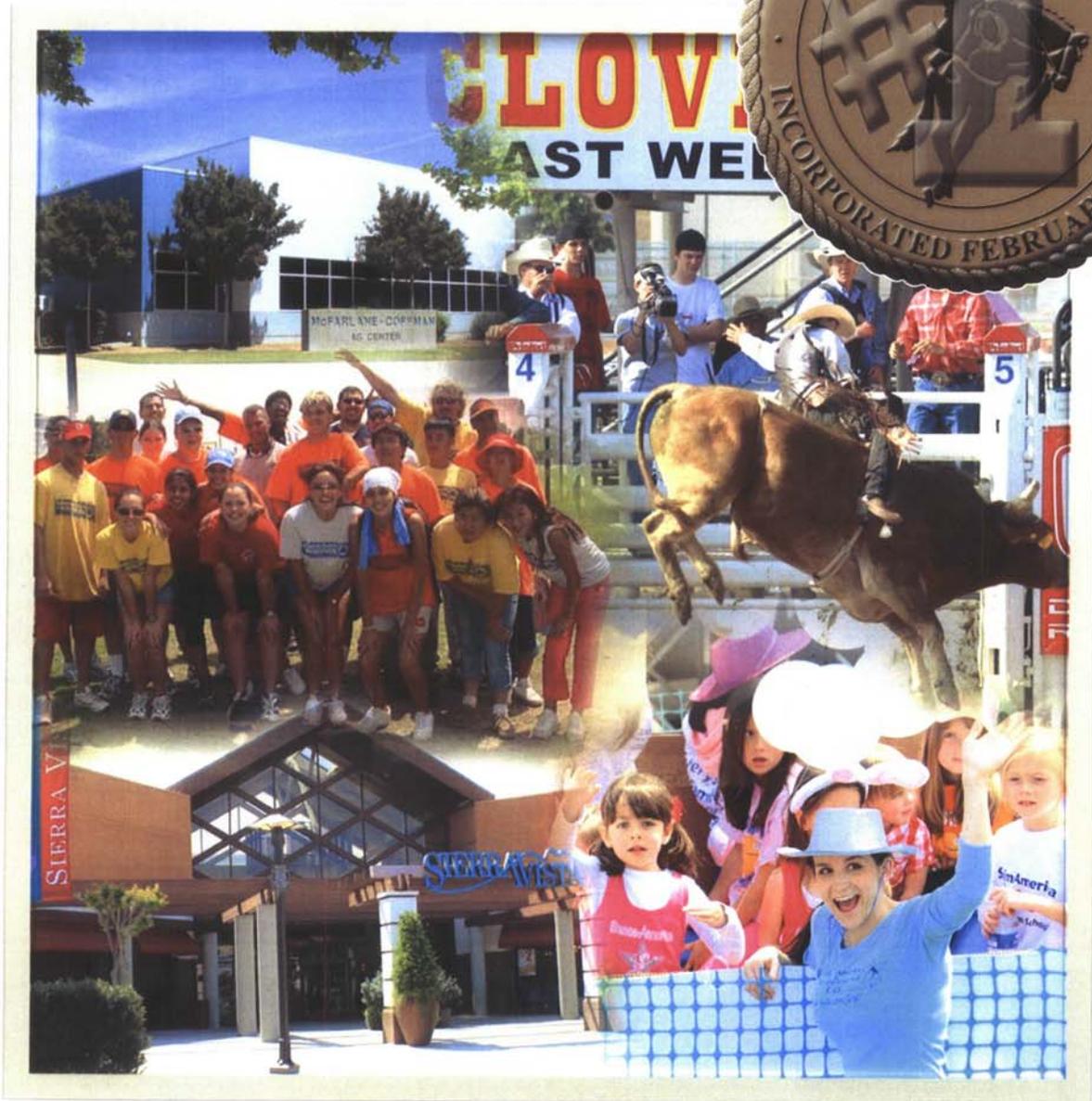


RECOMMENDED  
CITY OF CLOVIS  
CALIFORNIA

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*Annual Budget*

2014 – 2015



Including Five-Year Community Investment Program



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Clovis  
California**

For the Fiscal Year Beginning

**July 1, 2013**

A handwritten signature in black ink, appearing to read "Jeffrey R. Green".

Executive Director

**GFOA DISTINGUISHED BUDGET AWARD PRESENTATION**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Clovis, California for its annual budget for the fiscal year beginning July 1, 2013.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**Front Cover – “Clovis is a Great Place to Raise a Family.”** Photos of the Ag Center at the Reagan Educational Center, the Annual Clovis Rodeo, Clovis Recreation Softball Team, Sierra Vista Mall Shopping Center, and Clovis Rodeo Parade Spectators.

# ***CITY OF CLOVIS***



## **2014 - 2015 BUDGET**

**Submitted to City Council  
May 19, 2014**

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***Lynne Ashbeck***  
Mayor

***Nathan F. Magsig***  
Mayor Pro-Tem

***Harry Armstrong***  
Council Member

***José G. Flores***  
Council Member

***Robert Whalen***  
Council Member

# HOW TO USE THIS BUDGET

This Budget document has been designed to provide the public concise and readable information about the City of Clovis. The Budget explains the services and objectives, annual spending plan for the 2014-2015 fiscal year, debt obligations, and other vital information about the operations of the City.

This Budget document is separated into ten sections, designated by tabbed pages that provide quick identification of its contents. The Table of Contents lists every subject covered in this document and the associated page number.

The tabbed pages include pictures that depict historical moments in Clovis throughout the years. The following are the ten major sections and a brief explanation of each:

## **Table of Contents**

A listing of all major sections, subsections, and the associated page numbers.

## **Executive Summary**

The Executive Summary Section includes the City Manager's letter to the Mayor, City Council, and residents of the City of Clovis that provides an overview of the recommended Budget and its objectives, policies and goals, a discussion of funding for City services, a discussion of major capital projects, and a general economic outlook for the City.

## **Introduction**

The Introduction Section provides general information about the City, long-range goals, major policies, financial policies, discretionary revenues, economic outlook, basis of budgeting, budget process and calendar, budgetary controls, appropriation limitation, fund descriptions, and organizational charts.

## **Summary of Revenues and Expenditures**

The Summary of Revenues and Expenditures Section provides several summary presentations of financial transactions contained in the recommended Budget and a listing of primary revenue sources for the General Fund.

## **Debt Obligations**

The Debt Obligation Section provides information about the City's policies on long-term debt, current long-term debt obligations, and the legal debt limit.

## **Personnel**

The Personnel Section provides a summary and a detailed list of the complement of employee positions and the proposed changes in the recommended Budget.

## **Operations**

The Operations Section provides detailed information about the programs and proposed expenditures for each department. Each department begins with a summary identifying all activities for the department. The summary is followed by department performance measures, which includes detail for each activity. Activity narratives include a brief "Five-Year Outlook" that addresses future budget considerations. Following the activity narratives is the activity budget detail including position allocations.

## **Community Investment Program**

The Community Investment Program Section provides a general explanation of all capital projects planned for the 2014-2015 fiscal year and is organized by activity. Projects are identified on the basis of priority need and availability of funding.

## **Five-Year Community Investment Program**

The Five-Year Community Investment Program Section provides a general explanation of all capital projects planned for fiscal years 2014-2015 through 2018-2019 and beyond and is also organized by activity. Projects are identified on the basis of priority need and availability of funding.

## **Appendix**

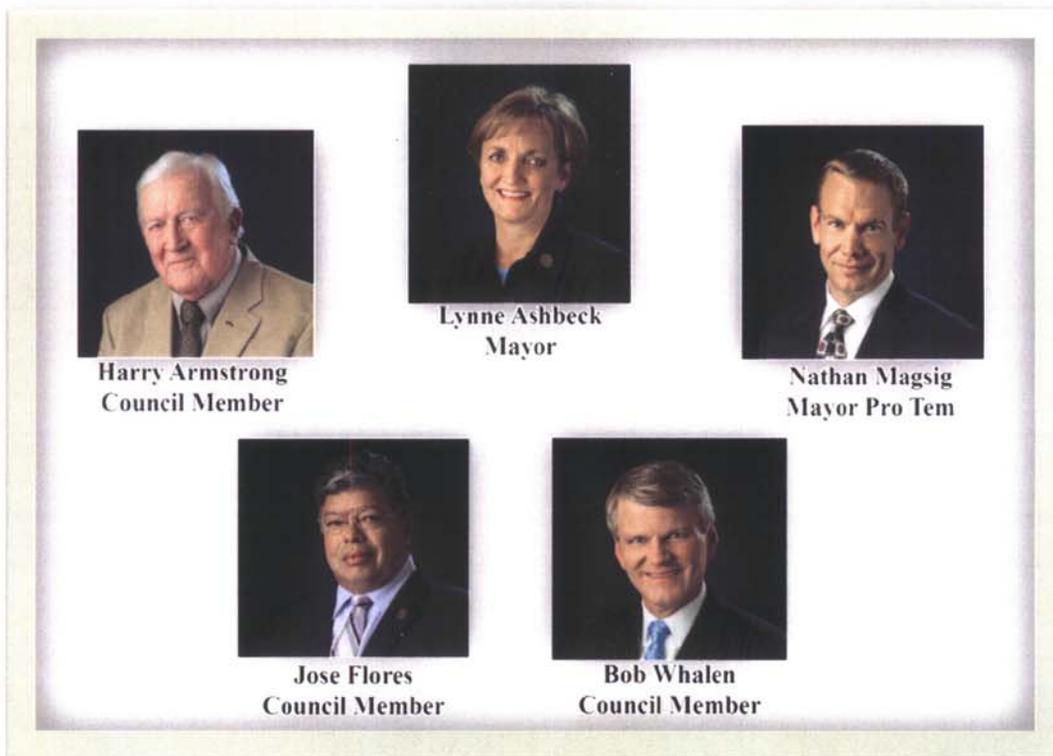
The Appendix Section provides demographic information, phone numbers of City offices, elected officials, miscellaneous statistics, and a glossary of terms used in this document.

Every attempt has been made to make this Budget document as easily understood as possible. We apologize for the use of "technical terms"; but due to the nature of accounting, their use is sometimes unavoidable. We hope that including a Glossary of terms in the Appendix Section will help the reader through these technical areas. If you have any questions or need clarification of items in this Budget, contact the Finance Department by calling (559) 324-2101.

The Budget document is available for public inspection at City Hall, Clovis Civic Center, 1033 Fifth Street, and the Clovis Branch Library, 1155 Fifth Street, during regular business hours, as well as the City's website at [www.cityofclovis.com](http://www.cityofclovis.com). Individual copies may also be purchased from the Finance Department.

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### **Clovis Named Number 1 City to Raise a Family**

*From the website [nerdwallet.com](http://nerdwallet.com), article by Maggie Clark, January 27, 2014*

This city in California's San Joaquin Valley offers affordable homes, good schools and great quality of life. Clovis bills itself as the "Gateway to the Sierras" and offers 285 acres of parks and trails, plus family-friendly activities including Friday night farmer's markets in the summer, BIG Hat Days in April which brings about 140,000 people to downtown Clovis for art, food and music, and the annual Clovis Rodeo. Families can also take a short trip to the Chaffee Zoo in nearby Fresno to visit with animals such as elephants and sea lions. The graduation rate for Clovis-area high schools was 92.6 percent for the class of 2011-2012, the most recent year data is available from the California Department of Education Data Reporting Office. That's much higher than the statewide graduation rate of 78.5 percent. Salaries here are also on the upswing: the median household income grew by 54.4 percent between 1999 and 2011, according to data crunched by NerdWallet (<http://www.nerdwallet.com/blog/family/cities-for-young-families-california/>).

Photo: Mayor Lynne Ashbeck, Mayor Pro Tem Nathan Magsig, Council Member Harry Armstrong, Council Member Jose Flores, Council Member Bob Whalen.

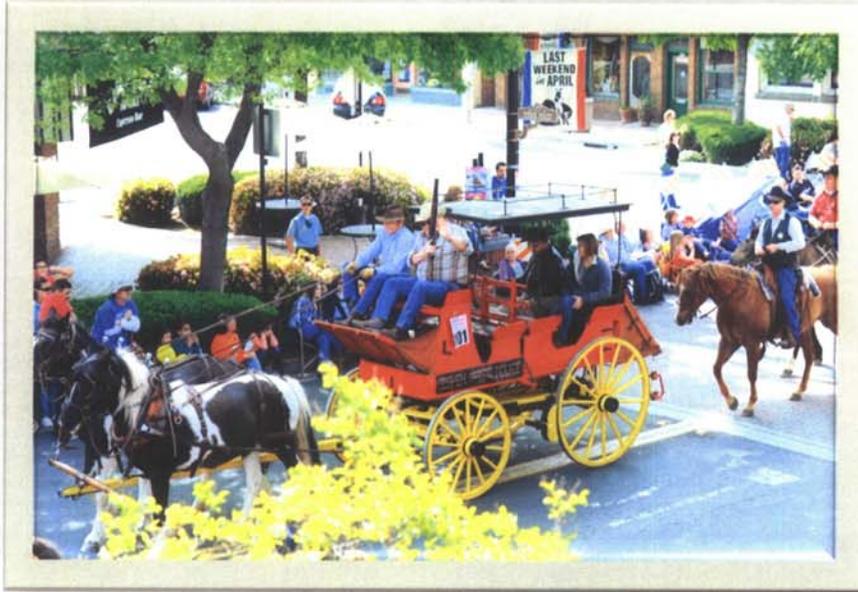
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## EXECUTIVE SUMMARY

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The Executive Summary provides an overview of key programs and projects to be undertaken by the Annual Budget and provides a summary of current financial conditions that will offset operating revenues.



Parades, festivals, and special community events make Clovis a fun place to raise a family. Photos: Clovis Rodeo Parade and the Friday evening Old Town Farmer's Market with live music.



# CITY OF CLOVIS

CITY HALL • 1033 FIFTH STREET • CLOVIS, CA 93612

May 19, 2014

To: Mayor Ashbeck, Members of the City Council, and Citizens of Clovis

## EXECUTIVE SUMMARY

The 2014-2015 Annual Budget for general operations and capital improvement programs for the City of Clovis in the amount of \$189 million is balanced and is hereby submitted, in accordance with the Clovis Municipal Code.

The City was proud to be named "Best Place to Raise a Family in California" in 2013. This reflects upon a City that truly cares about its people and makes strategic investments to make Clovis a great place to live, work, and play. In addition to the outside analysis providing evidence that Clovis is an ideal community, 94% of citizens stated in a scientific survey that they would recommend Clovis as a great place to live. Both of these findings are testaments to the community Clovis is and the strong intuitions that serve Clovis. The ingenuity and dedication of staff to truly serve their community shine through in these reports and make us proud of our accomplishments and look forward to the future. We are thankful for instilled values that continue the City of Clovis tradition of being an excellent organization.

