleys and public parking lots to provide a safe, clean and attractive community.

The division objective is to sweep residential streets once a week and the downtown area on a five day a week basis. This requires that over 30,000 curb miles of street are swept each year.

Street sweeping operations are administered through the Street Division and are funded from refuse user fees charged to customers for street sweeping services.

### Source and Use of Funds

STREET CLEANING DIVISION			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
Interfund Charges	1,000	1,000	1,000
Contribution from Refuse Fund	541,560	548,040	599,061
<b>Total Source of Funds</b>	<b>542,560</b>	<b>549,040</b>	<b>600,061</b>
<b>Use of Funds</b>			
Personnel	261,500	208,820	260,550
Operating Expenditures	281,060	340,220	339,511
<b>Total Use of Funds</b>	<b>542,560</b>	<b>549,040</b>	<b>600,061</b>



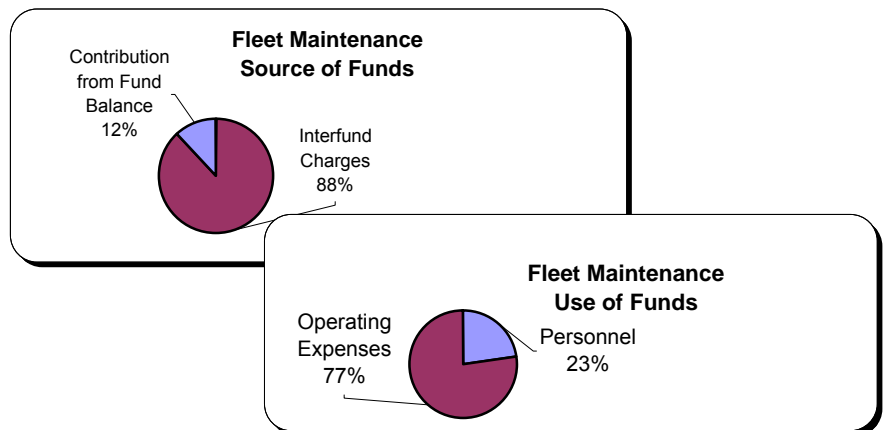
- **Fleet Maintenance Division** staff ensure that city vehicles are available, dependable, safe to operate, cost effective, and energy efficient. Staffs is responsible for purchasing and maintaining all city vehicles and equipment, and for providing scheduled maintenance to reduce overall vehicle operating costs, extend useful life, and minimize downtime.

This division ensures conformance with the Department of Transportation and Department of Motor Vehicle regulations, and the Air Resources Board regulations. Preventative and routine maintenance of the Courthouse carousel and all Visitor Agency vehicles is also the responsibility of Fleet Maintenance.

Fleet Maintenance is an internal service fund. Revenue is received by charging user departments on a cost reimbursement basis.

### Source and Use of Funds

<b>FLEET MAINTENANCE DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Miscellaneous Revenue	5,000	1,800	32,696
Interfund Charges	2,000,190	2,300,140	2,366,930
Contribution from Fund Balance	274,870	(10,790)	(444,944)
<b>Total Source of Funds</b>	<b>2,280,060</b>	<b>2,291,150</b>	<b>1,954,682</b>
<b>Use of Funds</b>			
Personnel	521,780	500,930	485,729
Operating Expenditures	1,758,280	1,790,220	1,468,953
<b>Total Use of Funds</b>	<b>2,280,060</b>	<b>2,291,150</b>	<b>1,954,682</b>



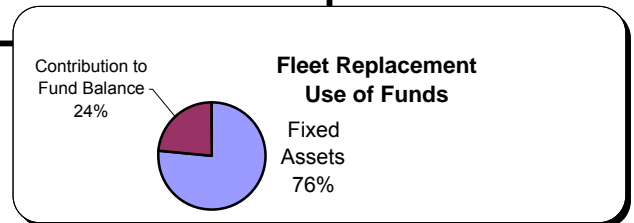
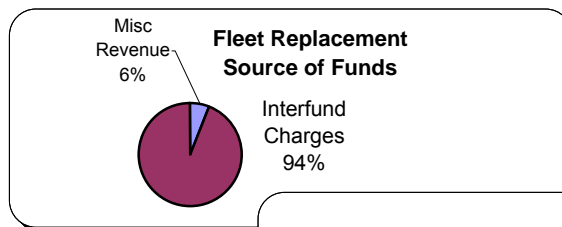
- **Fleet Replacement Division** staff are responsible for providing safe, modern, dependable, and cost-effective replacement equipment, vehicles and radios. Staff is responsible for evaluating all equipment, vehicles and radios for replacement in accordance with approved replacement fund criteria, and prepares purchase specifications and bid proposals in accordance with the evaluation results.

Fleet Replacement operations are administered through the Fleet Division and is an internal service fund.

Revenue is received by charging user departments on a cost reimbursement basis.

### Source and Use of Funds

<b>FLEET REPLACEMENT DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Miscellaneous Revenue	81,280	211,780	196,362
Interfund Charges	1,227,360	1,350,520	1,239,740
<b>Total Source of Funds</b>	<b>1,308,640</b>	<b>1,562,300</b>	<b>1,436,102</b>
<b>Use of Funds</b>			
Personnel	-	-	-
Fixed Assets	998,980	1,577,680	170,526
Contribution to Fund Balance	309,660	(15,380)	1,265,576
<b>Total Use of Funds</b>	<b>1,308,640</b>	<b>1,562,300</b>	<b>1,436,102</b>



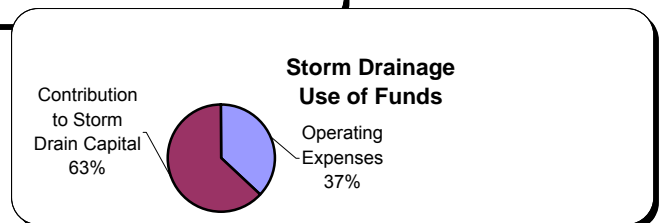
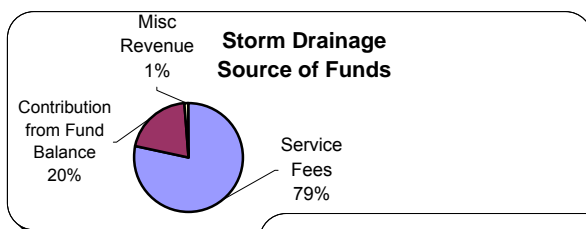
- **Storm Drainage Division** staff are responsible for providing a safe, dependable storm drainage system through timely cleaning, repair and maintenance of all facilities. This division maintains a network of over 56 miles of storm drainage pipelines, 31 storm drainage pump stations and over 181 acres of drainage basins.

The division also coordinates with and encourages the Kings County Water District to maximum groundwater recharge through the use of the City's drainage system. Staff also conducts a public education and outreach program to educate the general public about the environmental impacts of disposing unwanted products into the City's storm drainage system.

Storm drainage operations are administered through the Utility Division and are funded from user fees charged to customers for drainage service.

### Source and Use of Funds

<b>STORM DRAINAGE DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Service Fees	1,244,220	989,990	1,115,114
Miscellaneous Revenue	19,640	46,610	32,551
Contribution from Fund Balance	323,130	510	(415,002)
<b>Total Source of Funds</b>	<b>1,586,990</b>	<b>1,037,110</b>	<b>732,663</b>
<b>Use of Funds</b>			
Operating Expenditures	586,990	729,110	582,543
Contribution to Street Cleaning	-	-	150,120
Contribution to Storm Drain Capital	1,000,000	308,000	-
<b>Total Use of Funds</b>	<b>1,586,990</b>	<b>1,037,110</b>	<b>732,663</b>





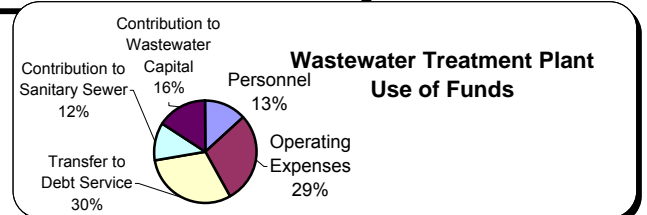
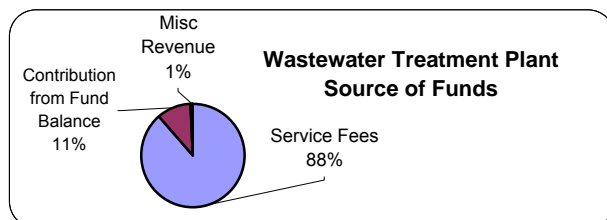
- **Wastewater Treatment Plant (WWTP) Division** staff are responsible for the treatment and recycling of wastewater in an environmentally safe manner to ensure its reuse for irrigation purposes will not endanger health or degrade groundwater quality. This division processes approximately 1.78 billion gallons of sewage each year by operation of the WWTP, a sophisticated, multi-million dollar facility.

The facility is a major part of the City's effort to keep our environment clean and to provide a water resource for irrigation and groundwater recharge. Staff also conducts over 76,000 laboratory tests each year to monitor the performance of the plant; manages reclaimed water usage to ensure compliance with the requirements of state reclamation discharge permits; administers the industrial pre-treatment program; and monitors industrial user compliance through daily observation and weekly analysis of discharge.

WWTP Division is funded by user fees charged to customers for sanitary sewer service.

### Source and Use of Funds

<b>WASTEWATER TREATMENT PLANT DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Service Fees	5,006,120	4,343,070	4,540,731
Miscellaneous Revenue	30,870	80,000	255,864
Contribution from Fund Balance	612,230	1,780,760	11,304
<b>Total Source of Funds</b>	<b>5,649,220</b>	<b>6,203,830</b>	<b>4,807,899</b>
<b>Use of Funds</b>			
Personnel	758,100	784,440	708,950
Operating Expenditures	1,614,960	1,620,160	1,460,910
Transfer to Debt Service	1,709,020	2,208,950	2,025,811
Contribution to Sanitary Sewer	667,140	599,900	612,228
Contribution to Wastewater Capital	900,000	990,380	-
<b>Total Use of Funds</b>	<b>5,649,220</b>	<b>6,203,830</b>	<b>4,807,899</b>



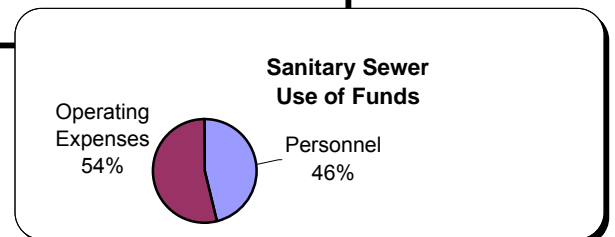
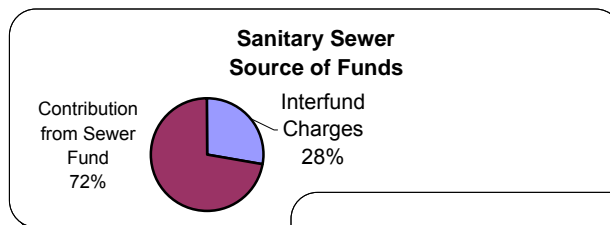
- **Sanitary Sewer Division** staff are responsible for providing a safe, dependable sanitary sewer collection system through timely cleaning, repair and maintenance of all facilities.