The 2014-2015 proposed budget allows Clovis to become an even better community. This is possible due to budget priorities which include enhancing core services such as Police, Fire and Public Utilities, and improvements to quality of life programs and facilities such as Parks, Recreation and Senior Services. The budget continues to invest in technology that increases productivity, economic development, and allows for a General Fund transfer for deferred maintenance issues. The General Fund Emergency Reserve is being increased to 14.5% working toward the recommended 20% by 2024. The budget also includes \$33.6 million in City capital improvement projects and \$6.0 million in Successor Agency Trust Fund Capital Projects. Clovis is continuing to see positive growth trends, and past prudent fiscal decisions along with recent economic development initiatives, are paying dividends. This budget, while enhancing service levels, still has as its basis the long-term goal of fiscal sustainability.

The City's General Fund Budget is structurally balanced; current year revenues are equal to or greater than current year expenditures as proposed. The budget for the General Fund reflects maintaining a \$0.5 million unreserved fund balance to cover any minor unanticipated revenue shortfalls that may occur during the year. There is also an additional \$0.3 million of unreserved fund balance that is intended to offset recently announced PERS retirement costs that will impact City expenditures beginning in fiscal year 2015-2016. This unreserved balance is in addition to the City's General Fund Emergency Reserve and is a critical component of this year's General Fund Budget. It represents a way to ensure funding for future cost increases, lessening the possibility of negatively impacting existing service levels in the future, allowing the City to be sustainable. The budget also reflects increasing the General Fund Emergency Reserve to 14.5% of budgeted expenditures. This percentage is the targeted amount reflected in the "Five-Year Forecast" and continues toward the goal of achieving a 20% Emergency Reserve by 2024. This reserve has had positive results for the City with an A+ rating and the ability to obtain low interest rates for capital investments. Funding for the reserve is projected to come from expenditure savings and one-time revenues in the prior year (2013-2014).

The budget recommends the continuation of the General Fund transfer to the General Government Facilities Fund. This fund was established to perform ongoing facility maintenance and replacement, facility remodeling and new construction. This transfer was restarted last year and allows the City to catch up on critical deferred maintenance projects.

This year's budget recommends making Clovis an even better community with the addition of sixteen new positions, with six of those positions being funded by the General Fund. Recommended are two Police Officers, one Police Service Officer for dispatch, two Office Assistants for police records, one Principal Office Assistant for personnel, one City Planner, one Building Official, One Administrative Assistant in planning and development services, one Assistant Engineer in public utilities, one Parts Clerk, one Water Treatment Plant Operator, one Utility Worker, one Street Sweeper Operator, and two Bus Drivers. All these positions will address the need of increased service levels in the community and allow the City to improve services. Also recommended is the elimination of three positions that are currently vacant and no longer needed due to increased contracting and reallocations to other positions. These positions include one Redevelopment Technician and one Senior Maintenance Worker in the General Fund and one Planning Technician I/II in the Planning and Development Services Fund. Additional information on the recommended changes to positions is included in the Personnel Section of this book.

As mentioned, previous economic development initiatives have paid dividends as evidenced by increased City revenues. Economic development and job generation must remain a high priority for the future economic vitality and sustainability of the City of Clovis. This year's budget includes several economic development initiatives including funds for updating the City's economic development website. Staff will also continue to market the development fee restructuring, including the reduced-fee zone in the City's core, which is producing increased activity.

This proposed budget continues to fund the best possible services to the community within prudent current fiscal constraints, and is addressing the long-term fiscal sustainability goals of the City. Therefore, the City Manager is recommending this budget be considered for approval by the City Council.

**Budget Highlights.** The 2014-2015 Annual Budget is the spending plan for local services and investment in the physical infrastructure of the community. The Annual Budget provides for a range of public services and focuses on those services that are essential to our citizens. Continuing prudent fiscal decisions, employee concessions in the past, and ongoing economic development initiatives, have enabled the City to continue to enhance service levels and remain fiscally sustainable. Budget highlights include:

- **Proposed Public Safety Enhancements.** Public safety is a core service of the City. The proposed budget recommends the addition of two Police Officers, a Police Service Officer for dispatch and additional funding to expand the Police Cadets Program as well as two Office Assistants to assist in preparing reports. Also, funding is included to upgrade fire alert systems in Fire Stations 3 and 4, make improvements at the Public Safety Training Center, replace of the driveway at Fire Station 2, perform design work for a remodel of Fire Station 3, and for the acquisition of property for the future Fire Station 6 in the City's Loma Vista area.
- **Proposed Quality of Life Enhancements.** Funding for increased maintenance of City parks and trails to include additional weed control, fertilizing and mowing. Funding is also included to rename the Clovis Senior Activity Center and City of Clovis Recreation facilities and programs along with funding to purchase new equipment and furnishings for both the Senior Activity Center and the Recreation Facilities.
- **Proposed Technology Enhancements to Increase Productivity.** It is proposed that the City pursue lease financing for technology enhancements as current interest rates remain favorable. Improvements would include replacing 50 mobile data computers for public safety vehicles, public safety radio upgrades, and other communication system upgrades. In addition, funding has been included to increase efficiency of technology staff with additional training and software to better manage the City's technology infrastructure.
- **Provide Park and Trail Improvements.** The budget includes funding for the acquisition of additional park land in the Loma Vista area to meet the needs of this growing area of the City. As stated in previous years, available funding for maintenance of new parks, and for maintenance of older parks and median islands in parts of the City that are not within a Landscape Maintenance District, is considered inadequate. To continue to address this, increases in maintenance funding are proposed in this budget.
- **Provide for Americans with Disabilities Act (ADA) compliancy.** The budget provides for continued improvements within the City's rights of way and public facilities to implement greater accessibility for disabled citizens. Projects in this year's budget include removing barriers in the public rights of way for greater pedestrian access.

- **Provide for Continued Street Repair, Overlay and Reconstruction.** The budget includes \$15 million in projects, funded from a combination of Measure C, gas excise taxes, competitive grants, and development fees. Key projects to be undertaken will be overlays or reconstruction and/or widening of various sections of Clovis Avenue; traffic signal and intersection upgrades will be made at Fowler and Shepherd, Clovis and Gettysburg, and Clovis and Nees; and repairs to various neighborhood streets will be made citywide.
- **Economic Development Investments.** The budget includes funding for a new economic development website. This key investment will continue to allow the City to gain economic activity and thus critical tax revenues. In addition, design work is planned to begin for the extension of Owens Mountain Parkway extension from Temperance to Leonard Avenues including a bridge over the Enterprise Canal. This will allow for job generating development to occur on larger parcels in the third phase of the Research and Technology Park.
- **Finalize the General Plan Update.** The General Plan will be completed this fiscal year which will take into consideration the Regional Blueprint Planning preferred scenario of growth management for the future of the Central Valley and the SB 375 Sustainable Communities Strategy to conserve water and energy, and reduce greenhouse gas emissions.
- **Provide Targeted Code Enforcement to Advance the Strategies of the Southwest Neighborhood Revitalization Plan.** This is a long-term effort to improve community appearance and neighborhood stabilization through owner housing rehabilitation and repair, public street improvement, and active code enforcement.
- **Clovis Successor Agency.** As a result of the elimination of the redevelopment agency, previously unspent and on-hold bond proceeds are now available for eligible projects. Proposed projects include: improvements in Old Town at the previously occupied DMV site, improvements in the Dry Creek Industrial Park, and land and environmental studies for the proposed northern Civic Center District.
- **Affordable Housing Projects Coming to Fruition.** Two large sites purchased with affordable housing funds will see activity this year. The infrastructure for the Rialto Rancho project has been funded and a developer is pursuing development at the Sierra Avenue and Highway 168 site without significant funding from the City. Additionally, Mobile Home Rehabilitation/Painting Grants will continue and potentially be expanded.
- **Rebuild the General Fund Emergency Reserve with a Target of 15%-20% of Annual Operating Expenditures.** The emergency reserve is slowly being rebuilt with 14.5% or \$8.2 million being set aside this year for unforeseen emergencies. A target amount of 15% to 20% has been recommended by the City's auditors as a prudent reserve for a city operation the size of Clovis. This fund is intended to be utilized for catastrophic losses that are one-time occurrences that would not be covered by normal insurance. These funds require a 4/5ths vote of the City Council for utilization.
- **Continued Use of Volunteers Throughout the City.** Volunteers continue to be an important aspect of our service delivery. The City has relied on over 300 volunteers for many years to support senior and recreation services as well as animal shelter services, parks, police patrol, and fire services. Police Reserve Officers and Volunteers in Police Services (VIPs) have also been very successful in assisting police officers with administrative support in records, investigations, and active field patrol. Citizen Emergency Response Team (CERT) volunteers have provided a support function to on-scene firefighters and citizens. Police and Fire Explorer volunteers have also provided valuable service to the community while learning skills for future careers. Helping Hands, a community service project, provides 500 – 900 volunteers each year to help maintain the Old Town Trail, Letterman Park, San Gabriel Park, and Gettysburg Park. In addition, these volunteers painted fencing facing onto Armstrong Avenue. Volunteer service to the community may be the greatest gift that our citizens have given over the years and due to the contribution of their time, our service levels have been enhanced.

The 2014-2015 Annual Budget is the investment plan to implement the short and long-term goals of the City Council. The budget is a result of the Council's planning efforts with the community and City staff. Clearly stated goals and target actions help assure that available tax dollars are spent for the most essential services and most urgent needs of the community. These goals are summarized in the **Introduction Section** of this budget. This

**Executive Summary** provides an overview of the fiscal plan for the upcoming year. It describes the City's fiscal condition and how the City intends to utilize its resources to meet the needs of the community. A more in-depth understanding of the budget may be obtained by reviewing the information contained in the entire document. The 2014-2015 Annual Budget will be available for review at the City Clerk's Office-1033 Fifth Street, at the Clovis Branch Library-1155 Fifth Street, and at the City's website at [www.cityofclovis.com](http://www.cityofclovis.com) as of June 2, 2014. Individual copies may be purchased from the Finance Department upon request. Public hearings to consider the Annual Budget will be held at the regular City Council meeting of June 2, 2014 and, if needed, June 16, 2014 with adoption scheduled at the conclusion of the hearings.

### **Our Vision, Our Mission and Our Guiding Principles**

The Vision Statement articulates the most desirable qualities that will define the City of Clovis of the future; it builds on the City's values and opportunities and serves to inspire its citizens to achieve the community's potential. Our Vision and Community Values for Clovis:

***A City that is committed to the Clovis Community Family, their needs, their values and a quality way of life for all; reflecting that commitment in how it develops and in the activities it undertakes.***

The Mission Statement developed by the City Council after consultation with citizens provides a statement to summarize those things that really matter to the City Council in leading the community and delivering services to the citizens of Clovis:

***Define and deliver local government better than anyone today and tomorrow.***

The guiding principles for achieving and perpetuating Our Vision for Clovis as a livable community and Our Mission as a local government are:

- *Keeping focus on Our Vision and Our Mission as the community grows and in the activities we undertake.*
- *Educating and informing the citizens of Clovis and our employees of Our Vision and Our Mission.*
- *Mobilizing citizen support for Our Vision and Our Mission.*
- *Believing that Our Vision and Our Mission will happen through the actions we take.*
- *Providing opportunities for volunteers to contribute to Our Vision and Our Mission.*
- *Providing adequate funding and resources to achieve Our Vision and Our Mission.*
- *Celebrating the successes of Our Vision and Our Mission along the way.*
- *Focusing on the very best for the entire community and withstanding individual pressures to stray from Our Vision and Our Mission.*

### **Budget Overview**

During this last year most revenue sources continued to show modest year-over-year increases. After a review of economic indicators, the local economy is projected to continue growing. Modest growth is projected for all sectors including new construction-related activity. Sales tax revenues are performing as expected, with projected growth at 12% in 2013-14, and 6.8% in 2014-2015. Sales tax recovery is the result of improved car sales and higher tax due to higher gas prices as well as the opening of the new retail center at Clovis and Herndon. The one concern is in the general retail sales sector, which has shown relatively little growth over the previous year. Sales taxes comprise about 41% of total General Fund discretionary revenue and largely support public safety services.

Property taxes, which were impacted by the collapse of the housing market, while being negatively impacted by declining commercial, office, and multi-family property values, are projected to increase overall. This is due to growth in residential valuations and a large uptick in new construction, the normal Proposition 13 increases which direct that assessed valuation of property may only increase by a maximum rate of 2% annually or by the Consumer Price Index (CPI), whichever is lower, and by the recapture of previous Prop 8 automatic declines processed in prior years. Property taxes, property tax in-lieu of motor vehicle license fees, comprises the main discretionary revenue source for General Fund operations. Property-related taxes represent about 42% of total General Fund discretionary revenue and, largely support public safety services.

One of the keys for the long-term fiscal health for a growing community like Clovis is to accumulate savings sufficient to fund an emergency reserve that would adequately protect the City against an unexpected catastrophic event, and protect City services until other options could be implemented during a rapid economic downturn. The City is currently increasing its emergency reserve with a goal of achieving an amount equal to

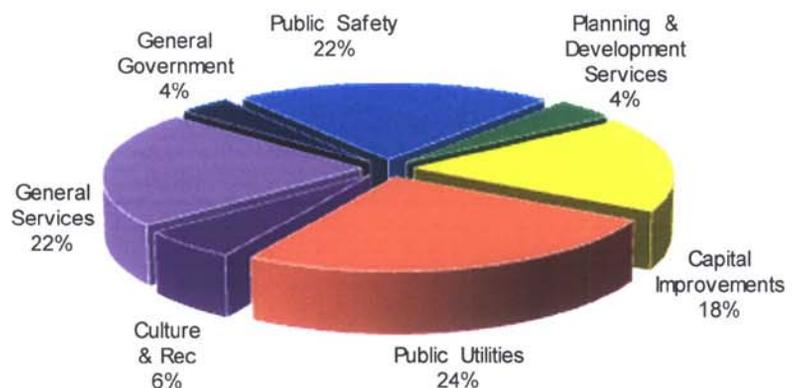
20% of expenditures. We have again budgeted for an unreserved fund balance of about \$0.5 million to be carried forward as a contingency for "Economic Uncertainty" in order to lessen the impact on departmental operations in case of minor short term over budget expenditures and/or revenue declines. Also included in the current recommended budget is the ability to provide an additional \$0.3 million of unreserved fund balance to address the future cost increases that are the result of recent PERS actions. This year includes an annual transfer to provide for the maintenance, improvement, and future capital needs for general government operations and an annual transfer for vehicle and equipment replacements. Due to the current low interest rate environment, the currently utilized pay-as-you-go strategy has been effective and has not had a detrimental effect on City operations. However, it is expected that interest rates will increase in the near future and setting aside funds for vehicle and equipment purchases is critical. As savings are realized or unexpected revenues are received, these funds should be set aside to further bolster the reserve fund.

The Community Facilities District assessments enacted in 2004 for gap-funding for police and fire services for new growth areas are now performing better after a slow start due to an extended tax enrollment period for properties. It is anticipated that the amount to be collected in 2014-2015 will be about \$0.9 million and provides essential investment in maintaining frontline public safety services.

Enterprise operations and other funds need to be self-balancing with sufficient reserves to meet service obligations and debt coverage. All enterprise operations and other funds are balanced. The Sewer Enterprise has a 4% rate increase scheduled for July 1, 2014. Also, a rate increase of 4% is authorized for the Community Sanitation Enterprise Fund but is only needed for the Recycling and Greenwaste programs with a rate rebate scheduled for consideration by the Council in the Refuse operation. The rate increase in the Sewer Fund is necessary to pay for increased operating costs, bond debt charges, and to maintain sufficient reserves to meet bond covenants. Although there have been signs of increased development activity, the enterprise operations will continue to pay the bond debt charges until the level of activity is sustained for several years. The Transit Enterprise remains fully funded and with the City's population exceeding the 100,000 mark Transit will receive the entire transportation allocation of Local Transportation Funding

The 2014-15 Annual Budget for all funds totals \$189 million and is balanced by the use of current revenues, anticipated rate increases, and capital reserves. This budget represents a 1.4% increase compared to estimated expenditures for 2013-14 due to increased operational costs. The General Fund budget represents a 4.8% increase above estimated expenditures for the prior year. This is the result of the proposed new positions, the ability to increase employee pay that is currently under negotiation, and increased costs for other employee related expenditures. The six new proposed positions in the General Fund consist of two Sworn Police Officers, one Police Service Officer for Dispatch, two Office Assistants in records division of Police, and a portion of a Principal Office Assistant in the Personnel Services. Two of the positions proposed for elimination are in the General Fund, the Redevelopment Technician and the Senior Maintenance Worker. Also, seven additional non-General Fund positions are being proposed in the 2014-2015 budget: One City Planner, one Building Official, one Administrative Assistant in Planning and Development Services, one Assistant Engineer in Public Utilities, one Parts Clerk, one Water Treatment Plant operator, one Utility Worker, one Street Sweeper Operator, and two Bus Drivers. The one Planning Technician I/II recommended for elimination is in the Planning and Development Services Fund. Complete details of the allocation of personnel are listed in the **Personnel Section** of this budget. A summary of expenditures by function is provided below:

General Government	\$	6,633,500
Public Safety		40,879,600
Planning & Development Services		7,670,000
Capital Improvements		33,563,900
Public Utilities		48,104,600
Culture & Rec.		10,742,900
General Services		41,426,700
<b>TOTAL</b>	<b>\$</b>	<b>189,021,200</b>



**Fiscal Overview**

Economic forecasts for the Central Valley and Fresno County continue to indicate growth at a modest pace. As is normally the case, the Central Valley communities tend to lag behind in both the Nation and State in economic

recovery. Housing prices have improved, and foreclosures are back to normal levels. The economic outlook for the California economy is improving with a current unemployment rate of 8.4%, still higher than the national unemployment rate of 6.8%. Unemployment in Fresno County remains high at 13.8% while Clovis is currently at 7.4%. While retail sales have been a bright spot in the economy in recent months, spurred by new auto sales, the retail sales sector has been strong statewide but relatively flat in Clovis which may be an indication of the sales leakage caused by internet sales.

Population growth tracks to new housing growth and rates of growth are expected to increase over the next few years as home construction has returned to the 25-year average in Clovis. Commercial vacancies are declining as long-term vacancies have been filled in the past year. The recent release of the January 2014 population data by the State Department of Finance estimates 102,188 persons reside in Clovis compared to the previous year of 98,377 representing a 2.1% change over the year. Fresno hit 515,609 and Fresno County is nearing the 1 million mark with a total population of 964,040. Clovis grew the fastest in Fresno County and ranked 33<sup>rd</sup> in the State and 6<sup>th</sup> in the Valley for percentage gain in population in 2013. In pure numerical growth, Clovis added 2,097 people in 2013. This equated to rankings of 24<sup>th</sup> in the State, 4<sup>th</sup> in the Valley and 2<sup>nd</sup> in Fresno County. People chose Clovis to a significant degree as they are finding Clovis a great place to live, work, and play.

New residential permits in Clovis are expected to be about 750 units next year, with 856 units permitted in calendar year 2013. Due to market conditions, new housing starts have been increasing, along with prices and strong demand being experienced for both new construction and re-sale homes. Foreclosures have returned to normal levels, significantly fewer than in the past few years, and are no longer having a negative impact on most neighborhoods. Median home prices are showing increases with supply low as well as still historically low interest rates. Also, lending is easing and more potential homeowners are qualifying for home purchases.

The City's recent economic development programs designed to stimulate job creation by providing fee incentives to promote the development of industrial and office construction has been effective, and has attracted several new projects that will bring over 1,500 new jobs to Clovis. Clovis Community Hospital recently completed a major expansion with plans for more. The Research and Technology Park, just north of Clovis Community Hospital, has seen renewed interest and it is expected that job generating activities will be occurring there in the near future. The Shaw Avenue corridor has experienced revitalization with empty large retail spaces being filled in the past year. Further development in this corridor is expected as retailers have found success and the City has reduced fees for development in this area. As the economy begins to rebound, Clovis is in a great position to attract office and industrial users, and the adjustment to development fees in the City's core will allow Clovis to be competitive in attracting new job generating businesses.

Retail sales in Clovis will show some growth due to increasing population and options for shopping. The City is undertaking the Shaw Avenue Revitalization plan to help guide the improvement of Shaw Avenue as it relates to land use, transportation and infrastructure. This plan will identify areas of improvement that will assist in the modernization of a key commercial corridor. Also the feasibility of a PBID (property based improvement district) for Shaw Avenue is under consideration. The re-establishment retailers in vacant storefronts over the past year have been encouraging and existing retailers have demonstrated real staying power with sales improving on top of already improved sales for the current year. This is evidence of the diversity and value of shopping opportunities in Clovis.

The City has taken advantage of its attractive tourism destination due to events and geographic location. The hotels are heavily used as visitors attend festivals and sporting events. This further benefits the economy as tourists dine in Clovis and shop for their entire stay. The Fresno-Clovis Tourism Improvement District provides additional marketing opportunities to attract visitors to the region and the City is again allocating funds to process applications for events as they come up.

The Old Town Business District continues to be the site of redevelopment improvements and new businesses supporting the ever popular festivals through the Spring and Summer months. The former DMV site downtown is currently owned by the Successor Agency. Plans are being developed to improve this area as a focal point of community gatherings. This property is strategically located at the intersection of Bullard and Pollasky Avenues and has the opportunity to become a cornerstone development in the "South of Fifth Avenue" area that will be the catalyst for future development.

Economic recovery offers a good opportunity to plan for better times and to adjust programs to prepare for the changes that have occurred in the business environment. The City continues planning for the future and will pursue further phases of work to update the General Plan. Sustainability, both environmentally and fiscally, will be a key factor in all of our future plans. The City's economic development strategy is being updated in an effort to attract new business opportunities and enhance current businesses. This will be a vital tool for realizing the

City's jobs-economy-housing goals and objectives. Fiscal sustainability and improvement of transportation, land use, and air quality goals are also important issues for the overall health of the community and its economy. The City recognizes that the best way to reach a healthier economy is to encourage private sector investment in business and industry that will employ our residents. The economy will be stronger for it and the revenue to support the desired quality of life in the community will become more reliable.

**General Fund**

The General Fund as proposed is wholly balanced with current year revenues. Revenues as projected are \$57.0 million which is an increase of 2.2% when compared to the prior year. Expenditures as projected are \$56.7 million and represent an increase of 4.8% more than the prior year. The increase in revenue is attributable mostly to sales taxes and property taxes increasing while most other revenues are projected to remain stable. Department budgets are proposed to increase due to additional salary and benefit costs, new positions, and budget increases for core services as well as improved quality of life services. Approximately \$0.3 million of current year resources are being set aside to prepare for the future retirement cost increases coming in 2015-16 as a result of recent PERS actions.

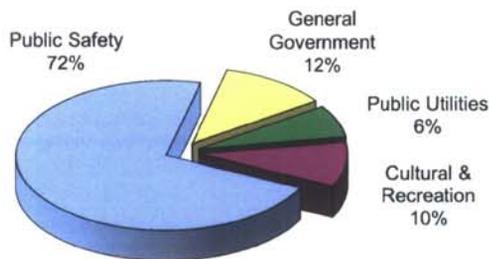
The General Fund is the only source of discretionary funding used for essential government services such as public safety, streets, parks, recreation and senior services. The General Fund budget includes enhanced and additional programs in police, recreation, senior services, and parks. The increase in expenditures is the result of the proposed new positions and the cost to provide health and retirement benefits at existing levels.

In preparation for this budget, expenditures were held to existing levels with only the enhancements and additions recommended as increases. By keeping expenditures within existing levels, the decision to allocate additional current revenues was made by prioritizing needed services and allocating the resources to the highest priority services first. The budgeting goals are to maintain the most essential core services to operate at acceptable levels that meet the most urgent needs; to target \$0.5 million as an unreserved fund balance for the General Fund to account for economic uncertainty during the fiscal year; and to fund the "emergency reserve" at 14.5% of budgeted expenditures. These larger goals will be met and additional investment in the community is possible.

The General Fund is able to transfer funds to General Government Facilities this year. This transfer is to fund ongoing facility maintenance, equipment maintenance and replacement, facility remodeling, and new construction. The General Government Facilities Fund is also the source of revenue for ongoing technology equipment replacement and improvement. This annual transfer is important to continue as it is the only source of funding for these general government costs.

The summary of General Fund expenditures by function is provided below:

Public Safety	\$40,879,600
General Government	6,633,500
Public Utilities	3,772,400
Cultural & Recreation	5,462,200
<b>TOTAL</b>	<u><u>\$56,747,700</u></u>



The General Fund is the only fund with discretionary revenues to fund all or portions of operations such as police and fire protection, streets and parks maintenance, recreation and senior services. The distinction between "discretionary" and "non-discretionary" revenues is the key to understanding the financing of local government core services. It is also the key to understanding how decisions about funding of local government and use of revenues made at the State or local level can affect the City's core services. Only 23% of the City's current year revenues are available for discretionary spending. The remaining revenues are designated for specific purposes. A more detailed description of the use of discretionary revenues is provided in the **Introduction Section** of this budget.

The General Fund balance at the end of the 2014-2015 fiscal year is estimated to be \$0.8 million and is unreserved, undesignated but intended to help offset the impact of any revenue shortfall due to economic uncertainty. As noted, there is an Emergency Reserve in the General Fund of \$8.2 million or 14.5% of annual expenditures, which is recommended to be designated as a set aside for an emergency or unforeseen expenditures.

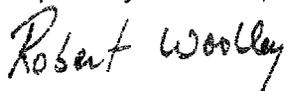
## **Other Funds**

Although a major focus of the budget discussion is the General Fund because it represents the essential core services delivered to citizens and supported by general tax revenues, other funds are no less important. These other funds include the community investment funds, enterprise funds, internal service funds, and transit enterprise funds. All of these funds are balanced for 2014-2015 utilizing current revenue and reserves, when appropriate. The PDS fund is balanced using existing funds to cover operations due to the timing of services provided compared to payment of fees. As indicated previously in this letter, the sewer enterprise operation is scheduled for a rate increase this year. Also, the Community Sanitation Fund greenwaste and recycling programs will see the scheduled 4% increase whereas the refuse operation is recommended to have a rate rebate of 5%. The transit enterprise, including some enhanced services, is fully funded this year. These funds are included in the Summary of Fund Balances and other tables in the **Summary of Revenue and Expenditures Section** of this budget.

The 2014-2015 Annual Budget addresses the goals by which the community will measure its success and continues to meet the most essential service needs for the community within available resources pursuant to the goals of the City Council. It improves public safety service levels with sworn personnel; continues to provide substantial investment in planned maintenance and upgrade of sewer, water, and street facilities; maintains services for the Clovis Senior Activity Center and some additional programming in recreation; directs some resources to economic development and support for job creation; continues the planning program for the future of the community; proposes to maintain partnerships with volunteers and community organizations to meet community service needs; and expenditures are balanced with current revenues and designated reserves for specific projects. For these reasons, I recommend the budget for consideration and adoption by the City Council.

The 2014-2015 Annual Budget has been prepared as part of the continuous effort to accomplish the long-range goals of the City Council. I wish to thank the City Executive Management Team for their diligence in preparing this budget with continued challenges in maintaining top quality services and their attention to meeting those goals and challenges. I also wish to thank the City's employees for their unwavering commitment to excellence in public service, and their willingness in the past to share in the financial sacrifice that had been necessary to keep our core services intact which is now allowing Clovis to be on a sound financial footing. I especially wish to thank the Budget Preparation Task Force for their talent and commitment to produce a document that meets or exceeds professional standards of the Government Finance Industry.

Respectfully submitted,



Robert W. Woolley  
City Manager

## INTRODUCTION

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The Introduction Section provides general information about the City, long-range goals, major policies, financial planning, key budget objectives, economic outlook, discretionary revenues, budget process and calendar, basis of budgeting, budgetary controls, appropriation limitation, fund descriptions, organizational charts, and a glossary of terms used in this document.



Clovis offers several excellent institutes for higher education and professional careers. Photos: California Health Sciences University and the San Joaquin College of Law.

# INTRODUCTION



The City of Clovis was incorporated on February 27, 1912, as a general law City of the State of California and as such can exercise the powers allowed by the Constitution and laws of the State of California. The City is governed by the City Council-Manager form of government in which the City Council determines the mission, land use, and spending policies of the City and appoints the City Manager to oversee the day-to-day operation in carrying forward those policies. The City Council consists of five members elected at large for alternating four-year terms. The City provides the following services: public safety, animal control, transit, senior services, parks, recreation, economic development, planning and zoning, building inspection and engineering, street maintenance, water treatment and delivery, refuse collection and disposal, sewage collection and treatment, water reuse, street cleaning, and general administrative services.

In accordance with State law and the Clovis Municipal Code, the City prepares and adopts an annual balanced budget on a basis consistent with generally accepted accounting principles. Annual appropriated budgets are adopted for the General Fund, special revenue funds, capital project funds, and debt service funds. Spending plans are also adopted for the proprietary funds.