This division maintains a network of over 213 miles of sanitary sewer mains and 22 sewer pump stations. The division provides assistance in the implementation of a sewer emergency overflow plan in conformance with the City's sanitary sewer management plan (SSMP). Division staff are also responsible for monthly reporting to the California Regional Water Control Board for compliance with SSMP objectives and requirements.

Sanitary Sewer operations are administered through the Utility Division and are funded from user fees charged to customers for sewer service.

### Source and Use of Funds

<b>SANITARY SEWER DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Interfund Charges	<b>254,870</b>	248,160	169,466
Contribution from Sewer Fund	<b>667,140</b>	599,900	612,229
<b>Total Source of Funds</b>	<b>922,010</b>	848,060	781,695
<b>Use of Funds</b>			
Personnel	<b>425,480</b>	418,790	347,623
Operating Expenditures	<b>496,530</b>	429,270	434,072
<b>Total Use of Funds</b>	<b>922,010</b>	848,060	781,695



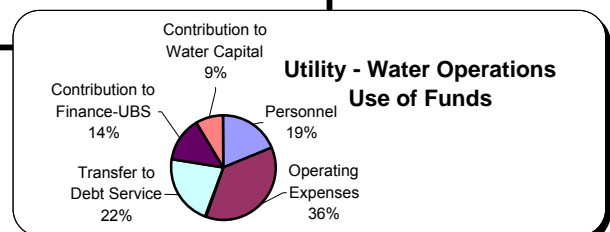
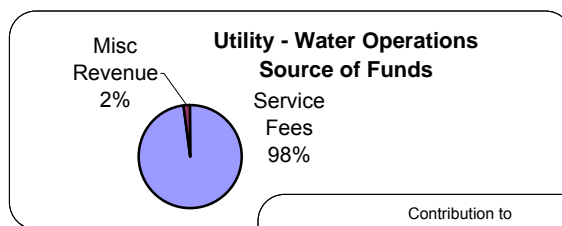
- **Utility Division (Water Operations)** staff are responsible for providing safe, clean water through efficient and effective operation of the City's water system.

This division maintains a network of over 205 miles of water mains, 15 water supply wells, and approximately 15,740 water services. The division also conducts a water conservation program; prepares and distributes an annual consumer confidence report; provides monthly and annual water quality reports in accordance with California Department of Public Health requirements and conducts weekly security inspections of key water system components in accordance with the City's water system vulnerability assessment plan.

Water system operations are administered through the Utility Division and are funded from user fees charged to customers for water service.

### Source and Use of Funds

<b>UTILITY DIVISION - WATER OPERATIONS</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Service Fees	5,201,350	5,220,530	4,884,592
Miscellaneous Revenue	103,440	165,710	618,311
Interfund Charges	130,200	39,200	129,014
Contribution from Fund Balance	165,710	(47,170)	1,653,475
<b>Total Source of Funds</b>	<b>5,600,700</b>	<b>5,378,270</b>	<b>7,285,392</b>
<b>Use of Funds</b>			
Personnel	1,050,890	1,035,160	951,269
Operating Expenditures	2,041,180	2,138,800	1,822,389
Fixed Assets	25,980	16,130	1,240,245
Transfer to Debt Service	1,220,140	1,218,390	596,992
Contribution to Finance-UBS	772,510	759,790	674,497
Contribution to Water Capital	490,000	210,000	2,000,000
<b>Total Use of Funds</b>	<b>5,600,700</b>	<b>5,378,270</b>	<b>7,285,392</b>



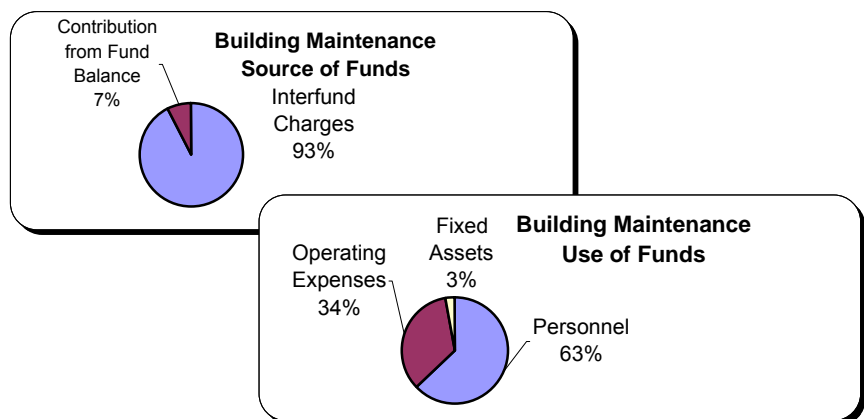
- **Building Maintenance Division** staff ensure that public buildings are safe, clean, dependable, cost effective and energy efficient. Staff is responsible for cleaning, maintenance and repair services for all public buildings, except city fire stations, and for providing scheduled preventive maintenance on heating, ventilation, and air conditioning systems to reduce overall operating costs, extend useful life, and minimize downtime.

This division evaluates building structural maintenance and equipment conditions annually to determine an optimum replacement schedule; coordinates energy efficiency audits and cost effective upgrades; and administers and tracks community service, boot camp, and juvenile work programs to provide optimum use of services.

Building Maintenance is an internal service fund. Revenue is received by charging user departments on a cost reimbursement basis.

### Source and Use of Funds

<b>BUILDING MAINTENANCE DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Operating Transfers In	-	-	(198,041)
Interfund Charges	606,350	652,160	614,111
Contribution from Fund Balance	48,400	(410)	139,307
<b>Total Source of Funds</b>	<b>654,750</b>	<b>651,750</b>	<b>555,377</b>
<b>Use of Funds</b>			
Personnel	411,220	411,070	368,905
Operating Expenditures	225,480	231,680	185,779
Fixed Assets	18,050	9,000	693
<b>Total Use of Funds</b>	<b>654,750</b>	<b>651,750</b>	<b>555,377</b>



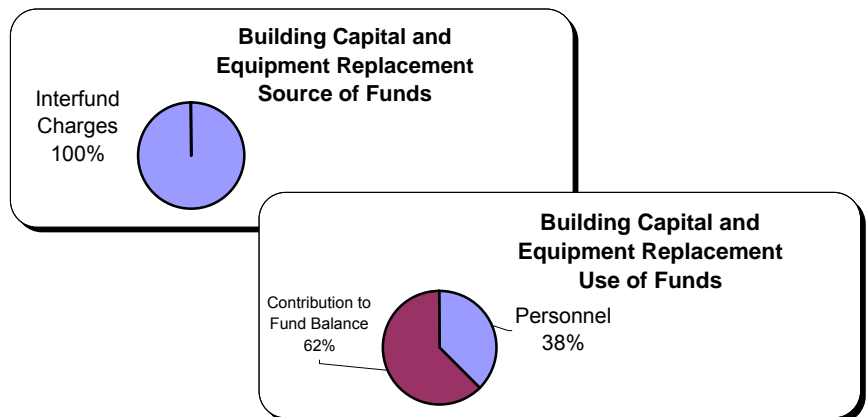
- **Building Capital & Equipment Replacement Division** staff ensure that public buildings are structurally sound and safe, and equipment is functional and dependable. Staff is responsible for evaluating the internal and external physical condition of building structures, and equipment operational performance annually to determine an optimum schedule for building maintenance projects and replacement of equipment as needed in accordance with approved maintenance and replacement fund criteria.

Building Capital and Equipment Replacement operations are administered through the Building Division and is an internal service fund.

Revenue is received by charging user departments on a cost reimbursement basis.

#### Source and Use of Funds

<b>BUILDING CAPITAL &amp; EQUIPMENT REPLACEMENT DIVISION</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Interfund Charges	81,850	81,850	81,850
<b>Total Source of Funds</b>	<b>81,850</b>	<b>81,850</b>	<b>81,850</b>
<b>Use of Funds</b>			
Operating Expenditures	30,800	65,500	38,545
Contribution to Fund Balance	51,050	16,350	43,305
<b>Total Use of Funds</b>	<b>81,850</b>	<b>81,850</b>	<b>81,850</b>



## Airport

### Department Description

The City of Hanford owns and operates the Hanford Municipal Airport. The airport is located in the southeast end of Hanford and supports General Aviation activities.

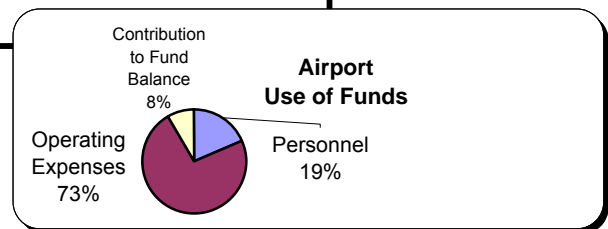
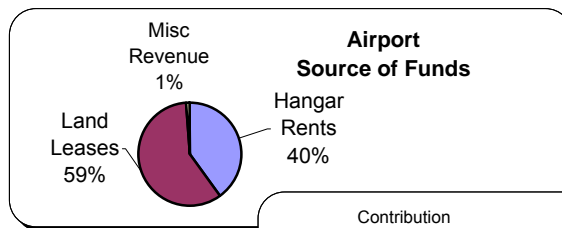


- **Airport Division** -The City of Hanford owns and operates the Hanford Municipal Airport. The airport is located in the southeast end of Hanford and supports General Aviation activities.

Use and development of the airport is promoted emphasizing safety and efficiency.

### Source and Use of Funds

AIRPORT DIVISION			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
Hangar Rents	40,000	35,860	37,086
Land Leases	58,630	69,080	25,442
Miscellaneous Revenue	1,110	9,720	11,131
<b>Total Source of Funds</b>	<b>99,740</b>	<b>114,660</b>	<b>73,659</b>
<b>Use of Funds</b>			
Personnel	18,490	17,480	15,770
Operating Expenditures	72,940	58,370	57,779
Contribution to Fund Balance	8,310	38,810	110
<b>Total Use of Funds</b>	<b>99,740</b>	<b>114,660</b>	<b>73,659</b>





## Intermodal

### Department Description

Intermodal Division provides one centralized location housing state, regional and local transportation carriers to meet the present and future transportation needs of area residents.



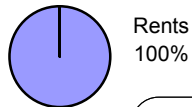


- **Intermodal Division** provides one centralized location housing state, regional and local transportation carriers to meet the present and future transportation needs of area residents.

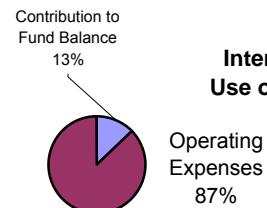
### Source and Use of Funds

INTERMODAL DIVISION			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
Rents/Leases	43,920	57,190	47,842
Miscellaneous Revenue	-	630	126,235
Transfer from ACO	-	5,820	-
<b>Total Source of Funds</b>	<b>43,920</b>	<b>63,640</b>	<b>174,077</b>
<b>Use of Funds</b>			
Operating Expenditures	38,210	63,640	37,730
Contribution to Fund Balance	5,710	-	136,347
<b>Total Use of Funds</b>	<b>43,920</b>	<b>63,640</b>	<b>174,077</b>

**Intermodal  
Source of Funds**



**Intermodal  
Use of Funds**



## Downtown Reinvestment

### Department Description

Downtown Reinvestment Fund serves to stimulate economic development in the downtown reinvestment zone.



- **Downtown Reinvestment Fund** serves to stimulate economic development in the downtown reinvestment zone.

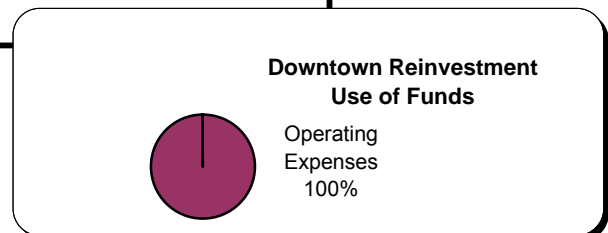
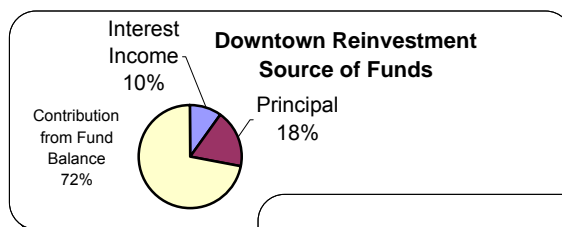
Staff is responsible for providing loans to businesses in the downtown area. Staff reimburses businesses for infrastructure improvements such as sidewalks, street trees, and tree grates in the form of a grant up to \$10,000.

Staff ensures that the program guidelines are met, and services are provided in a timely and efficient matter.

The Revenue is received through principal and interest payments on business loans and contribution from fund balance.

### Source and Use of Funds

<b>DOWNTOWN REINVESTMENT FUND</b>			
	<b>2011-2012 Proposed</b>	<b>2010-2011 Budgeted</b>	<b>2009-2010 Actual</b>
<b>Source of Funds</b>			
Interest Income	4,940	8,980	7,425
Principal	9,080	12,800	9,066
Contribution from Fund Balance	36,000	28,240	(15,875)
<b>Total Source of Funds</b>	<b>50,020</b>	<b>50,020</b>	<b>616</b>
<b>Use of Funds</b>			
Operating Expenditures	50,020	50,020	616
<b>Total Use of Funds</b>	<b>50,020</b>	<b>50,020</b>	<b>616</b>



## Courthouse Square

### Department Description

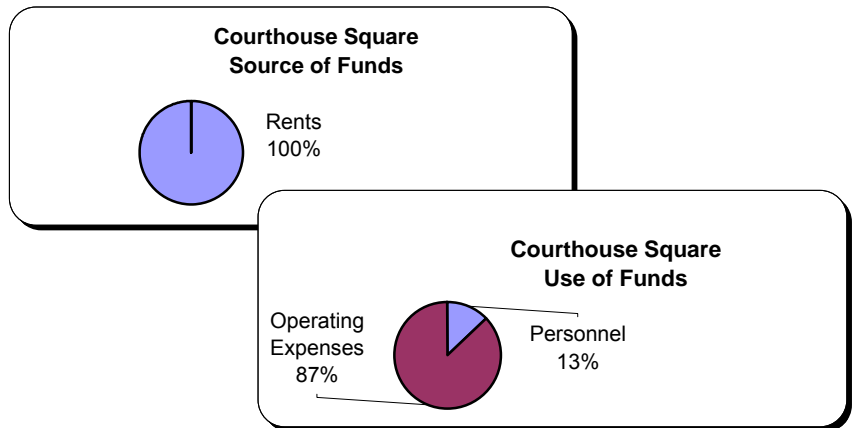
Courthouse Square operates as a business enterprise of the city while preserving the historic integrity of the Courthouse, Bastille and grounds.



- **Courthouse Square** operates as a business enterprise of the city while preserving the historic integrity of the Courthouse, Bastille and grounds.

### Source and Use of Funds

COURTHOUSE SQUARE			
	2011-2012 Proposed	2010-2011 Budgeted	2009-2010 Actual
<b>Source of Funds</b>			
Rents/Leases	111,410	306,110	225,454
Transfer from ACO	-	441,150	-
Contribution from Fund Balance	116,660	(456,000)	(22,437)
<b>Total Source of Funds</b>	<b>228,070</b>	<b>291,260</b>	<b>203,017</b>
<b>Use of Funds</b>			
Personnel	30,040	31,040	25,044
Operating Expenditures	198,030	260,220	177,973
<b>Total Use of Funds</b>	<b>228,070</b>	<b>291,260</b>	<b>203,017</b>



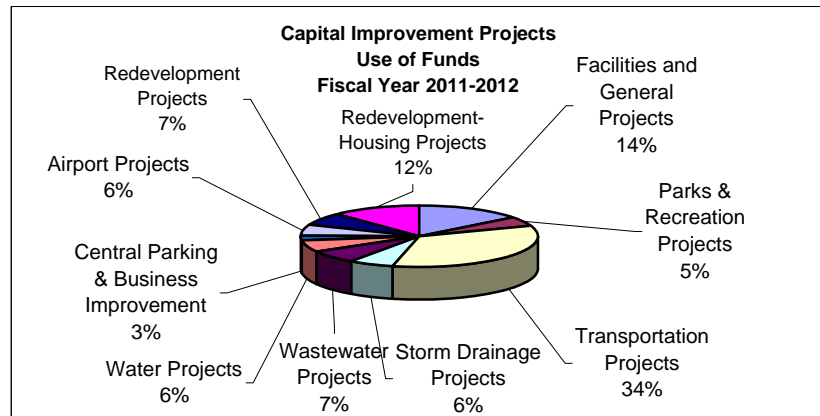


## Capital Improvement

This section highlights the Capital Improvement Program (CIP) projects proposed in FY 2011-2012. Capital projects are designed to enhance the City's infrastructure, extend the useful service life of public facilities and improve or enhance delivery of City services. Projects are funded through a variety of sources including State Transportation Funds, State and Federal Grants, Development Impact Fees, Enterprise Capital Funds, Stimulus Funds and the City's Accumulated Capital Outlay Fund.

### Source and Use of Funds

<b><u>CAPITAL IMPROVEMENT PROJECTS</u></b>	
	<b>2011-2012 Proposed</b>
<b><i>Source of Funds</i></b>	
Accumulated Capital Outlay	1,543,200
Airport	55,650
Redevelopment-Industrial Park (ACO Loan)	330,000
Redevelopment-Downtown (ACO Loan)	330,000
Gas Tax	1,640,000
TDA Tax Transportation	25,000
CMAQ	118,000
Park Impact Fees	473,000
Transportation Impact Fees	1,072,000
Refuse Enterprise	217,250
Storm Drainage System Impact Fees	50,000
Storm Drainage Capital	846,250
Water System Impact Fees	50,000
Water Capital	685,750
Wastewater System Impact Fees	50,000
Wastewater Capital	730,250
12th Ave. Sewer Benefit Assmt Fees	100,000
Building Capital/Replacement Reserve	17,000
Redevelopment-Housing	574,500
Grants	2,106,950
Central Parking & Business Improvement	80,000
<b><i>Total Source of Funds</i></b>	<b>11,094,800</b>
<b><i>Use of Funds</i></b>	
Facilities and General Projects	1,594,500
Parks & Recreation Projects	573,000
Transportation Projects	3,794,200
Storm Drainage Projects	666,500
Wastewater Projects	760,500
Water Projects	673,500
Central Parking & Business Improvement	285,000
Airport Projects	638,100
Redevelopment Projects	755,000
Redevelopment-Housing Projects	1,354,500
<b><i>Total Use of Funds</i></b>	<b>11,094,800</b>



### ***Facilities and General Projects***

**Dangerous Building Abatement** - To facilitate the abatement of buildings determined to be unsafe or public nuisances under city or state building or fire codes.

**Estimated FY2011-2012 Allocation:** \$20,000

**Source of Funds:** Accumulated Capital Outlay

**ADA Building Modifications** - The Americans with Disabilities Act (ADA) requires that public facilities be accessible to all users. The act requires that inaccessible facilities must be brought up to current ADA standards within a reasonable timeframe.

**Estimated FY2011-2012 Allocation:** \$30,000

**Source of Funds:** Accumulated Capital Outlay

**City Hall Awnings Replacement** - Replace old worn building exterior awnings located at City Hall with new fabric awnings.

**Estimated FY2011-2012 Allocation:** \$17,000

**Source of Funds:** Building Capital/Equipment Replacement Reserve

**Police Department-Enclosure of Evidence Room** - Convert an existing storage room into a fully enclosed room suitable for the storage of evidence.

**Estimated FY2011-2012 Allocation:** \$7,500

**Source of Funds:** Accumulated Capital Outlay

### **Police Department Report Writing Office Renovation** -

Renovate the former police department records room to provide additional report writing stations.

**Estimated FY2011-2012 Allocation:** \$25,000

**Source of Funds:** Accumulated Capital Outlay

**Market Study - Public Safety Revenue Measure** - At the March 18, 2011 Council Strategic Planning Session, Council directed staff to explore the feasibility of passing a revenue measure for the City. The City will hire a consultant to determine the feasibility of a revenue measure and provide community input on services provided.