## VISION, MISSION AND LONG-RANGE GOALS

The vision statement articulates the most desirable qualities that will define the City of Clovis of the future; it builds on the City's values and opportunities and serves to inspire its citizens to achieve the community's potential. Our Vision and Community Values for Clovis:

***"A City that is committed to the Clovis Community Family, their needs, their values and a quality way of life for all; reflecting that commitment in how it develops and in the activities it undertakes."***

This statement is intended to serve as a guide for future design of the City and its services to make sure decisions are made that will perpetuate community values and further enhance the quality of living.

The mission statement developed by the City Council after consultation with citizens provides a statement to summarize those things that really matter to the City Council in leading the community and delivering services to the citizens of Clovis:

***“Define and deliver local government better than anyone today and tomorrow.”***

The City Council periodically conducts strategic planning workshops to develop a blueprint of strategic goals and target actions. Goals express the expectation for direction and achievement for the next five-year period or longer, and target actions are those programs and projects to be addressed with the budget cycle to help achieve the goals. These are reviewed and updated annually.

The priority goals for Clovis 2014 - 2019 and target actions for the upcoming year are:

**1. Provide for orderly and planned community growth consistent with the vision adopted with the General Plan.**

- Finalize the General Plan to respond to community land use and planning for the next 20 years with consideration for the principles of the Regional Blueprint, state laws addressing climate change, energy and water conservation, and financial sustainability; ensure that infrastructure and service capacity are provided concurrent with the demands of growth and development. In progress.
- Seek opportunities to include policies that encourage use of “green” building practices, energy and water conservation; provide trails to link neighborhoods and village centers designed for active living. In progress.
- Stabilize and reinvigorate older neighborhoods and continue a focus on public infrastructure, code enforcement and housing improvements for Southwest Clovis. In progress.
- Seek grant funding for corridor planning to encourage a transition of the Shaw Avenue East business corridor from retail only to mixed use concepts of retail, office, hospitality, and housing. Grant awarded.
- Seek grant funding for parks and green space that would rehabilitate existing facilities, conserve water, and reduce maintenance; but moderate efforts to invest in new facilities unless funding to maintain these new facilities is available. In progress.
- Assure safe building designs and occupancies; continue to address ADA compliance issues consistent with the ADA Accessibility Transition Plan. In progress.

**2. Make Clovis the safest City in the Valley providing quick and effective response to high priority calls for emergency services.**

- Continue to take a diligent approach to law enforcement and a zero tolerance for criminal activity. In progress.
- Prioritize response to calls for service from sworn police officers in order to maintain target response times for high priority calls for emergency services; rely on non-sworn staff and volunteers in patrol to assist with lower priority calls and support services. Utilize technology to enhance police officer availability. In progress.
- Take a preventive approach to safety through public education utilizing community volunteers and citizen partnerships. In progress.
- Support Clovis Emergency Response Team (CERT) and continue to prepare the community for emergencies and disasters with active volunteers. In progress.
- Create a safe feeling for residents and visitors in the community. Ongoing.
- Enforce neighborhood preservation and code enforcement to preserve and maintain the integrity of neighborhoods and deter crime utilizing more non-sworn staff and volunteers in patrol. Ongoing.

- Enhance community appearance as a crime fighting tool. Ongoing.

**3. Provide for economic development strategies to grow businesses, jobs, and to enhance the revenue base of the community; position the City to compete in the global market.**

- Actively pursue business retention, expansion, and attraction throughout the City and provide business assistance and incentives as appropriate for job expansion. Ongoing.
- Focus marketing efforts on business contact to develop leads for filling existing retail and office vacancies as well as new construction for business expansion. Ongoing.
- Foster development of new business parks so that sufficient inventory of shovel-ready sites is available. In progress.
- Consult with private businesses to seek views on the economy and need for assistance or problem resolution; conduct periodic business roundtable meetings with the City Council. Ongoing.
- Support businesses seeking incubation for business and job growth and facilitate growth and capacity of the workforce. Ongoing.
- Identify public and private alliances from local, state, national and international partners that can help advance the City's goals. Ongoing.
- Support the creation of a Property Based Improvement District for the Shaw Avenue Corridor. Ongoing.

**4. Provide for a financially sustainable City as the community grows.**

- Continue to review all services and seek opportunities to align fee-for-services revenue with specific services. Ongoing.
- Aggressively pursue grants to fulfill unmet service and capital needs and continue the use of community volunteers of every department. Ongoing.
- Seek opportunities for new alliances for partnerships with other public and/or private entities. Ongoing.
- Schedule periodic workshops for the City Council to examine financial conditions and review alternatives for funding of City services. Ongoing.
- Review options to ensure sustainable wages and benefit packages for employees. In progress.
- Continue to develop programs that will promote job creating opportunities within the community. Ongoing.
- Develop fee structures to promote community investment that supports job generating development. In progress.

**5. Make Clovis a great place for families to live.**

- Seek support and assistance from citizens to keep well-maintained, attractive neighborhoods. Ongoing.
- Coordinate efforts for the relocation of the County Library, Senior Activity Center, Recreation Facilities and Transit Hub in the northern Civic Center District. In progress.
- Continue working with local schools for educational excellence and public service partnerships. Ongoing.

**6. Foster regional leadership involving City Council and Executive Management.**

- Influence decisions made that affect the entire region. Ongoing.

- Share best practices and good ideas with other communities. Ongoing.
- Step up to leadership positions on tough issues for the region. Ongoing.
- Embrace change and opportunities to establish new partnerships. Ongoing.

**7. Maintain a distinct community identity and community pride.**

- Tell the Clovis story and remain authentic to the historic roots of the community. Ongoing.
- Promote quality of life in Clovis--- it's important to our identity as a community. Ongoing.
- Keep the community traditions and educate and involve citizens. Ongoing.
- Support ways to preserve the City's history. Ongoing.

**8. Promote citizen engagement and develop a shared responsibility for community involvement.**

- Promote community volunteerism and enhance community partnerships to achieve programs and amenities for residents at minimal or lesser cost. Ongoing.
- Seek alternative ways to offer information provided by the Citizens' Academy and find ways to engage more youth of the community. Ongoing.
- Communicate to residents the ways to sign up for committees and educate/involve citizens in problem solving. Ongoing.
- Continue developing electronic media opportunities. In progress.
- Provide continuous improvement and updates to the website to educate and inform citizens and explore new tools such as computer blogs and online news to reach a wide range of citizens. Ongoing.
- Create a Community survey to gauge citizen satisfaction and priorities. In progress.

**9. Maintain Clovis as a public sector employer of choice.**

- Emphasize initiative, creativity, responsible problem solving, and accountability to communicate how employees may best contribute to the future sustainability of the City. Ongoing.
- Support activities to maintain a customer service work culture and do things that matter to our citizens. Ongoing.
- Remain competitive for wages/benefits in the marketplace. Ongoing.
- Seek cost effective training methods through alliances with other agencies. In progress.
- Continuously renew succession planning strategies. Ongoing.
- Celebrate our successes. Ongoing.

In achieving these goals and target actions, the City utilizes various long-range planning documents including the General Plan, Specific Plans (for sub-areas of the General Plan), Service and Infrastructure Master Plans, various project and facility plans, employee and community education plans, and Community Investment Programs. These plans are reviewed from time to time to ensure consistency with current law, community needs, and best available technologies.

The General Plan is the guiding document for the City's future growth and community development. The General Plan undergoes major review and update by the City every twenty to twenty-five years. Because of recent changes in state law, the Sphere of Influence is now required to be reviewed by the Local Agency Formation Commission (LAFCO) every five years. The current Sphere of Influence was approved in December 2000 and review will be performed in conjunction with the current program to update the 1993

General Plan. In the intervening years between major revisions of the General Plan, the City has utilized Specific Plans to focus on defined areas of the City for more precise guidelines for land use and development. Ways to consolidate these sub-area plans into the General Plan for ease of management and implementation will be considered with the update. The Service and Infrastructure Master Plans provide the implementation details for City services and are updated every five years. The Five-Year Community Investment Program for capital projects provides a schedule of improvement projects and implements the Service and Infrastructure Master Plans as part of the annual budget process. Due to changes in state law, there will be a need to include a greenhouse gas reduction plan and other regulations that address energy and water conservation. There is also a need to strengthen economic development fiscal sustainability strategies in the General Plan. Administrative discussions are ongoing to develop a framework for renegotiating tax sharing agreements between cities and the county. This initiative to include all fifteen cities and the county in the discussion of strategies for the next round of tax sharing agreements is a work in progress.

## **MAJOR POLICIES**

The City Council has adopted the following policies to guide implementation of the long-range goals:

- Public participation is encouraged in the development of the major long-range planning documents.
- Professional and timely delivery of public safety services is a high priority.
- Community growth is supported consistent with the adopted General Plan.
- Development impact fees will be established to ensure that new growth pays the cost of infrastructure improvements and is not a burden to existing residents.
- Debt financing will be considered when current fees and charges cannot pay for capital improvements within a reasonable period of time.
- Development of cohesive neighborhoods is encouraged as the community grows to support active lifestyles and interaction amongst citizens.
- User fees will be charged for services when appropriate and will cover the full cost of service delivery unless exceptions are determined necessary to meet other public needs.

## **FINANCIAL POLICIES**

The City Council has established fiscal policies that govern the City's financial administration and are designed to safeguard the City's assets, provide for a stable funding base, and ensure that adequate accounting data are compiled. These accounting data allow for the preparation of various accounting reports such as this budget and the annual year-end financial report. Following are the financial policies that provide the basis for the financial direction of the City.

- The City's budget policy states that all operating budgets shall be balanced and ongoing costs will not exceed current revenues plus available fund balance that exceeds reserve fund requirements. The *minimum reserve for any operational fund is 10% of the budgeted expenditures with the goal for reserves of up to 15% of budgeted expenditures unless capital borrowing or extraordinary fiscal conditions require that higher levels of reserves be maintained.* As discussed during the five-year forecast, the General Fund target reserve is now set at 20%. Budgetary and purchasing controls have been instituted that ensure adherence to the adopted budget.
- The Enterprise Funds are to be fully supported by user fees and charges, and the Internal Services Funds are to be funded at appropriate levels to ensure reasonable ability to respond to unforeseen events. Annually, the City has designated a contribution of general funds to the General Government Services Fund (an Internal Service Fund) to address the building space needs for new fire stations, safety training facilities, regional park facilities, business and industrial parks, upgrades and new technology for improved productivity, and major remodeling, repairs, or additions to existing facilities.

- The City will not issue long-term debt to cover current operations. The City will consider the issuance of long-term debt to purchase/build capital assets when those assets will benefit users over several years and it is determined that it is more equitable to spread the capital investment and financing costs of the asset to current and future users of the asset.
- Annually the City will have an independent audit of its financial records prepared by a certified public accountant pursuant to generally accepted auditing practices of the government finance industry and submit an annual financial report to the City Council by December 31 for the previous fiscal year.
- Fees for services provided will be charged directly to users of the services when appropriate and should cover the full cost of service delivery. Fees will be reviewed on an annual basis to ensure that the fee is appropriate for the service provided compared to actual cost or an approved cost index.
- Development impact fees will be established to ensure that new growth pays the cost of infrastructure improvements and is not a burden to existing tax payers.
- The City will invest available cash assets in a manner consistent with the safeguards and diversity that a prudent investor would adhere to with primary emphasis on preservation of principal, sufficient liquidity to cover anticipated payment outflows, and high yields consistent with the first two goals. The City's investments will be consistent with Section 53601 of the Government Code of the State of California that identifies which types of investments are eligible for investment of public funds and the maximum percentage of an investment portfolio that is allowed for any one investment.

The City is in compliance with all of its financial policies.

### **KEY BUDGET OBJECTIVES**

The key budget objectives keep expenditures in line with current revenues. The City intends to maintain facilities and deliver essential core services at levels that will meet the most urgent needs of the community. Deferred maintenance and modified response to lesser priority demands for services are slowly being restored as funding becomes available. Most programs require multi-year implementation to achieve. The following provides a listing of the key objectives. For more details on how the budget objectives relate to departmental goals, refer to the Department Summaries included in the **Operations Section**.

1. Maintain appropriate service levels for public safety, crime prevention, hazard prevention and emergency response in the community by prioritizing the most urgent demands for services and seeking alternative methods to meet lesser priority demands consistent with the need for constrained spending.
2. Plan for the future of the City and its sustainability by updating the 1993 General Plan, including updates to all service and infrastructure master plans.
3. Maintain appropriate service levels that will best promote community appearance and the environment and seek to protect the substantial public investment in streetscapes, parks, trails, and street trees.
4. Pursue an economic development strategy that will seek to reduce retail vacancies and facilitate the growth of new or expanded business and jobs that will improve the overall tax base of the City, improve the diversity of the local economy, and improve the income of residents in the community.
5. Pursue an aggressive capital investment program with current funds and supplemental funds that may be available from federal economic stimulus to provide a safe, clean, and well-maintained community for all residents and to induce increased local employment from construction contracts; complete and place into operation major public facility projects; and provide preventive maintenance as a priority expenditure to avoid greater replacement costs in the future.

## **DISCRETIONARY VERSUS NON-DISCRETIONARY REVENUES**

The distinction between these categories of revenue is especially important for the General Fund. It is the key to understanding the financing of general government operations and services. Understanding these categories of revenue makes clear how decisions that are made about funding for local government and use of these revenues can affect these core government services. With shrinking sources of revenue, the terms "discretionary" and "non-discretionary" revenues have taken on greater importance.