**Estimated FY2011-2012 Allocation:** \$100,000

**Source of Funds:** Accumulated Capital Outlay

**General Plan Update** - complete a General Plan Update.**Estimated FY2011-2012 Allocation:** \$1,000,000**Source of Funds:** Accumulated Capital Outlay**Courthouse Heating/Air Conditioning Improvement** -

Installation of a new heating/air conditioning system to provide service to the top floor of the courthouse facility.

**Estimated FY2011-2012 Allocation:** \$100,000**Source of Funds:** CDBG Entitlement Grant**Courthouse Exterior Renovation Project** - Renovation of the

courthouse exterior metal balcony floors and railings, including repainting.

**Estimated FY2011-2012 Allocation:** \$90,000**Source of Funds:** CDBG Entitlement Grant**Corporation Yard - Refuse Welding Shop Bay Conversion** -

Conversion of existing refuse building into a second welding shop to accommodate two staff welders.

**Estimated FY2011-2012 Allocation:** \$85,000**Source of Funds:** Refuse Enterprise**Corporation Yard - Refuse Covered Storage** -

Construction of covered storage at Corporation Yard for use by the refuse division to protect supplies and equipment.

**Estimated FY2011-2012 Allocation:** \$85,000**Source of Funds:** Refuse Enterprise**Council Chambers Technology Upgrades** -

Complete the council chambers remodel by adding technology to the chambers allowing live and delayed viewing of the city council and other meetings by the public.

**Estimated FY2011-2012 Allocation:** \$23,450**Source of Funds:** Accumulated Capital Outlay**Estimated FY2011-2012 Allocation:** \$3,850**Source of Funds:** Wastewater Capital**Estimated FY2011-2012 Allocation:** \$3,850**Source of Funds:** Water Capital**Estimated FY2011-2012 Allocation:** \$3,850**Source of Funds:** Refuse Enterprise***Parks and Recreation Projects*****Park Development Over sizing Requirements** - In accordance with

City Ordinance, developers are required to mitigate their impacts to parks and recreation programs by constructing qualifying improvements and/or payment of park mitigation impact fees.

**Estimated FY2011-2012 Allocation:** \$150,000**Source of Funds:** Park Impact Fees**Handicapped Accessibility Modifications** - To bring inaccessible park facilities up to current ADA standard within a reasonable time frame.**Estimated FY2011-2012 Allocation:** \$25,000**Source of Funds:** Accumulated Capital Outlay



**Park Refuse Enclosures** - Construction of concrete block trash enclosures at community parks currently void of them.

**Estimated FY2011-2012 Allocation:** \$25,000

**Source of Funds:** Refuse Enterprise

**Dog Park Facilities at Centennial and Hidden Valley Parks** -

Enhancing our existing community parks by providing new dog parks.

**Estimated FY2011-2012 Allocation:** \$98,000

**Source of Funds:** Park Impact Fees

**Hidden Valley Park Arbor Addition** - Construction of a new arbor structure at Hidden Valley Park.

**Estimated FY2011-2012 Allocation:** \$100,000

**Source of Funds:** Park Impact Fees

**Youth Athletic Complex (YAC)-Snack bar/Restroom Facility** -

Construction of a new Snackbar/restroom facility that will enhance use of the lower fields at the YAC.

**Estimated FY2011-2012 Allocation:** \$125,000

**Source of Funds:** Park Impact Fees

**Aquatic Facility Repair Project** -

Repair of the slide platform, gutter drains, and roof caps at the City owned aquatic facility.

**Estimated FY2011-2012 Allocation:** \$50,000

**Source of Funds:** Accumulated Capital Outlay

### ***Transportation Projects***

**Repair Curb, Gutter and Sidewalk Improvements** - Repair curbs and gutters, sidewalks, drive approaches and other concrete improvements where city crews will be completing street reconstruction projects or in areas where the improvements are damages by tree roots.

**Estimated FY2011-2012 Allocation:** \$25,000

**Source of Funds:** Gas Tax (2105)

**New Sidewalk and ADA Improvements** - Install sidewalks and other concrete improvements in areas currently void of such improvements.

**Estimated FY2011-2012 Allocation:** \$25,000

**Source of Funds:** Gas Tax (TDA Transportation)

**Street Division Maintenance** - Annual street maintenance performed by the Public Works Street Maintenance Division through the City's General Fund.

**Estimated FY2011-2012 Allocation:** \$550,000

**Source of Funds:** Gas Tax (2107)

**Unscheduled Arterial Upgrades & Traffic Signal Installation** -

Reimburse developers who are required to construct qualifying arterial street improvements that exceed their project's transportation mitigation impact fee share.

**Estimated FY2011-2012 Allocation:** \$150,000

**Source of Funds:** Transportation Impact Fees

**Slurry Seal on Residential Streets** - Apply a slurry seal treatment to various residential streets as identified by Public Works Department.

**Estimated FY2011-2012 Allocation:** \$93,000

**Source of Funds:** Gas Tax (2105)

**Survey Monumentation/Mapping** - Re-establish survey monumentation on street re-surfacing projects and update our survey benchmark datum.

**Estimated FY2011-2012 Allocation:** \$7,500

**Source of Funds:** Storm Drainage

**Estimated FY2011-2012 Allocation:** \$7,500

**Source of Funds:** Wastewater Capital

**Reclamite Seal Treatment** - Pavement surface protection and preservation treatment for city streets.

**Estimated FY2011-2012 Allocation:** \$55,000

**Source of Funds:** Gas Tax (2106)

**Cape Seal Treatment** - Cape seal treatments will extend the useful life of asphalt concrete pavement surfaces thereby reducing street maintenance costs.

**Estimated FY2011-2012 Allocation:** \$227,500

**Source of Funds:** Gas Tax (2105)

**Street Centerline and Pavement Marking Striping** - Painting of street centerlines, edge lines, bike lanes and pavement markings throughout the city once every two years.

**Estimated FY2011-2012 Allocation:** \$70,000

**Source of Funds:** Gas Tax (2106)

**Seventh Street/Mall Drive Traffic Signal Installation** - Install a traffic signal at the intersection of Seventh Street/Mall Drive.

**Estimated FY2011-2012 Allocation:** \$118,000

**Source of Funds:** CMAQ

**Estimated FY2011-2012 Allocation:** \$172,000

**Source of Funds:** Transportation Impact Fees

**East Lacey Boulevard Resurfacing, 10th Avenue to Highway 43-**

Resurfacing of east Lacey Boulevard, from 10th Avenue to Highway 43.

**Estimated FY2011-2012 Allocation:** \$100,000

**Source of Funds:** Gas Tax (2106)

**Tenth Avenue Widening/Reconstruction Third Street to**

**Hanford-Armona Road** - Widening and reconstruction of Tenth Avenue, between Third Street and Hanford-Armona Road, to facilitate the installation of two travel lanes in each direction of travel plus a continuous left turn lane.

**Estimated FY2011-2012 Allocation:** \$750,000

**Source of Funds:** Transportation Impact Fees

**Estimated FY2011-2012 Allocation:** \$500,000

**Source of Funds:** Gas Tax (2103)

**Estimated FY2011-2012 Allocation:** \$350,000

**Source of Funds:** Accumulated Capital Outlay

**Estimated FY2011-2012 Allocation:** \$200,000

**Source of Funds:** Storm Drainage Reserves

**Estimated FY2011-2012 Allocation:** \$90,000

**Source of Funds:** Sanitary Sewer Reserves

**Estimated FY2011-2012 Allocation:** \$40,000

**Source of Funds:** Water Capital Reserves

**Pavement Management System-Street Inventory** - Develop a tangible Pavement management System to assist in determining how to effectively utilize maintenance and rehabilitation funding in the most optimal manner.

**Estimated FY2011-2012 Allocation:** \$22,250

**Source of Funds:** Water Capital

**Estimated FY2011-2012 Allocation:** \$22,250

**Source of Funds:** Wastewater Capital

**Estimated FY2011-2012 Allocation:** \$22,250

**Source of Funds:** Storm Drainage Capital

**Estimated FY2011-2012 Allocation:** \$22,250

**Source of Funds:** Refuse Capital

**Estimated FY2011-2012 Allocation:** \$7,500

**Source of Funds:** Accumulated Capital Outlay

**Fargo Avenue/Fitzgerald Lane Left Turn Lane Installation** -

Widen Fargo Avenue at Fitzgerald Lane to provide a left turn lane onto Fitzgerald Lane.

**Estimated FY2011-2012 Allocation:** \$19,500

**Source of Funds:** Gas Tax (2106)

**Estimated FY2011-2012 Allocation:** \$147,700

**Source of Funds:** HSIP Grant

***Storm Drainage Projects***

**New Curb and Gutter** - Installation of approximately 1,000 linear feet of curb, gutter, and transition paving in existing areas previously developed without these improvements to facilitate storm water collection.

**Estimated FY2011-2012 Allocation:** \$20,000

**Source of Funds:** Storm Drainage Capital

**Increase Flow Capacity of Main Branch of Peoples Ditch** -

Shared maintenance costs and improvements to increase the capacity in both the east and west branches of Peoples Ditch within city limits.

**Estimated FY2011-2012 Allocation:** \$25,000

**Source of Funds:** Storm Drainage Capital

**Storm Drainage System Over sizing Requirements** -

Reimburses developers that are required to upsize their storm drainage improvements to provide additional capacity in compliance with the Storm Drainage Master Plan.

**Estimated FY2011-2012 Allocation:** \$50,000

**Source of Funds:** Storm Drainage Impact Fees

**Scott Street Basin Relocation/Capacity Enhancement** -

Acquisition of new property will allow for the development of a basin with approximately 4.0 acre feet of capacity which will accommodate the existing development and provide for future expansion.

**Estimated FY2011-2012 Allocation:** \$350,000

**Source of Funds:** Storm Drainage Capital

**Storm Drainage Pump Station No. 9 Renovation** - Convert a pump station located at Osprey Street and Peoples Ditch from a single line shaft pump station to a dual submersible pump station which will increase reliability and reduce maintenance costs.

**Estimated FY2011-2012 Allocation:** \$50,000

**Source of Funds:** Storm Drainage Capital

**Seventh Street Catch Basin Installation Project** - Extend existing Storm Drainage systems to install catch basins at key locations to increase drainage capacity and allow for less disruption with businesses and residences.

**Estimated FY2011-2012 Allocation:** \$73,500

**Source of Funds:** Storm Drainage Capital

**Storm Drainage Pump Station No. 29 Upgrade** - Convert a pump station located at 1989 N. Harrison Street from a line shaft pump station to a submersible pump station which will increase reliability and reduce maintenance costs.

**Estimated FY2011-2012 Allocation:** \$24,500

**Source of Funds:** Storm Drainage Capital

**Stonecrest Basin Pump Equipment Installation** - Equipping the Stonecrest Basin with an electrical service, control panel, pump, and related piping equipment for dewatering the basin to accommodate additional development and routine maintenance.

**Estimated FY2011-2012 Allocation:** \$73,500

**Source of Funds:** Storm Drainage Capital

### ***Wastewater Projects***

**Sanitary Sewer Main Oversizing Requirements** - Reimburse developers that are required to upsize their main installation to provide additional capacity in compliance with the Sanitary Sewer Master Plan.

**Estimated FY2011-2012 Allocation:** \$50,000

**Source of Funds:** Wastewater Impact Fees

**Unscheduled Main Extensions/Replacements** - Unanticipated projects which occur when a developer is connecting to our sanitary sewer system and requires the main to be extended beyond the project boundaries.

**Estimated FY2011-2012 Allocation:** \$50,000

**Source of Funds:** Wastewater Capital

**Sanitary Sewer Video Inspection** - Video camera inspection of the City's sanitary sewer mains and recording the resulting data.

**Estimated FY2011-2012 Allocation:** \$20,000

**Source of Funds:** Wastewater Capital

**12th Avenue Sewer Trunk Main Over sizing** - Reimburse developers that are required to upsize the trunk sewer main within 12th Avenue to provide additional capacity for future growth.

**Estimated FY2011-2012 Allocation:** \$100,000

**Source of Funds:** 12th Ave. Sewer Benefit District

**Wastewater Treatment Plant Expansion Reserve** - To fund the next expansion of the Wastewater Treatment Plan (WWTP) planned for 2018.

**Estimated FY2011-2012 Allocation:** \$400,000

**Source of Funds:** Wastewater Capital

**Sanitary Sewer Lift Station No. 52 Upgrade** - Replace both of the obsolete submersible pumps along with the guide rails, check valves, and the electrical control panel.

**Estimated FY2011-2012 Allocation:** \$73,500

**Source of Funds:** Wastewater Capital

**Sanitary Sewer Lift Station No. 53 Pump Replacement** -

Upgrade the secondary pump in Lift Station No. 53 from a standard flow pump to a chopper style pump to reduce the amount of stoppages that require the pump to be pulled and cleaned.

**Estimated FY2011-2012 Allocation:** \$15,000

**Source of Funds:** Wastewater Capital

**Sanitary Sewer Lift Station No. 41 Pump Replacement** -

Upgrade the secondary pump in Lift Station No. 41 to reduce the amount of stoppages that require the pump to be pulled and cleaned.

**Estimated FY2011-2012 Allocation:** \$15,000

**Source of Funds:** Wastewater Capital

**Sanitary Sewer Lift Station No. 69 Upgrade** - Replace the two

standard flow pumps with chopper pumps to reduce the amount of stoppages that require the pump to be pulled and cleaned.

**Estimated FY2011-2012 Allocation:** \$37,000

**Source of Funds:** Wastewater Capital

### ***Water Projects***

**Unscheduled Main Extensions/Replacements** - Unanticipated

projects which occur when a developer is connecting to our water system and requires the main to be extended beyond the project boundaries.

**Estimated FY2011-2012 Allocation:** \$50,000

**Source of Funds:** Water Capital

**Water Main Oversizing Requirements** - Reimburse developers

that are required to upsize their main installation to provide additional capacity in compliance with the Water Master Plan.

**Estimated FY2011-2012 Allocation:** \$50,000

**Source of Funds:** Water Impact Fees

**Minor Water Main Replacement Program** - Upgrade existing

small mains and older mains that do not meet City standards for fire protection or for delivery of water to consumers.

**Estimated FY2011-2012 Allocation:** \$500,000

**Source of Funds:** Water Capital

**Water System Security Upgrades** - Installation of system security

measures as identified in the City Water Vulnerability Assessment.

**Estimated FY2011-2012 Allocation:** \$50,000

**Source of Funds:** Water Capital

**SCADA System Upgrades** - Programming modifications and purchase of new hardware to provide more flexibility for types and locations of alarms.

**Estimated FY2011-2012 Allocation:** \$23,500

**Source of Funds:** Water Capital

### ***Central Parking and Business Improvement Projects***

**Parking Lot/Alley Seal Coat Treatment** - Seal City parking lots and/or alleys to extend the useful life of the pavement surface.

**Estimated FY2011-2012 Allocation:** \$10,000

**Source of Funds:** Central Parking and Business Improvements District

**Parking Lot No. 2 Renovation** - Reconstruct Parking Lot No. 2 located at the southwest corner of Sixth Street and Douty Street.

**Estimated FY2011-2012 Allocation:** \$205,000

**Source of Funds:** Redevelopment-Downtown (ACO Loan)

**Estimated FY2011-2012 Allocation:** \$70,000

**Source of Funds:** Central Parking and Business Improvements District

### ***Airport Projects***

**Master Plan Improvement Projects** - Complete various projects identified in the Airport Master Plan which will improve and increase the facilities, infrastructure, and service at the Airport.

**Estimated FY2011-2012 Allocation:** \$25,000

**Source of Funds:** Airport Capital

**Apron Rehabilitation Project** - Rehabilitation of the apron and restoration of the pavement condition.

**Estimated FY2011-2012 Allocation:** \$21,520

**Source of Funds:** Airport Capital

**Estimated FY2011-2012 Allocation:** \$408,980

**Source of Funds:** FAA Grant

**Hangar Taxi line Rehabilitation** - Rehabilitation of the hangar taxi line and restoration of pavement surfacing.

**Estimated FY2011-2012 Allocation:** \$7,380

**Source of Funds:** Airport Capital

**Estimated FY2011-2012 Allocation:** \$140,220

**Source of Funds:** FAA Grant

**Beacon Rehabilitation/Replacement** - Rehabilitation and/or replacement of the existing airport beacon and tower.

**Estimated FY2011-2012 Allocation:** \$1,750

**Source of Funds:** Airport Capital

**Estimated FY2011-2012 Allocation:** \$33,250

**Source of Funds:** FAA Grant

***Redevelopment***

**Industrial Park-Land Survey** - Assist in the Industrial Park sales promotion by providing surveying services to adjust parcels of land for sale purposes.

**Estimated FY2011-2012 Allocation:** \$10,000

**Source of Funds:** Redevelopment-Industrial Park (ACO Loan)

**Industrial Park-Developer Infrastructure Assistance** - Assist in the Industrial Park sales promotion by providing infrastructure improvements and fee assistance to prospective developers at no cost to the developer.

**Estimated FY2011-2012 Allocation:** \$100,000

**Source of Funds:** Redevelopment-Industrial Park (ACO Loan)

**Industrial Park-Pavement Treatment Various Streets** - Perform various pavement rehabilitation/surfacing treatments to extend the useful life of streets in the Industrial Park.

**Estimated FY2011-2012 Allocation:** \$50,000

**Source of Funds:** Redevelopment-Industrial Park (ACO Loan)

**Industrial Park-Water Storage Tank Facility Upgrade** - Install a diesel generator and upgraded control panel to power Water Storage Tank No. 4 during an outage.

**Estimated FY2011-2012 Allocation:** \$170,000

**Source of Funds:** Redevelopment-Industrial Park (ACO Loan)

**Downtown Reinvestment Zone** - Infrastructure improvements as well as Downtown improvement loans and grants.

**Estimated FY2011-2012 Allocation:** \$50,000

**Source of Funds:** Redevelopment-Downtown (ACO Loan)

**Downtown East Precise Plan** - Prepare a Precise Plan as identified in the Downtown East Planning Study (DEPS).

**Estimated FY2011-2012 Allocation:** \$100,000

**Source of Funds:** Accumulated Capital Outlay

**Estimated FY2011-2012 Allocation:** \$200,000

**Source of Funds:** Smart Valley Places Grant

**Downtown 2010 Plan Projects** - Implement projects identified in the Downtown 2010 Plan.

**Estimated FY2011-2012 Allocation:** \$50,000

**Source of Funds:** Redevelopment-Downtown (ACO Loan)

**Downtown-Second Story Refurbishing/ADA Compliance** - Planning and Implementation of a new second story refurbishing and ADA compliance program for buildings in the Downtown area.

**Estimated FY2011-2012 Allocation:** \$25,000

**Source of Funds:** Redevelopment-Downtown (ACO Loan)

***Redevelopment-Housing Projects***

**First Time Homebuyer Program Leveraging Funds** - Provide leverage to the existing homebuyer program, usually in the form of matching funds to a grant application.

**Estimated FY2011-2012 Allocation:** \$100,000

**Source of Funds:** Redevelopment-Housing

**Summer Paint Program** - Provide paint, material and labor to qualifying Hanford homeowners at a reduced cost to the homeowner.

**Estimated FY2011-2012 Allocation:** \$15,680

**Source of Funds:** Redevelopment-Housing

**Do-It-Yourself Paint Program** - Offer paint to qualifying Hanford homeowners at a reduced cost to the homeowner.

**Estimated FY2011-2012 Allocation:** \$3,920

**Source of Funds:** Redevelopment-Housing

**Owner Occupied Rehabilitation-HOME Program** - Provide very low to low-income homeowners home repairs, with the emphasis being the elimination of health and safety hazards.

**Estimated FY2011-2012 Allocation:** \$300,000

**Source of Funds:** HOME 2010-Housing

**First Time Homebuyer HOME Program** - Provide down payment and closing cost assistance to the first time low and moderate income families in purchasing a home.

**Estimated FY2011-2012 Allocation:** \$480,000

**Source of Funds:** HOME 2010-Housing

**First Time Homebuyer Program** - Provide down payment and closing cost assistance to first time low and moderate income families in purchasing a home.

**Estimated FY2011-2012 Allocation:** \$200,000

**Source of Funds:** Redevelopment-Housing

**Affordable Housing Loan Program** - Provide financing to developers in the form of zero percent interest loans for construction of affordable multi-family housing in Hanford.