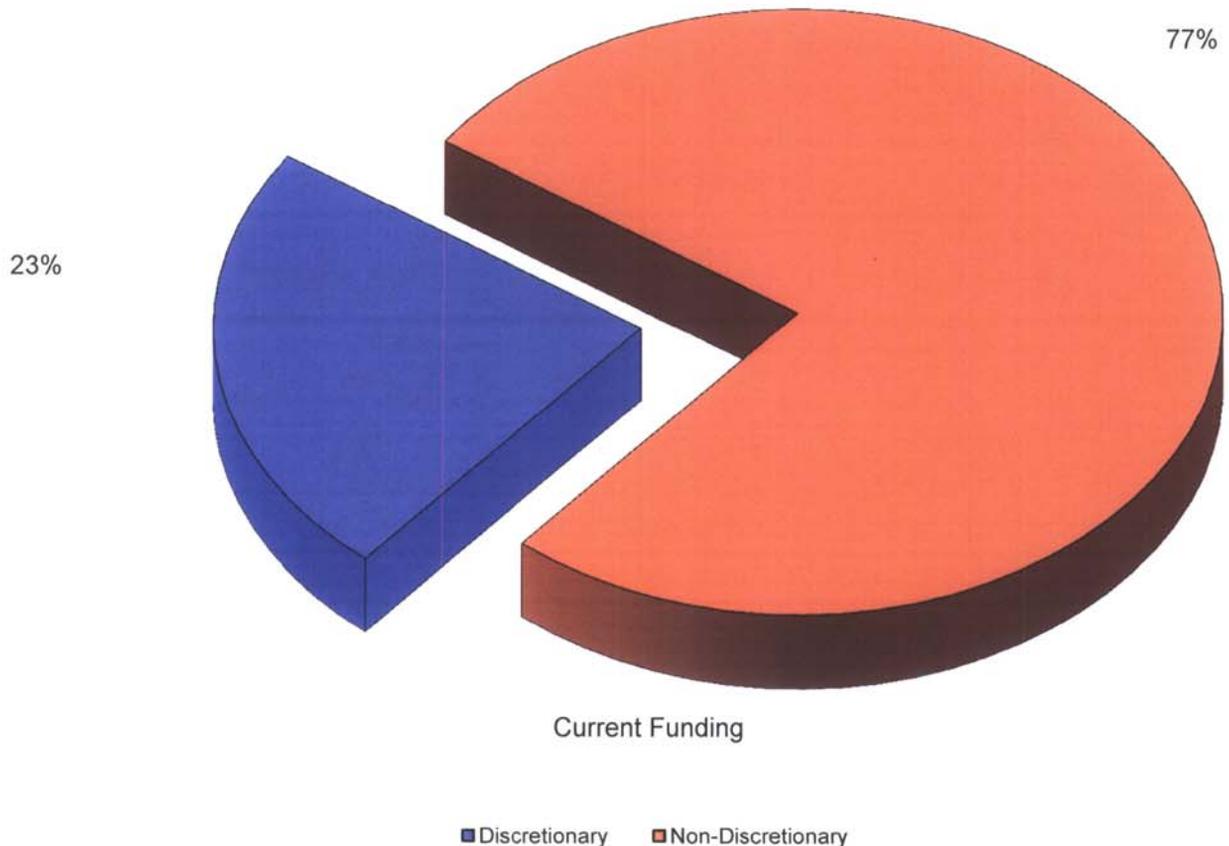
Discretionary revenues are those for which the City can determine the use, without restriction, by deciding how these funds will be expended and on which programs. Examples of discretionary revenues are property taxes, most sales taxes, and business license fees, all of which may be allocated to support any lawful purpose of the City's choosing. Discretionary revenues are used to support the General Fund operations and programs. The primary sources of discretionary revenues are property, sales, and certain other taxes which account for more than 98% of total discretionary funding.

Non-discretionary revenues have restrictions and the City must spend these revenues on the programs for which they are intended. Examples of non-discretionary revenues include gas taxes that must be used for street maintenance; and development fees that must be used for land use entitlement processes and inspections or investment in public improvements associated with new development.

The following chart entitled "Summary of Discretionary and Non-Discretionary Revenues 2014-2015" illustrates that only 23% of total annual revenues are discretionary with the remaining 77% non-discretionary. The City's discretionary revenues this year total \$44.0 million of which \$43.7 million are being appropriated in the General Fund; and \$0.3 million are being transferred to the Planning and Development Services Fund to pay for the general public benefit supported by that operation. The remaining \$143.8 million of revenue are non-discretionary. Of the discretionary revenues, the chart entitled "Use of Discretionary Revenues 2014-2015" shows that the City will use over 86% or \$38.0 million of the total \$44.0 million of discretionary funds for public safety.

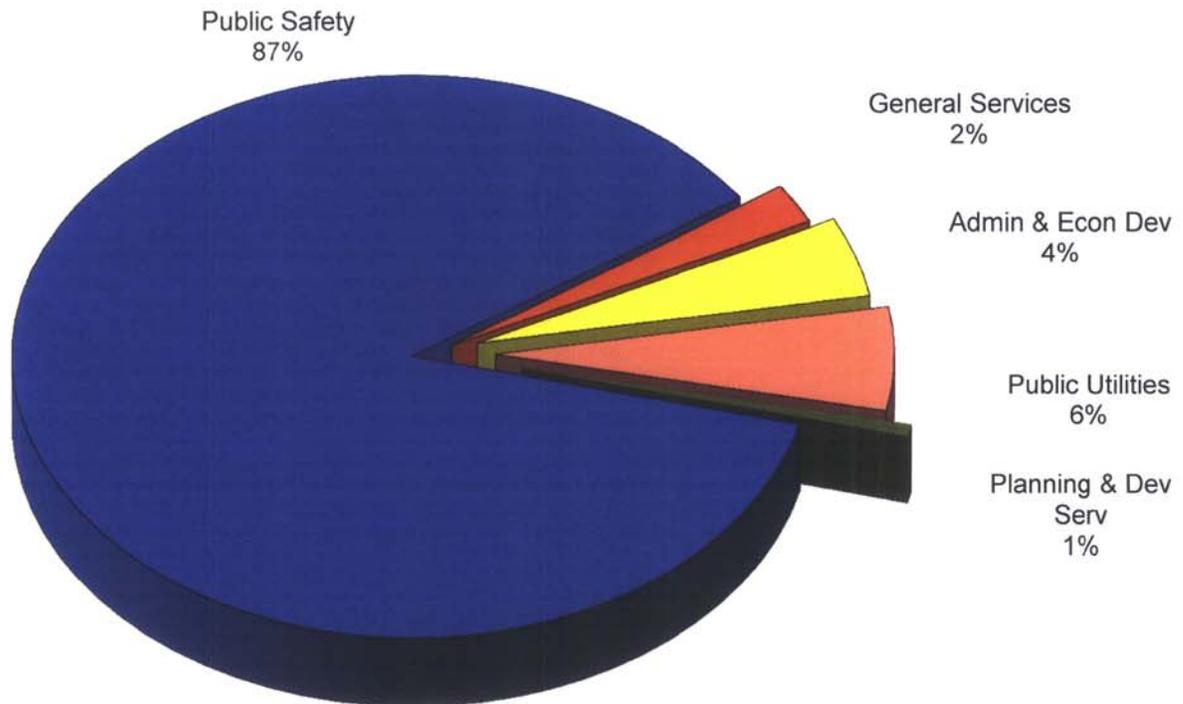
# SUMMARY OF DISCRETIONARY AND NON-DISCRETIONARY REVENUES 2014-2015

	<u>Discretionary</u>	<u>Non- Discretionary</u>	<u>Total</u>
Property Taxes	18,845,000	919,000	19,764,000
Other Taxes	24,495,000	370,000	24,865,000
Licenses & Permits	460,000	2,195,000	2,655,000
Fines & Forfeitures	0	192,000	192,000
Use of Money & Property	30,000	356,000	386,000
Revenue From Other Agencies	150,000	23,599,000	23,749,000
Charges For Current Services	0	104,103,000	104,103,000
Other Revenues	0	12,033,000	12,033,000
<b>TOTAL CURRENT FUNDING</b>	<b>43,980,000</b>	<b>143,767,000</b>	<b>187,747,000</b>
(Additions to)/Use of Available Balance	18,700	1,255,500	1,274,200
<b>TOTAL</b>	<b>43,998,700</b>	<b>145,022,500</b>	<b>189,021,200</b>



# USE OF DISCRETIONARY REVENUES 2014-2015

Departments	Total Expenditures	Non-Discretionary Revenues	Use of Discretionary Revenues
City Council	271,200	145,000	126,200
City Clerk	5,720,000	5,440,500	279,500
City Attorney	838,200	589,000	249,200
City Manager	1,887,400	812,100	1,075,300
General Services	34,221,700	33,229,100	992,600
Finance	2,846,100	2,537,000	309,100
Police	27,704,700	2,082,000	25,622,700
Fire	13,174,900	773,000	12,401,900
Public Utilities	61,123,100	58,480,900	2,642,200
Planning & Development Services	7,670,000	7,370,000	300,000
Capital Improvements	33,563,900	33,563,900	0
<b>TOTAL</b>	<b>189,021,200</b>	<b>145,022,500</b>	<b>43,998,700</b>



## **ECONOMIC OUTLOOK**

The Clovis economy continues to show positive trends with increases in sales and property taxes and a continued uptick in new residential and office construction. Last year Clovis implemented a major restructuring of fees for both commercial properties and properties in the City's core. Increased activity has been seen in both areas with new development such as the Clovis Community Hospital expansion and renewed interest in housing development on unutilized tracts of land in the City's core neighborhoods. Some vacancies of major retail space have been utilized in the past year and continued interest by potential new tenants show a turnaround is underway. Residential development has seen a substantial increase in new units along with increasing prices as the City has surpassed its 20-year average for permits issued for residential development. It is expected this will continue as developers are taking advantage of reduced fees in the City's core as approved by Council. Such growth will be supported by the City's Economic Development Strategy and action plan for retention, expansion and attraction of new job generating industrial, office and commercial development. The City's emphasis on economic development programs both locally and regionally continues to be critical for the well being of the community for today and tomorrow. With such a youthful community, current median age pegged at 32 years old, and the value of excellent educational resources, the economy must and will grow to meet the market needs of growing families.

Strategic goals of the City have been to facilitate an increase in the job base and retail sales tax base. This focus yields increased property tax base and improved household income. These efforts will continue to pay off. Clovis has also consistently been ranked in the top three cities in Fresno County in per capita sales tax revenue over the past ten years. General retail has remained consistently high, illustrating the importance of Clovis as a strong marketing location within the region. A major element of the City's future growth will be expansion of manufacturing and technology-based jobs at existing businesses and the further development of existing and future business parks. The Central Valley Research and Technology Business Park that was sponsored by the City has been transitioned to private ownership. This is experiencing an increased level of interest as the surrounding area has seen significant development. Immediately south of the Business Park is Clovis Community Medical Center Campus, with its completed bed tower, administrative offices, medical office buildings and conference center, and more facilities planned. These new facilities brought over 1,000 new jobs to Clovis.

Upcoming projects that will have a positive effect on the local economy include:

- Continued expansion of the privately held Dry Creek Industrial Park and attraction of businesses to the Research and Technology Business Park;
- Development of the former DMV site in Old Town Clovis into a focal point for community events;
- Major expansion of medical facilities at Clovis Community Medical Center;
- New hotel/restaurant promotions in the Shaw and Clovis business corridors;
- Additional construction of the Clovis/Herndon Shopping Center;
- Reoccupation of major anchor store vacancies and increased occupancy of the retail expansion at the Sierra Vista Mall;
- Interest and relocation of several businesses in the Pelco Business Park;
- Reoccupation of some anchor store vacancies along the Shaw Avenue Corridor such as Burlington Coat Factory; and
- Bids for new tourist destination events such as large bicycle tours or competitions and statewide athletic competitions.

The current economic conditions are resulting in improving performance of tax revenues that support City services but property values will take a few years to recover to pre-recessionary levels. Longer term economic forecasts for the Central Valley offer positives about the opportunities for job growth particularly in alternative energy, logistics and related businesses. Continuous long-term efforts to improve the diversity of types of industries, to provide for ready-to-build industrial sites, and to match or upgrade worker skills with jobs will need to remain the focus of partnerships throughout the region. These efforts provide promise for business expansion as the economy recovers. To the credit of leaders in the region, businesses and government have joined forces to advance a regional agenda for improving opportunities for job creation and for education, and preparation of the workforce. Population growth, a youthful demographic, growth in household income, and relatively low rates of inflation hopefully will contribute to an increased demand for homes and other goods and services.

## **FUND ACCOUNTING**

The accounts of the City are organized on a basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenses/expenditures. Government resources are allocated to and accounted for in individual funds based on the purposes for which they are to be spent. The various funds are grouped into three broad categories as follows:

*Governmental Fund Types* - Governmental funds are used to account for all of the City's general activities, including the collection and disbursement of earmarked moneys (special revenue funds), the acquisition of or construction of general fixed assets (capital projects funds), and the servicing of general long-term debt (debt service funds). The General Fund is used to account for all activities of the general government not accounted for in some other fund.

*Proprietary Funds* - Proprietary funds are used to account for activities similar to those found in the private sector, where the determination of net income is necessary or useful to sound financial administration and the primary intent is to recover the costs of providing the goods or services through user charges. Goods or services from such activities can be provided either to outside parties (enterprise funds) or to other departments or agencies primarily within the government (internal service funds).

*Fiduciary Funds* - Fiduciary funds are used to account for assets held on behalf of outside parties in a trustee capacity. Assessment Districts fall within this category.

Each fund and its purpose are described further starting on page 14.

## **BASIS OF BUDGETING**

The budgets of the governmental fund types (General Fund, special revenue, capital projects, debt service, and assessment districts) are prepared on a modified accrual basis. This means expenditures are recorded when the liability is incurred and revenues are recognized if they are received during the fiscal year or shortly thereafter. In addition, the City treats encumbrances as expenditures only for budgetary control purposes. Encumbrances open at year-end are reported as reservations of fund balances since they do not constitute expenditures or liabilities. Available expendable resources include beginning fund balance and current year revenues and transfers from other funds.

The basis for establishing the spending plans for the proprietary fund types, internal service funds, (employee benefits, fleet, liability, and general services), and enterprise funds (water, sewer, refuse, street cleaning, and transit) are on a full accrual basis. Expenses are recorded when the liability is incurred and revenues are recognized when the service is provided. Exceptions exist in the way the City prepares its spending plans for the enterprise funds and the way they are reported in the City's Comprehensive Annual Financial Report (CAFR). Depreciation on assets is not shown in the spending plan, but expenditures for capital are shown at the full purchase price. The CAFR shows depreciation but not the capital expenditure, which is in accordance with generally accepted accounting principles. Available expendable resources for proprietary funds include beginning working capital, current revenues, and transfers in. Beginning working capital is defined as current assets less current liabilities, in other words, cash available to pay expenditures.

## **FIVE-YEAR COMMUNITY INVESTMENT PROGRAM**

Based on the City's Master Development Plans, the program consists of broad evaluation and establishment of priorities for capital projects essential for future development. An important part of the process of developing the community investment program for capital improvements is determination of the logical order of construction of projects included in the master plans so that underground work is well coordinated to be accomplished in advance of above ground work. Public service programs and the master plans are the principal basis for determining general priorities. Other factors, however, may influence the final decision as to when a particular project is to be undertaken, such as public demand, major commercial or industrial users, the need to coordinate with other jurisdictions or even special funding. The five-year community investment program is not designed to do all things that need to be done, but rather to develop a reasonable program of public needs and a dependable order of urgency for each project in relation to other projects. The

preparation of the capital budget provides greater assurance that the projects will be undertaken in order of need, that overlapping projects will be avoided, that costly mistakes can be avoided, and that all projects can be coordinated with each other.

## **BUDGET PROCESS**

The proposed budget is required by City Ordinance to be submitted to the City Council by the third meeting in May for the upcoming Fiscal Year that begins July 1 and ends June 30. The Council holds public hearings following the submittal of the budget, and may add to, subtract from, or change appropriations within revenues and reserves estimated as available. The Council is required to adopt a balanced budget by June 30, but if not, to assure continuity of government services, the City Manager's proposed budget becomes effective excluding provision for capital expenditures.

The budget process begins in January with special planning sessions held with the City Council and City management staff. As part of the budget process, City staff prepares a five-year forecast that analyzes the City's long-term fiscal condition. It identifies trends and issues that must be addressed early in order to ensure the City's continued financial success in meeting the service needs of the City's residents. *These planning sessions are intended to identify Council goals and priorities for the upcoming year.* The Departments then provide budgetary requests necessary to provide the services required to meet the Council goals. In preparing the 2014-15 budget, the major General Fund revenue sources are projected to grow, with total discretionary revenue growing \$2.6 million. This provided for opportunities for improvement in preparing this year's complement of services provided to the City's residents. Once the City Manager confirms the budget is structurally balanced with current resources sufficient to cover current expenditures, the Finance Department accumulates the data into a budget book representing the proposed budget that is submitted to Council.

Following adoption of the budget, it is sometimes necessary to amend the budget. The City Manager may transfer any appropriation within a specific fund not to exceed \$5,000 for appropriations and \$2,500 for reserves. Transfers exceeding these amounts require Council action. Also, the Personnel section from time to time may require an amendment should additional staffing be necessary or should the complement of staff require adjustment. These changes also require Council action.

## **BUDGET CALENDAR**

Departmental Submittal (including CIPs)	March 28, 2014
City Manager Budget Review	April 7 – May 2, 2014
Introduction of Recommended Budget to City Council	May 19, 2014
Council Budget Review and Public Hearings	June 2, 2014
Adoption of Budget	June 2, 2014

**BUDGET CONTROL**

Budgetary control is maintained at the department level by fund for both expenditures and personnel. The City utilizes encumbrance accounting in governmental funds under which purchase orders, contracts, and other commitments for expenditure are recorded to reserve the budgeted line item. Monthly reports to staff and quarterly reports to Council are utilized to effect budgetary control and reporting.

**APPROPRIATIONS LIMITATION**

In November 1979, California voters approved a constitutional amendment that established an Appropriations Limitation for the state and local governments. In June 1990, the electorate approved Proposition 111 that amended the provisions of the constitution to provide for the adjustment of the Limitation. The formula now used to calculate the Appropriations Limit is the percentage change in California Per Capita Income (PCI) or the percentage change in valuations of non-residential construction (NRC) plus the percentage change in the City's population or the County's, whichever is greater. The State Department of Finance has provided the City with the population estimates and the Per Capita Income. The City's population increased 2.1% from 2013. The Department of Finance reports that the PCI was -0.23%. The change in non-residential construction was 4.42%. Therefore, the change in non-residential construction is used.

Appropriations Limitation 2013-2014	\$180,486,490
Add: Change in Population (2.1%)	<u>3,790,216</u>
	\$184,276,706
Add: Change in NRC (4.42%)	<u>8,145,030</u>
Appropriations Limitation 2014-2015	\$192,421,737
Less: Proposed Expenditures Subject to Limitation in 2014-2015	<u>46,651,000</u>
Amount of Unused Authorized Appropriations	<u>\$145,770,737</u>

Over the past five years the City of Clovis' expenditures have been less than the appropriation (less than 25% of the limit) therefore it is not likely the City of Clovis will reach the Appropriations Limit in the future. It is recommended that the Council's adoption of the Budget include the establishment of the City's Appropriations Limitation for the 2014-2015 fiscal year at \$192,421,737.

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# DESCRIPTION AND PURPOSE OF ACCOUNTING FUNDS

The information below provides a brief outline for each of the funds utilized by the City to account for revenue and expenditures for the various activities of the City.

## **Clovis YES Fund**

This fund accounts for the operation of Clovis Youth Employment Services. The funding source is the Workforce Investment Board grant.

## **Community Sanitation Fund**

The Refuse Service Fund, which is self-supporting from refuse fees, is operated as a City business or "enterprise." All costs including depreciation are recorded in this fund. All revenue from service charges related to the collection and disposal of solid waste and to recycling is deposited into this fund.

## **Employee Benefits Fund**

This fund accounts for the cost of employee benefits including retirement, workers' compensation, health insurance, unemployment insurance, and social security and Medicare insurance. The source of funding is a charge to all departments with personnel.

## **Fleet Maintenance and Replacement Fund**

This fund accounts for the expenditures for maintaining the City's fleet and to pay for replacement equipment. The source of funding is rental and replacement charges to all operating departments that use vehicles or equipment.

## **General Fund**

The purpose of the General Fund is to account for general government activities such as public safety, planning, some public works, and revenue collection administration. All local tax revenues, building fees, certain user charges, and all discretionary revenues are deposited in the General Fund. The General Fund also receives non-discretionary revenues related to specific activities that are performed by the operating sections within the General Fund.

## **General Government Services Fund**

This fund accounts for centralized support provided to other departments including computer services, central supplies, communications, energy, and janitorial services and for government facility maintenance, enhancements, and acquisitions. The sources of funding come from a charge to all operating departments and from grants.

## **Housing & Community Development Fund**

This fund accounts for the operations of the Housing and Community Development Program. The funding source is the Housing and Community Development Block Grant.

## **Housing Successor Fund**

This fund was created to continue those City managed housing projects not affected by the State's elimination of Redevelopment Agencies.

## **Landscape Maintenance Fund**

This fund accounts for the expenditures of the Landscape Maintenance Districts.

## **Liability and Property Insurance Fund**

This fund accounts for the cost of general liability and property damage claims and insurance. The source of funding is from a charge to all operating departments.

## **Park Projects Fund**

This fund accounts for the revenue, primarily from developer fees and park grants, for the purpose of park development, including acquisition of property. Also, as needed, funds are transferred from this fund to the Park Bond Debt Service Fund for payment of the annual principal and interest on the Park Bonds, which were used for park acquisition and development.

### **Planning & Development Services Fund**

This fund accounts for the activities of the building, planning, and engineering departments of the City. Revenue is mainly generated from permit fees for services provided.

### **Sewer Construction-Developer Fund**

This fund accounts for the revenue from developer fees from the Major Facilities Sewer charge and to account for capital improvements for major trunk sewer projects and expansion at the treatment plant.

### **Sewer Construction-Enterprise Fund**

This fund accounts for capital expenditures for sewer main construction. Funds are transferred into the fund from the Sewer Service Fund for user-related projects and from the Developer Trust Fund as reimbursements are made for developer projects.

### **Sewer Service Fund**

This fund is an enterprise fund that accounts for the operation and maintenance of the City's sanitary sewer system, including operating costs of the City's share of the Fresno-Clovis Wastewater Treatment Facility. The fund is self-supporting from sewer user fees.

### **Street Construction Fund**

This fund accounts for the capital street projects paid for out of the City's share of Transportation Development Act (SB 325) funds allocated by the state, 1/2 cent sales tax for transportation, Special Gas Tax Select Street funds, and federal funding sources under the Federal Intermodal Surface Transportation Efficiency Act. In addition, funds are transferred from the Developer Trust Fund as reimbursements are made for developer-financed projects.

### **Successor Agencies Fund**

This fund was established to manage the wind down of the Clovis Community Development Agency. State actions eliminated Redevelopment Agencies effective 1/31/12 and required the creation of this fund.

### **Transit Fund**

This fund accounts for the operation of the City's transit system including Stageline and Round-Up and services contracted from Fresno Area Express (FAX). The sources of funding for this activity are SB 325 moneys, farebox revenues, and 1/2 cent sales tax for transportation.

### **Water Construction-Developer Fund**

This fund accounts for the revenue from developer fees and for capital improvements for major water lines, water wells, and other major capital improvements.

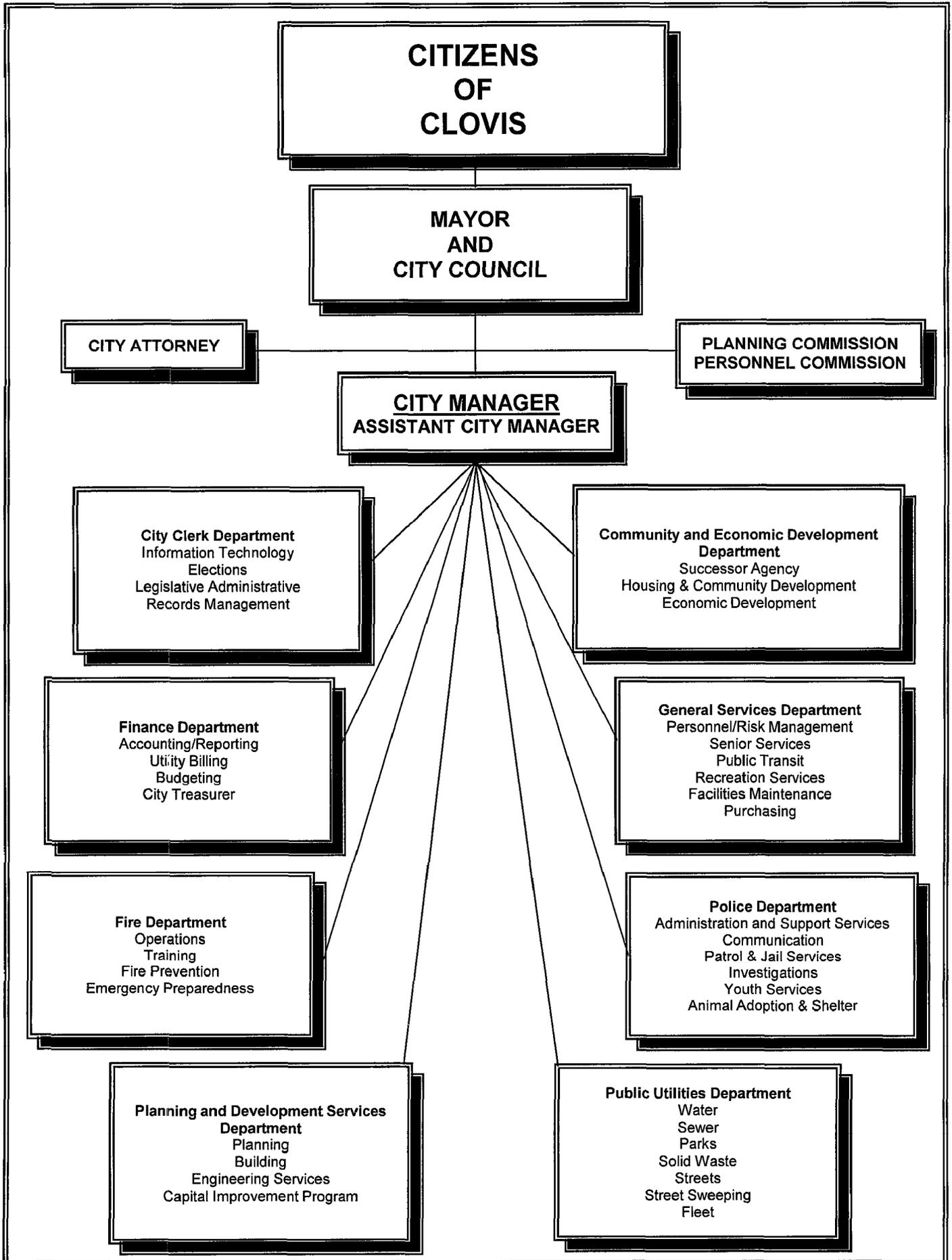
### **Water Construction-Enterprise Fund**

This fund accounts for revenue from developer fees and expenditures for installation of water mains.

### **Water Service Fund**

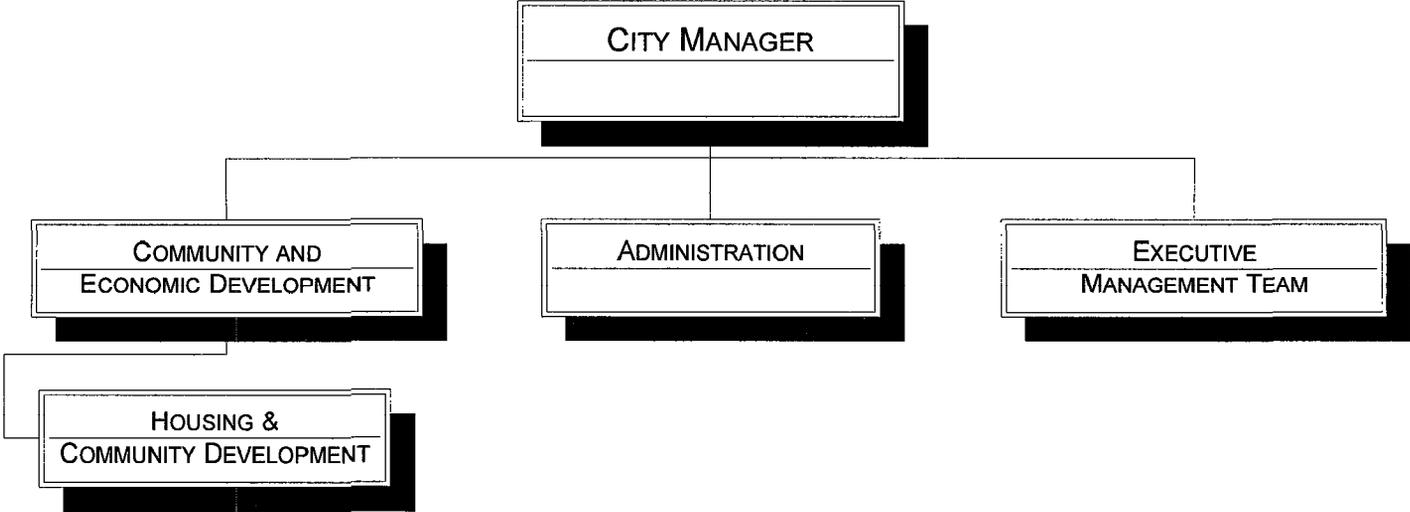
This enterprise fund accounts for revenues from delivery of water and the related expenditures to operate and maintain the water system. Funds are transferred from this fund to the Water Main Construction Fund for system maintenance and upgrades.