**Estimated FY2011-2012 Allocation:** \$250,000

**Source of Funds:** Redevelopment-Housing

**Graffiti Abatement Program** - Assists in graffiti abatement in low to moderate income areas.

**Estimated FY2011-2012 Allocation:** \$4,900

**Source of Funds:** Redevelopment-Housing



***DESCRIPTION OF MAJOR FUNDING SOURCES*****ACCUMULATED CAPITAL OUTLAY (ACO)**

ACO are funds set aside from the City's General Fund for the acquisition and/or construction of capital facilities and special projects. The primary General Fund revenue sources are: property tax, sales tax, vehicle license fees, building permit fees, development fees, and interest earnings.

**REDEVELOPMENT INCREMENT**

Property tax generated within a designated redevelopment project area that accrues to the City separately from General Fund revenue. Redevelopment increment is the amount of property tax generated above a base year amount established when a redevelopment project area is created. Redevelopment increment funds can be used for the revitalization of blighted or depressed commercial and residential areas.

**GAS TAX**

These funds are derived from gas taxes placed on motor vehicle fuels. Allocations are generally distributed on a population basis. This fund also receives money from the state transportation program that is distributed to each region based on population and road miles. Funds are to be used only for construction, improvements, and maintenance of public streets and roads.

**FEDERAL CONGESTION MITIGATION AND AIR QUALITY PROGRAM (CMAQ)**

This program was established in 1991 by the Federal Intermodal Surface Transportation Efficiency Act (ISTEA) and was reauthorized by the passage of TEA 21. Funds are distributed to transportation projects and programs which contribute to the attainment or maintenance of national ambient air quality standards in nonattainment areas. Funds are distributed through the Kings County Association of Governments (KCAG).

**REGIONAL SURFACE TRANSPORTATION PROGRAM**

The Surface Transportation Program (STP) was established in 1991 with the passage of the Federal Intermodal Surface Transportation Efficiency Act (ISTEA). The program directs funds to projects and programs for broad variety of transit and highway (includes streets and roads) work. Funds are distributed through KCAG.

**DEVELOPMENT IMPACT FEES**

Development impact fees (including transportation, parks, police, fire, water, sewer, refuse, and storm drainage) are fees paid by a developer/development project to pay for the cost of providing facilities necessary to accommodate growth. The cost of projects needed to support growth is financed with impact fees based on a measurement of a development's impact on future needs. The purpose of these fees is to fund the cost of infrastructure improvements required to support development as designated in the General Plan.

**12TH AVENUE SEWER BENEFIT ASSESSMENT FEE**

Benefit assessment fees are paid by a developer/development project to fund the cost of installing the 12th Avenue sanitary sewer trunk main facility. The district was established in 1992 to provide a funding mechanism to install a trunk sewer main within portions of 12th and Houston Avenues. The improvement is required to support development of the City's west side.

**CITY UTILITY USER FEES**

City utility fees, including water, sewer, storm drainage, and refuse, are use charges paid by residential, industrial, commercial, and institutional utility users to fund the operation and maintenance of each utility or service program.

**COMMUNITY DEVELOPMENT BLOCK GRANT FUNDS (CDBG)**

These federal funds are distributed to the City on an annual basis. The funds are used to provide loans to low to moderate income families to assist in buying homes. Other projects the City has used the funds for include renovation improvements to various public buildings, park improvements, and sidewalk installations in low to moderate income neighborhoods. Habitat for Humanity projects and public services such as graffiti and paint programs have also been funded in the past.

**CALIFORNIA HOME PROGRAM**

The California Department of Housing and Community Development Department, through the HOME Program, offers grant funding to cities and counties for multi-family construction, first time home buyer and housing rehabilitation activities. The City submits a funding application on an annual basis and has used HOME funds to support its first time home buyer and housing rehabilitation programs, as well as to help finance new construction projects such as Lincoln Plaza and Hanford Family Apartments.

## Debt Service

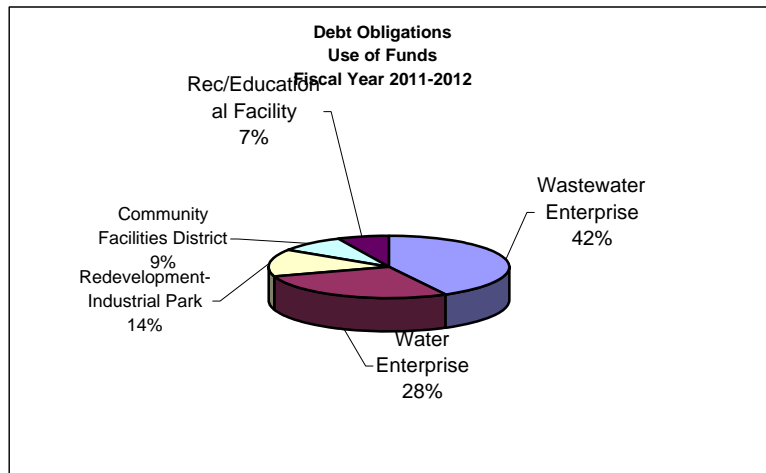
This section highlights the Debt Service disbursements proposed for FY 2011-2012.

Original issuances were designed to enhance the City's infrastructure, extend the useful service life of public facilities and improve or enhance delivery of City services.

Debt Service disbursements are funded through a variety of sources including Wastewater Enterprise Revenue, Water Enterprise Fund, Water Enterprise Capital Reserve Fund, Accumulated Capital Outlay Fund, Property Tax Increment, Interest Receipts, and joint agreements with other agencies.

### Source and Use of Funds

<b><u>DEBT OBLIGATIONS</u></b>	
	<b>2011-2012 Proposed</b>
<b>Source of Funds</b>	
Wastewater Enterprise	<b>2,295,200</b>
Water Enterprise	<b>1,220,140</b>
Water Enterprise Capital Reserve	<b>302,190</b>
Property Tax Increment	<b>1,255,270</b>
Interest Receipts	<b>9,000</b>
Special Tax Assessments	<b>472,660</b>
College of The Sequoias	<b>126,960</b>
Hanford Joint Union High School	<b>126,960</b>
Accumulated Capital Outlay	<b>126,970</b>
<b>Total Source of Funds</b>	<b>5,935,350</b>
<b>Use of Funds</b>	
Wastewater Enterprise	<b>2,295,200</b>
Water Enterprise	<b>1,522,330</b>
Redevelopment-Industrial Park	<b>773,710</b>
Community Facilities District	<b>475,660</b>
Recreation/Educational Facility	<b>380,890</b>
	<b>5,447,790</b>



### ***Wastewater Enterprise Debt Service***

#### **1996 Variable Rate Demand Sewer System Refunding**

**Revenue Bonds** - In 1996, the City issued the captioned Variable Rate Demand Sewer System Refunding Revenue Bonds to refund City of Hanford Certificates of Participation issued in 1987 and 1993 which financed two expansions of the Wastewater Treatment Plant. The interest rate is variable over 27 year issue and is projected to average 3.65%. The principal payment is due annually on April 1, with interest payable quarterly on the first day of January, April, July, and October.

**Term:** 4/96 - 4/2023

**Interest Rate:** Variable (Avg. 3.65%)

**Original Issue:** \$7,855,000

**Outstanding Principal 07/01/11:** \$5,100,000

**Estimated FY2011-2012 Debt Service:** \$660,480

**Source of Funds:** Wastewater Enterprise

#### **1999 California Statewide Communities Development**

**Authority (CSCDA) Pooled Wastewater Revenue Bonds** - In 1999, the City issued the captioned Wastewater Revenue Bonds as part of a pooled financing program through CSCDA to acquire land to enhance wastewater treatment plant effluent disposal and other wastewater system improvements. The bond issue is for 30 years with an average interest rate of 5.60%. Principal is payable annually on October 1, with interest due semiannually on April 1, and October 1.

**Term:** 10/99 - 10/2029

**Interest Rate:** 3.50% to 5.75%

**Original Issue:** \$5,000,000

**Outstanding Principal 07/01/11:** \$3,960,000

**Estimated FY2011-2012 Debt Service:** \$349,270

**Source of Funds:** Wastewater Enterprise

**2002 California Statewide Communities Development****Authority (CSCDA) Pooled Wastewater Revenue Bonds** - In

2001, the City issued the captioned Wastewater Revenue Bonds as part of a pooled financing program through CSCDA to expand the wastewater treatment facility. The bond issue is for 30 years with an average interest rate of 4.94%. Principal is payable annually on August 1, with interest due semiannually on February 1, and August 1.

**Term:** 5/2002 - 10/2032

**Interest Rate:** 3.9% to 5.125%

**Original Issue:** \$10,555,000

**Outstanding Principal 07/01/11:** \$9,265,000

**Estimated FY2011-2012 Debt Service:** \$699,270

**Source of Funds:** Wastewater Enterprise

**2002 California Infrastructure and Economic Development**

**Bank Loan (CIEDB)** - In 2002, the City obtained a loan from the CIEDB to finance about one-half of the 2001 Wastewater Treatment Facility expansion project. The loan is for 30 years with an estimated interest rate of 3.50%. Principal is payable annually on August 1, with interest due semiannually on February 1, and August 1.

**Term:** 5/2002 - 8/2033

**Interest Rate:** 3.50%

**Original Issue:** \$10,000,000

**Outstanding Principal 07/01/11:** \$8,319,442

**Estimated FY2011-2012 Debt Service:** \$586,180

**Source of Funds:** Wastewater Enterprise

***Water Enterprise Debt Service*****2003 California Statewide Community Development Authority (CSCDA) Pooled Water Revenue Bonds** - In 2003, the City

issued the captioned Water Revenue Bonds as part of a pooled financing program through the CSCDA to expand and upgrade water facilities by constructing water tanks, water wells, piping and water mains and to refinance and decrease a 1976 Economic Development Administration (EDA) Loan and a 1993 Refunding Water Revenue Bond. The bond issue is for 25 years with an average interest rate of 4.93%. Principal is payable annually on October 1, with interest due semiannually on March 1, and October 1.

**Term:** 12/03 - 4/1/2029

**Interest Rate:** 2.00% to 5.25%

**Original Issue:** \$8,925,000

**Outstanding Principal 07/01/11:** \$7,195,000

**Estimated FY2011-2012 Debt Service:** \$623,400

**Source of Funds:** Water Enterprise

**2007 Water System Installment Sale Agreement** - In December 2007, the City entered into an installment sale agreement with Union Bank of California providing for installment sale financing of groundwater arsenic remediation projects that include construction of water wells and water mains, replacing water mains, rehabilitating certain water wells and abandonment of certain other water wells. The installment sale agreement is for 20 years with fixed 3.99% interest rate. Principal and interest are payable semiannually on June 1, and December 1.