# CITY OF CLOVIS ORGANIZATION CHART



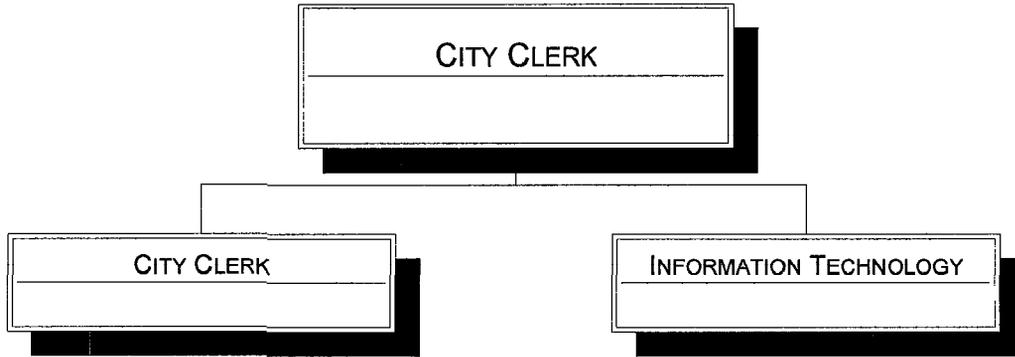
# City Manager Department

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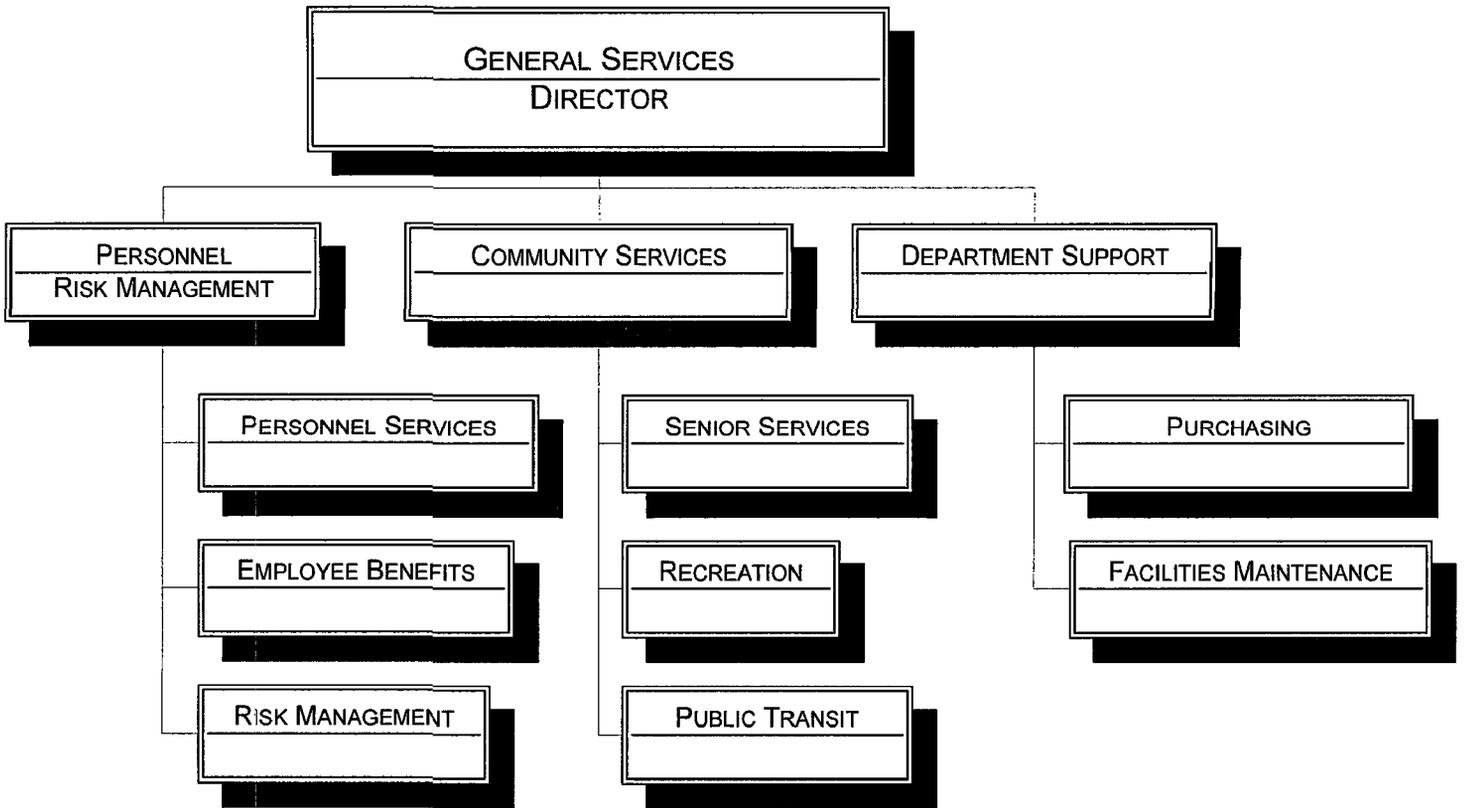
# City Clerk Department

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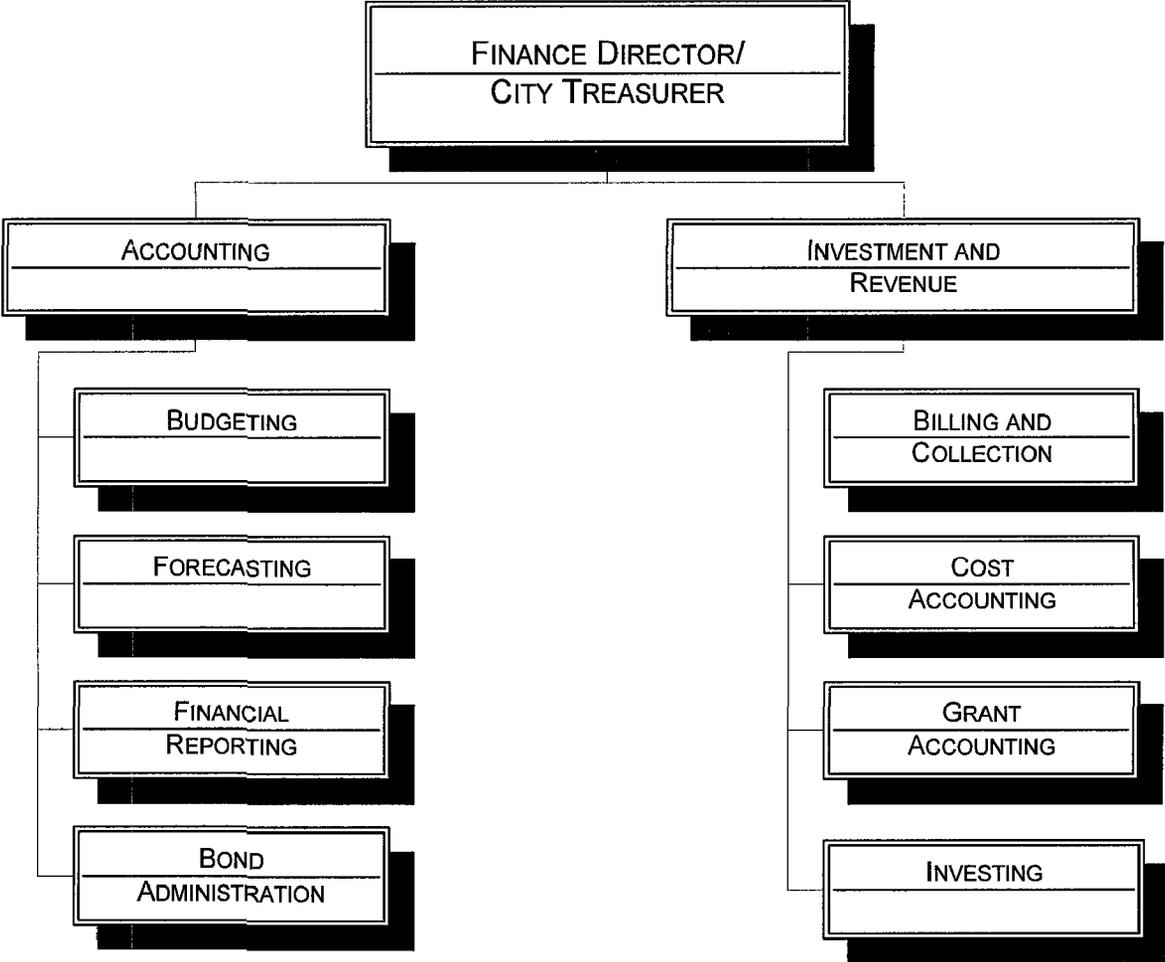


# General Services Department

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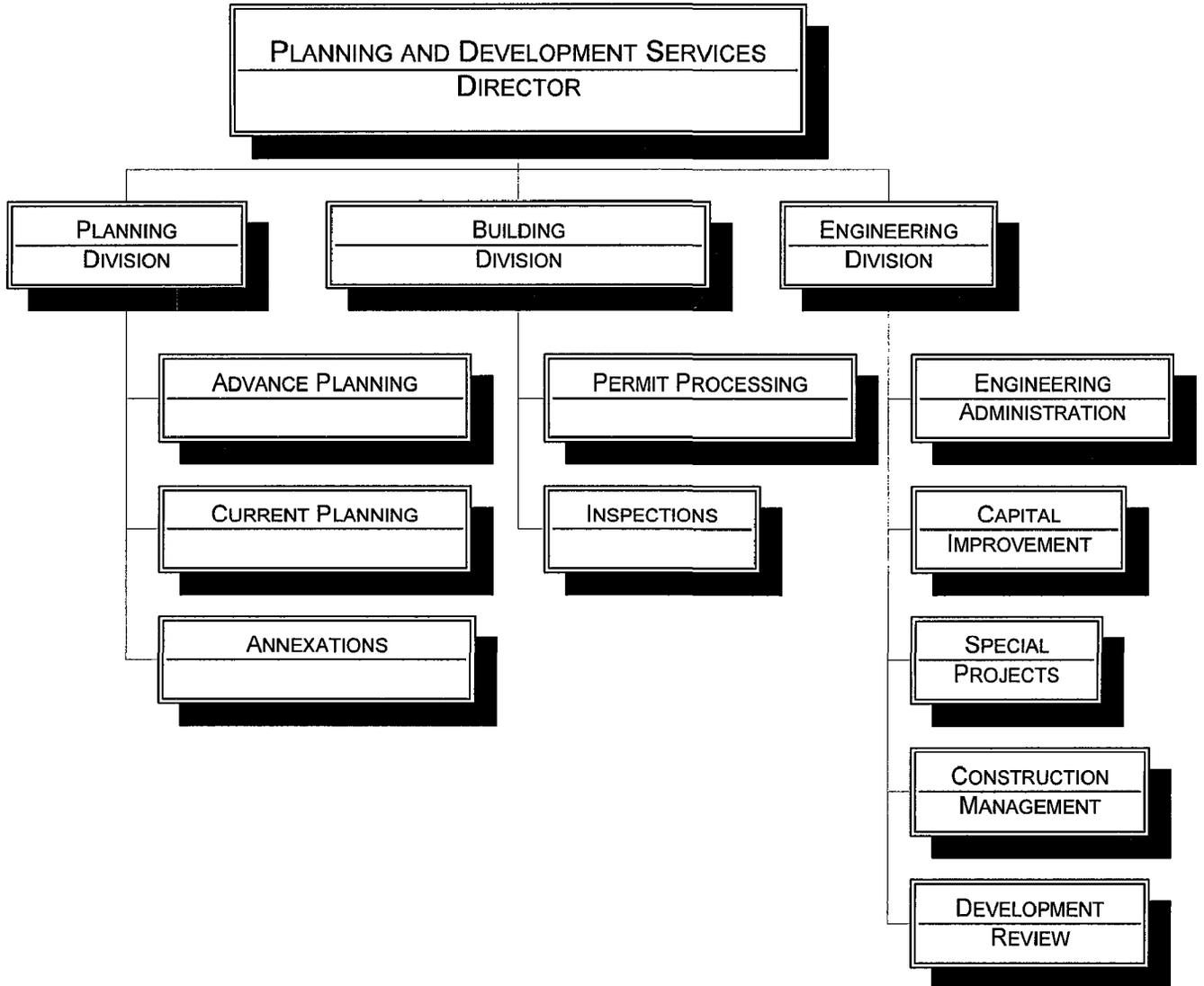