**Term:** 12/07 - 12/1/27

**Interest Rate:** 3.9909%

**Original Issue:** \$8,150,000

**Outstanding Principal 07/01/11:** \$7,146,148

**Estimated FY2011-2012 Debt Service:** \$596,740

**Source of Funds:** Water Enterprise

**2009 Water Capital Lease Purchase Agreement** - In August 2010, the City entered into a capital lease/purchase agreement with Government Capital Corporation to lease/purchase water meters and automated meter reading (AMR) devices. The lease/purchase agreement is for 8 years with a fixed 4.668% interest rate. Principal and interest are payable semiannually on February 18 and August 18.

**Term:** 8/18/09 - 8/18/17

**Interest Rate:** 4.6679%

**Original Issue:** \$1,998,291

**Outstanding Principal 07/01/11:** \$1,667,549

**Estimated FY2011-2012 Debt Service:** \$302,190

**Source of Funds:** Water Enterprise Capital Reserve Fund

***Redevelopment Agency-Industrial Park Project Debt Service***

**City Advances Payable** - The Redevelopment Agency, by agreement, borrows funds from the City's General Fund for capital projects and annual operating expenditures. The loans are repaid by the agency through tax increment revenues, interest earnings, or any other money available to the agency. The agreement is in effect until redevelopment projects are complete and loans are repaid.

**Term:** 4/74 until paid

**Interest Rate:** 10%

**Original Issue:** \$15,196,792

**Outstanding Principal 07/01/10:** \$6,135,386

**Estimated FY2011-2012 Debt Service:** \$770,710

**Source of Funds:** Property Tax Increment

**Estimated FY2011-2012 Debt Service:** \$3,000

**Source of Funds:** Interest Receipts

***Redevelopment Agency-Downtown Project Debt Service***

**City Advances Payable** - The Redevelopment Agency, by agreement, borrows funds from the City's General Fund for capital projects and annual operating expenditures. The loans are repaid by the agency through tax increment revenues, interest earnings, or any other money available to the agency. The agreement is in effect until redevelopment projects are complete and loans are repaid.

**Term:** 11/03 until paid

**Interest Rate:** 10%

**Original Issue:** \$2,004,543

**Outstanding Principal 07/01/10:** \$209,129

**Estimated FY2011-2012 Debt Service:** \$483,560

**Source of Funds:** Property Tax Increment

**Estimated FY2011-2012 Debt Service:** \$3,000

**Source of Funds:** Interest Receipts

***Community Facilities District No. 91-1, Series 1998 Debt Service*****1998 Special Tax Bonds Payable-Community Facilities District**

**No. 91-1** - In 1992, the city formed Community Facilities District No. 91-1 (CFD 91-1) to assist in the Hanford Mall Project by acquiring public improvements from the mall developers through proceeds of the 1992 Special Tax Bond issue. The City issued Refunding Special Tax Bonds in 1998 to refinance the 1992 issue. The debt service on the bond issue is paid from special tax assessments levied annually on the affected properties within CFD 91-1. the special taxes are collected on the annual property tax bills administered by Kings County. Principal is payable annually on September 1. Interest is payable semiannually on March 1 and September 1.

**Term:** 5/98 - 9/2016

**Interest Rate:** 4.2% to 6.0%

**Original Issue:** \$5,365,000

**Outstanding Principal 07/01/11:** \$2,300,000

**Estimated FY2011-2012 Debt Service:** \$472,660

**Source of Funds:** Special Tax Assessments

**Estimated FY2011-2012 Debt Service:** \$3,000

**Source of Funds:** Interest Receipts

***Recreation/Educational Facility Site Acquisition Debt Service*****2001 Certificate of Participation-Recreation/Educational**

**Facility Site Project** - In 2001, the City of Hanford through the City of Hanford Public Improvement Corporation, issued Certificates of Participation (COP) to finance acquisition of 180 acres of land to be used jointly for recreational and educational purposes by the city, Hanford Joint Union High School District, and the College of The Sequoias. Each participant retains a 1/3 direct, undivided interest in the property and debt service. The City is the lead agency for the 10 year issue. Principal is payable annually on November 15, with interest due semiannually May 15 and November 15.

**Term:** 12/01 - 11/2011

**Interest Rate:** 2.0% to 4.1%

**Original Issue:** \$3,175,000

**Outstanding Principal 07/01/11:** \$370,000

**Estimated FY2011-2012 Debt Service:** \$126,960

**Source of Funds:** College of The Sequoias

**Estimated FY2011-2012 Debt Service:** \$126,960

**Source of Funds:** Hanford Joint Union High School District

**Estimated FY2011-2012 Debt Service:** \$126,970

**Source of Funds:** Accumulated Capital Outlay



### ***INTER-FUND LOAN TRANSACTIONS***

This section highlights the Inter-fund loans proposed for FY 2011-2012.

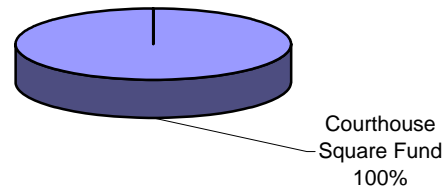
Inter-fund loans are designed to enhance the City's infrastructure, extend the useful service life of public facilities and improve or enhance delivery of City services.

Inter-fund Loans are funded through the Accumulated Capital Outlay Fund and disbursed to the Intermodal Facility, Courthouse Square, and Airport as needed.

#### **Source and Use of Funds**

<b><u>INTER-FUND LOANS</u></b>	
	<b>2011-2012 Proposed</b>
<b>Source of Funds</b>	
Accumulated Capital Outlay	<b>56,300</b>
Airport Enterprise Fund	<b>10,000</b>
Intermodal Enterprise Fund	<b>5,710</b>
<b>Total Source of Funds</b>	<b>72,010</b>
<b>Use of Funds</b>	
Courthouse Square Fund	<b>72,010</b>
	<b>72,010</b>

**Inter-Fund Loans  
Use of Funds  
Fiscal Year 2011-2012**



***Accumulated Capital Outlay Fund******Loans Receivable***

**Intermodal Enterprise Fund** - The Accumulated Capital Outlay Fund has loaned funds to the Intermodal Enterprise Fund to provide for acquisition and development of the Santa Fe Railway Station. It appears that it will take 36 years for the Intermodal Enterprise Fund to repay the loan without interest.

**Term:** 7/91 - 7/2027

**Interest Rate:** 0%

**Original Loan:** \$864,482

**Outstanding Principal 07/01/10:** \$597,962

**Estimated FY2011-2012 Repayment:** \$5,710

**Source of Funds:** Intermodal Enterprise Fund

**Airport Enterprise Fund** - The Accumulated Capital Outlay Fund loaned \$253,530.62 to the Airport Enterprise Fund in 1988 and 1989 for abatement of toxic soils in an airport drainage basin. An additional net \$171,938 was advanced from 1995 to 2004 as local matching funds for FAA grants. It appears that revenue generated from the airport will not support interest bearing debt. Under this premise and with debt service revenue of about \$10,000, it will take approximately 43 years to repay the loan.

**Term:** 7/96 - 7/2039

**Interest Rate:** 0%

**Original Loan:** \$485,468

**Outstanding Principal 07/01/10:** \$405,468

**Estimated FY2011-2012 Repayment:** \$10,000

**Source of Funds:** Airport Enterprise Fund

**Courthouse Square Enterprise Fund** - The Accumulated Capital Outlay Fund has loaned funds to the Courthouse square Enterprise Fund to provide for acquisition and renovation of the courthouse Square Facility. It appears that it will take about 26 years for the Courthouse Square Enterprise Fund to repay the loan without interest.

**Term:** 7/04 - 7/2030

**Interest Rate:** 0%

**Original Loan:** \$608,840

**Outstanding Principal 07/01/10:** \$589,840

**Estimated FY2011-2012 Loan:** \$72,010

**Source of Funds:** Accumulated Capital Outlay Fund

***Landscape Assessment Districts***

**Pinecastle Estate** #1, #2, #3, and #4, Tract 606, LAD 90-01, 01A, 01B and 01C, is located at the northeast corner of 10th and Fargo Avenues and includes a total of 352 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$28,390

**Estimated FY2011-2012 Disbursements:** \$28,390

**Source of Funds:** Property Assessments

**Park Monterey**, Tract 610 and 657, LAD 90-02 and 02A, is located at the western corners of White Oak Drive and Douty Street and includes a total of 53 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$3,590

**Estimated FY2011-2012 Disbursements:** \$3,590

**Source of Funds:** Property Assessments

**Mansionette Estate** #7, and #8, Tract 596, LAD 90-03 and 03A, is located at the northwest corner of Douty Street and Windsor Drive and includes a total of 84 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$5,010

**Estimated FY2011-2012 Disbursements:** \$5,010

**Source of Funds:** Property Assessments

**Hyde Park**, Tract 619, LAD 90-04, is located north of Hanford-Armona Road and east 12th Avenue and includes a total of 14 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$900

**Estimated FY2011-2012 Disbursements:** \$900

**Source of Funds:** Property Assessments

**Sierra Vista/New Dimensions**, Tract 641/703/713, LAD 91-01, 01A, 01B, 01C, 01D and 01E, is located south of Hanford-Armona Road and west of 11th Avenue and includes a total of 285 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$6,200

**Estimated FY2011-2012 Disbursements:** \$6,200

**Source of Funds:** Property Assessments

**Portofino**, Tract 607, LAD 92-01, 01A, 01B and 01C, is located east of Neill Way and south of Fargo Avenue and includes a total of 78 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$4,660

**Source of Funds:** Property Assessments

**Cielo En Tierra**, Tract 652, LAD 92-02, 02A, 02B, 02C and 02D, is located south of Fargo Avenue and 1/4 mile west of 11th Avenue and includes a total of 98 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$2,450

**Estimated FY2011-2012 Disbursements:** \$2,450

**Source of Funds:** Property Assessments

**Vintage Estates**, Tract 634, LAD 93-01, is located 1/2 mile north of Grangeville Blvd. and west of 12th Avenue and includes a total of 30 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$5,080

**Estimated FY2011-2012 Disbursements:** \$5,080

**Source of Funds:** Property Assessments

**Walnut Forest**, Tract 673, LAD 93-02, 02A and 02B, is located north of Hume Avenue and 3/8 mile west of 11th Avenue and includes a total of 169 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$5,200

**Estimated FY2011-2012 Disbursements:** \$5,200

**Source of Funds:** Property Assessments

**Gateway Estates**, Tract 712, LAD 94-01, is located north of Encore Drive and west of 10th Avenue and includes a total of 114 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$2,920

**Estimated FY2011-2012 Disbursements:** \$2,920

**Source of Funds:** Property Assessments

**Stonecrest**, Tract 708/727, LAD 94-02, 02A, 02B, 02C, 02D, 02E, 02F, 02G and 02H, is located at the northwest corner of Fargo and 11th Avenues and includes a total of 541 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$38,160

**Estimated FY2011-2012 Disbursements:** \$38,160

**Source of Funds:** Property Assessments

**Quail Run Estates**, Tract 696, LAD 94-03, 03A, 03B, 03C and 03D, is located north of Fargo Avenue and east of 11th Avenue and includes a total of 272 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$8,820

**Estimated FY2011-2012 Disbursements:** \$8,820

**Source of Funds:** Property Assessments

**Rosewood Estates**, Tract 711, LAD 97-01 and 01A, is located south of Grangeville Blvd. and west of University Avenue and includes a total of 44 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$2,300

**Estimated FY2011-2012 Disbursements:** \$2,300

**Source of Funds:** Property Assessments

**Summer Field Addition #2**, Tract, 742, LAD 97-02, is located south of Florinda Street and west of 9 1/4 Avenue and includes a total of 30 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$1,670

**Estimated FY2011-2012 Disbursements:** \$1,670

**Source of Funds:** Property Assessments

**Country Crossing**, Tract 743, LAD 97-03, 03A, 03B, 03C and 03D, is located west of Centennial Drive and north of Lacey Blvd. and includes a total of 251 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$13,760

**Estimated FY2011-2012 Disbursements:** \$13,760

**Source of Funds:** Property Assessments

**Crystal Springs**, Tract 747, LAD 98-01, 01A and 01B, is located west of 9 1/4 Avenue and north of Grangeville Blvd. and includes a total of 126 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$4,330

**Estimated FY2011-2012 Disbursements:** \$4,330

**Source of Funds:** Property Assessments

**Mountain View**, Tract 759, LAD 98-02, 02A, 02B, 02C, 02D and 02E, is located north of Houston Avenue and west of 11th Avenue and includes a total of 162 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$6,910

**Estimated FY2011-2012 Disbursements:** \$6,910

**Source of Funds:** Property Assessments

**Pacific Grove**, Tract 680/771, LAD 01-01, 01A, 01B and 01C, is located north of Grangeville Blvd. and east of 12th Avenue and includes a total of 148 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$4,130

**Estimated FY2011-2012 Disbursements:** \$4,130

**Source of Funds:** Property Assessments

**Cambridge Homes**, Tract 770, LAD 01-02, 02A and 02B, is located 1/4 mile north of Pepper Drive and west of 11th Avenue and includes a total of 198 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$6,870

**Estimated FY2011-2012 Disbursements:** \$6,870

**Source of Funds:** Property Assessments

**Poppy Hills**, Tract 771, LAD 01-03 and 03A, is located north of Pepper Drive and west of 11th Avenue and includes a total of 87 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$4,430

**Estimated FY2011-2012 Disbursements:** \$4,430

**Source of Funds:** Property Assessments

**Silver Oaks**, Tract 769, LAD 01-04, 04A, 04B, 04C and 04D, is located north of Grangeville Blvd. and 1/2 mile west of 12th Avenue and includes a total of 489 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$28,480

**Estimated FY2011-2012 Disbursements:** \$28,480

**Source of Funds:** Property Assessments

**Ashton Park**, Tract 776, LAD 02-01, 01A, 01B and 01C, is located 1/2 mile north of Lacey Blvd. and west of 12th Avenue and includes a total of 182 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$17,280

**Estimated FY2011-2012 Disbursements:** \$17,280

**Source of Funds:** Property Assessments

**La Parc**, Tract 788, LAD 03-01 and 01A, is located south of Fargo Avenue and 3/8 mile west of 11th Avenue and includes a total of 99 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$7,400

**Estimated FY2011-2012 Disbursements:** \$7,400

**Source of Funds:** Property Assessments

**Sidonia Estates**, Tract 810, LAD 04-01 and 01A, is located north of Hume Avenue and 1/2 mile west of 11th Avenue and includes a total of 172 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$5,160

**Estimated FY2011-2012 Disbursements:** \$5,160

**Source of Funds:** Property Assessments

**Cambridge Homes**, Tract 799/Majesty II, Tract 830, LAD 04-02 and 02A, is located at the southeast corner of Flint Avenue and 11th Avenue and includes a total of 75 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$14,800

**Estimated FY2011-2012 Disbursements:** \$14,800

**Source of Funds:** Property Assessments

**Cambridge Homes**, Tract 795/Vineyards, Tract 825/Cambridge Homes, Tract 826, LAD 04-03 03A, 03B and 03C, is located 1/2 mile north of Grangeville Blvd. and east of 12th Avenue and includes a total of 339 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$51,910

**Estimated FY2011-2012 Disbursements:** \$51,910

**Source of Funds:** Property Assessments

**Sierra Heights**, Tract 802 and 803, LAD 04-04, is located north of Fargo Avenue and 1/2 mile east of 10th Avenue and includes a total of 16 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$5,480

**Estimated FY2011-2012 Disbursements:** \$5,480

**Source of Funds:** Property Assessments

**Mission Park**, Tract 812, LAD 05-01, is located south of Flint Avenue and west of Highway 43 and includes a total of 36 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$1,880

**Estimated FY2011-2012 Disbursements:** \$1,880

**Source of Funds:** Property Assessments

**Copper Valley**, Tract 835, LAD 05-02, is located south of Fargo Avenue and west of 12th Avenue and includes a total of 150 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$12,090

**Estimated FY2011-2012 Disbursements:** \$12,090

**Source of Funds:** Property Assessments

**Victory Estates**, Tract 877, LAD 09-01, is located west of University Avenue and south of W. Berkshire Way and includes 14 assessed parcels.

**Estimated FY2011-2012 Revenues:** \$2,460

**Estimated FY2011-2012 Disbursements:** \$2,460

**Source of Funds:** Property Assessments

**Independence Subdivision**, Tract 843, LAD 92-02, is located west of 12th Avenue and north of Greenfield Avenue and includes 54 parcels.

**Estimated FY2011-2012 Revenues:** \$9,450

**Estimated FY2011-2012 Disbursements:** \$9,450

**Source of Funds:** Property Assessments

# Glossary of Budget Terminology

**Appropriation:** An authorization by the City Council to make expenditures and to incur obligations for a specific purpose within a specific timeframe.

**Assessed Valuation:** A dollar value placed on real estate or other property by Kings County as a basis for levying property taxes.

**Assessment District:** Defines area of land that is benefited by the acquisition, construction, or maintenance of a public improvement. An assessment is levied and collected in the regular property tax bill to fund the improvements.

**Audit:** Scrutiny of the City's accounts by an independent auditing firm that determines whether the City's financial statements are fairly presented in conformity with generally accepted accounting principles. An independent audit is performed annually.

**Beginning Balance:** Unencumbered resources available in a fund from the prior fiscal year after payment of prior fiscal year expenditures.

**Bond:** Capital raised by issuing a written promise to pay a specified sum of money, called the face value or principal amount, with interest at predetermines intervals.

**Budget:** A fiscal plan of financial operation, listing an estimate of proposed applications or expenditures and the proposed means of financing them.

**Capital Improvement Program (CIP):** The five-year financial plan for improving infrastructure and integrating debt service and capital assets maintenance, adopted in a separate budget document and updated annually.

**Community Development Block Grant (CDBG):** A program designed by the U.S. Department of Housing and Urban Development to revitalize low- and moderate-income areas within a city.

**Deficit:** An excess of expenditures over revenues (resources).

**Department:** An organizational unit comprised of divisions of functions. It is the basic unit of service responsibility encompassing a broad mandate or related activities.

**Encumbrance:** Funds restricted for an anticipated expenditure

**Expenditure:** The actual payment for goods and services.

**Fiscal Year (FY):** The period designated by the City for the beginning and ending of financial transactions. The City of Hanford: fiscal year begins July 1<sup>st</sup> and ends June 30<sup>th</sup> of each year.

**Full-Time Equivalent (FTE):** The amount of time a regular full-time or part-time position has been budgeted for in terms of the amount of time an employee works in a year.

**Gas Tax:** Administered by the State Board of Equalization. Use of the revenue is for research, planning construction, improvements, maintenance, and operation of public streets and highways or public mass transit.



**General Fund:** The fund used to account for all financial resources except those required to be accounted for in another fund.

**General Plan:** California State law requires each city to adopt a General Plan that describes the direction the city will take concerning its future development.

**Infrastructure:** Facilities on which the continuance and growth of the community depend on, such as roads, water lines, sewers, public buildings, etc.

**Motor Vehicle in-Lieu:** A State vehicle fee imposed on motorists for the privilege of operating a motor vehicle on the public highways. It is imposed "in-lieu" of a local property tax.

**Property Tax:** Property tax is imposed on real property (land and permanently attached improvements such as building) and tangible personal property located within the City. The tax comprises one percent of the assessed value of the property/

**Redevelopment Agency (RDA):** A separate legal entity charged with the responsibility for elimination of blight through the process of redevelopment.

**Revenue Neutrality:** The Cortese-Knox Local Government Reorganization Act ("The Cortese-Knox Act"), which establishes procedures for changes in local government organizations, including city incorporation, was amended by the State Legislature in 1992.

The 1992 Amendment was the "revenue neutrality" statute (Government Code 56845). Revenue neutrality addresses the process and outcome of how revenues and expenditures will be allocated to the newly incorporated area came from (the county). For more information on revenue neutrality, refer to the Government Code Section 56842.

**Reserved Fund Balance:** Accounts used to record a portion of the fund balance legally segregated for a specific use and not available for appropriation.

**Resolution:** A special order of the City Council which has a lower legal standing than an ordinance.

**Revenue:** Annual income received by the City.

**Request for Proposal (RFP):** Request for proposal for services to the City Council.

**Risk Management:** The process for conserving the earning power and assets of the city by minimizing the financial effect of accidental losses.

**Salaries and Benefits:** A budget category which generally accounts for full-time and temporary employees, overtime, and all employee benefits, such as medical, dental, and retirement.

**Taxes:** Compulsory charges levied by a government for the purpose of financing service performed for the common benefit.

**Transient Occupancy Tax (TOT):** A tax imposed on travelers who stay in temporary lodging facilities within the City. Also referred to as a Hotel/Motel Tax.