# Finance Department

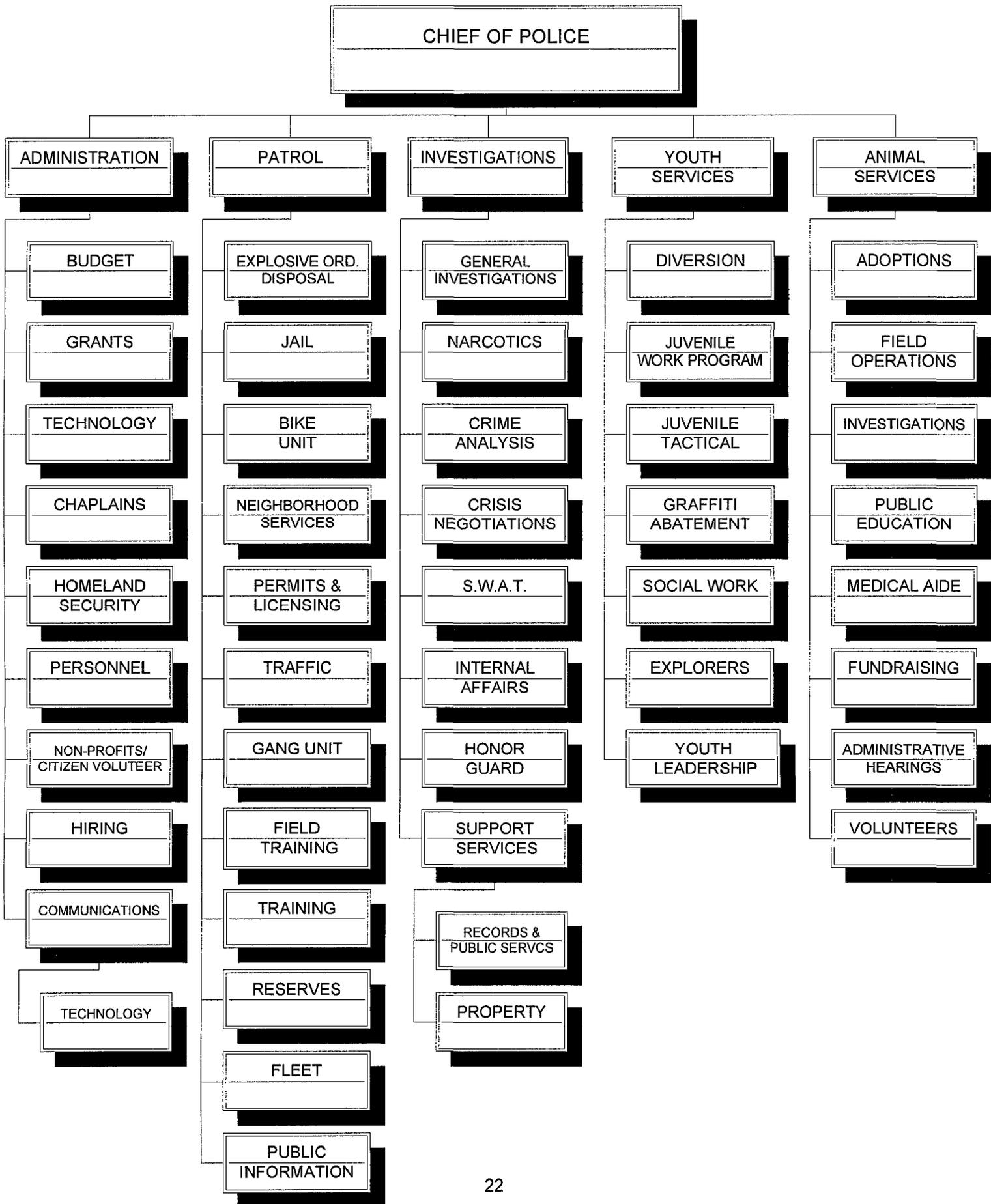


# Planning and Development Services Department

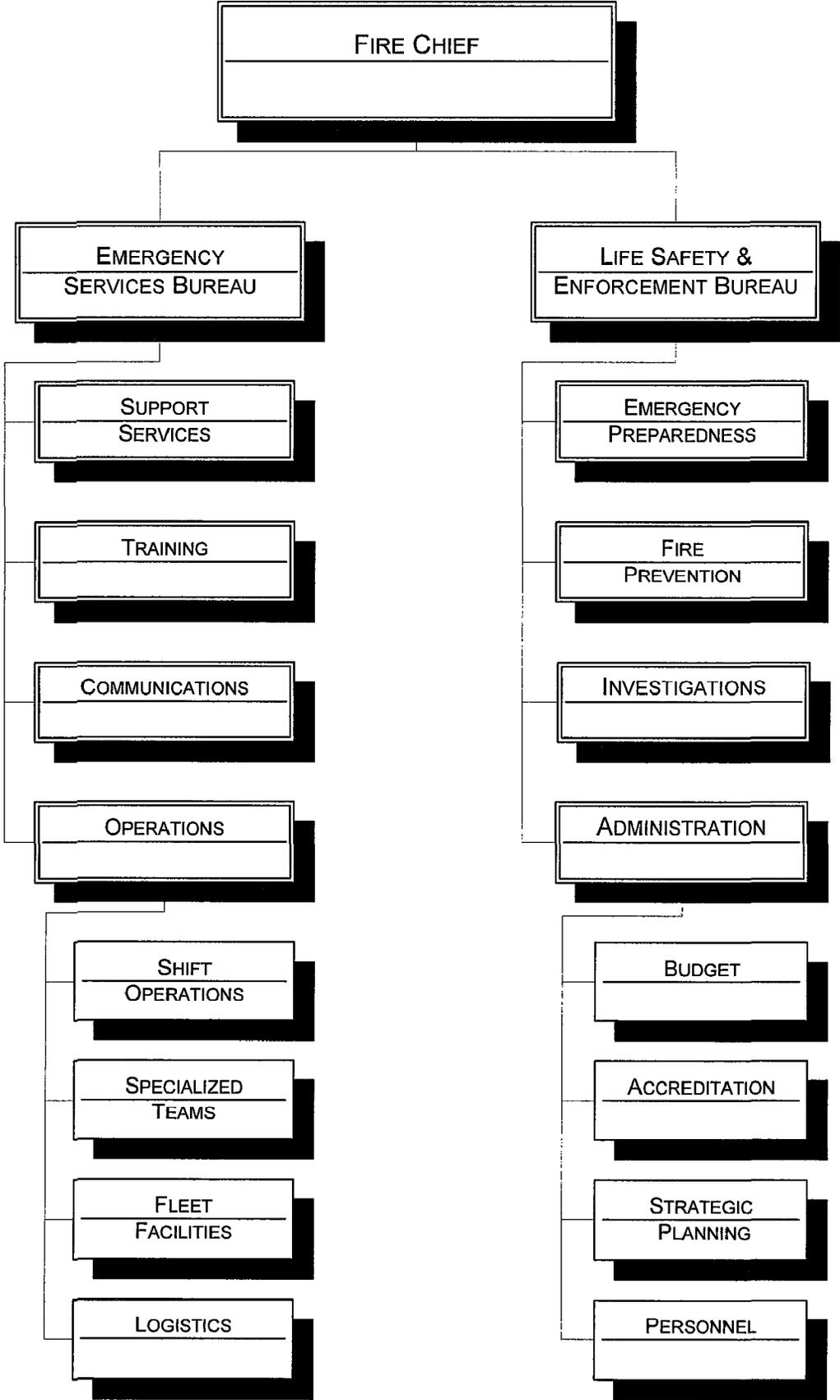
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# Police Department

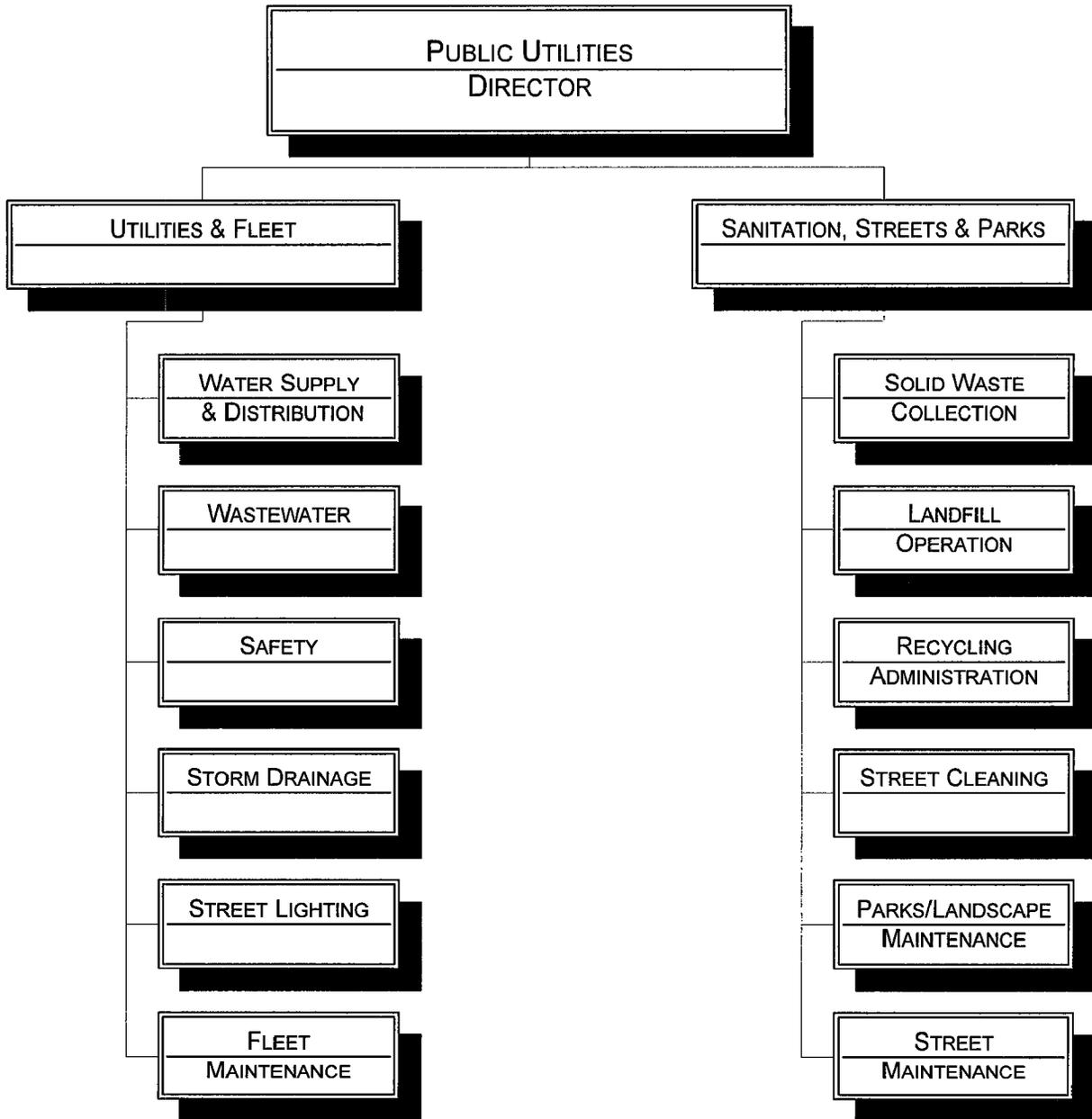


# Fire Department



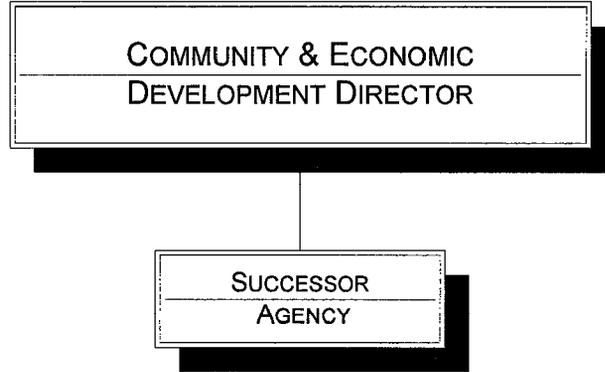
# Public Utilities Department

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# Clovis Successor Agencies

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**CITY OF CLOVIS  
2014-2015 MANAGEMENT STAFF**

Robert Woolley, City Manager  
John Holt, Assistant City Manager/City Clerk  
David Wolfe, City Attorney  
Matthew Basgall, Police Chief  
Micheal Despain, Fire Chief  
Robert Ford, General Services Director  
Jamie Hughson, Finance Director/Treasurer  
Dwight Kroll, Planning & Development Services Director  
Luke Serpa, Public Utilities Director  
Tina Sumner, Community and Economic Development Director

**AD HOC BUDGET  
PREPARATION TASK FORCE**

Robert Woolley, City Manager  
Jamie Hughson, Finance Director

Jay Schengel  
Bill Casarez  
Barbara Melendez  
Susan Evans  
Steven Nitta  
Haley Lynch  
Monique Salem  
Andrew Senes  
Thad Avery  
Jacquie Pronovost  
Marianne Mollring

## SUMMARY OF REVENUES & EXPENDITURES

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The Summary Section provides summarized information on the various funds, revenue, expenditures, and fund balances. The Summary Section also provides a detailed presentation of specific General Fund revenue.



Clovis is a great place to work! The major expansion of the Clovis Community Medical Center Campus has created many new jobs and has spurred related technical sector job and industry growth. Photos: Clovis Community Medical Center and the Baz Allergy and Asthma Center.

# FUND BALANCE SUMMARY

This section contains information about the various funds utilized by the City and the information is presented in summary form. The narrative, Highlights of Fund Activities, provides facts about the major fund groups. The information is intended to present to the reader, in a condensed form, important data about each fund group.

The Summary of Resources and Appropriations, which follows the Highlights, provides a very concise presentation of the various funds. For each fund, the Summary includes the estimated beginning fund balance as of July 1, 2014; the total estimated revenue for 2014-2015; the total proposed budget expenditures for 2014-2015; and the projected ending fund balance for each fund as of June 30, 2015.

The Notes to Resources and Appropriations Summary, immediately following the Summary of Resources and Appropriations, provides detail on the various fund transfers along with notes about fund presentation and is an integral part of the Summary.

These schedules provide, in a condensed form, an overview of the financial position of the City for the budget year.

# FUND HIGHLIGHTS

**General Fund** - The General Fund, as proposed, is structurally balanced, that is, projected revenues are greater than proposed expenditures. Projected revenues are just over \$57.0 million which is \$1.2 million or 2.2% more than the revised revenues for 2013-2014 which includes the one-time payment of \$0.8 million from the County of Fresno for the settlement of the property tax admin fee (PTAF) lawsuit. The additional revenue is due to increased sales and property taxes, and is slightly offset by the loss of safety grant funding. Proposed expenditures are \$56.7 million and represent \$2.6 million or 4.8% more when compared to 2013-2014 estimated expenditures. The increase in 2014-2015 projected expenditures is mostly made up of funding for new positions, a salary increase estimate (currently under negotiations), increased costs to provide employee benefits including health and workers compensation and general price increases impacting the cost of services and supplies. Also included in the General Fund for this year is the pass through of costs for the additional operational costs for the Miss Winkles Pet Adoption Facility and the new CAD system in the Police Department. Six new positions and the elimination of two currently vacant positions are recommended for the General Fund for 2014-2015. A complete listing of recommended positions is included in the **Personnel Section**. The General Fund has over \$8.2 million, or 14.5% of expenditures, designated as an emergency reserve. The General Fund also reflects over \$0.8 million unreserved, unassigned balance, \$0.5 million that is available to offset the impact of any revenue shortfall or cover an unexpected expenditure and \$0.3 million to begin to address the impact of the upcoming PERS cost increases due to recent actuarial changes.

**Special Revenue Funds** - The Housing and Community Development Fund projects a fund balance of \$0.1 million for 2014-15 with current program costs funded through the use of capital funds for projects and revenues sufficient to cover current operational program costs. The Landscape Maintenance District Fund shows a projected fund balance of \$1.9 million for 2014-2015. This amount is being accumulated for required reserve and future equipment replacement.

**Internal Service Funds** - All of the City's Internal Service Funds have adequate revenues or reserves to cover current operating requirements. All Internal Services Funds derive revenue primarily from charges to user departments. The Fleet fund will be adding one Parts Clerk in 2014-15 to better manage the fleet parts inventory. The policy of transferring funds from the General Fund into the General Government Services Fund to provide for future capital needs, ongoing facility maintenance and minor remodels, is established this year at \$0.75 million. The General Government Facilities Fund includes a limited number of minor projects with the reserves committed to future debt service obligations.

**Enterprise Funds** - All of the City's Enterprise Funds show sufficient revenue and working capital to meet current operating requirements. The Sewer Enterprise Fund reflects the approved 4% rate increase effective July 1, 2014 with rate increases approved in future years if necessary. While the Community Sanitation Fund has an approved annual 4% increase it appears only the greenwaste and recycling rates will need the increase with the potential to provide a rate rebate for the refuse operation. The effect of the rebate was reviewed and is recommended for 2014-2015. The budgeted revenues reflect the rate increases/rebates as appropriate. The Water and Sewer Enterprises will be loaning the Developer Funds adequate monies to pay debt service and will maintain sufficient balances to meet bond covenants for coverage on the bonds. The Water/Sewer/Community Sanitation operation will add four positions in 2014-2015. The Transit Enterprise expanded services utilizing one time money from State Transit Assistance (STA) and will continue those services in 2014-2015. These services are fully funded and with the City population exceeding the 100,000 mark all future allocations of the Local Transportation Funding will be allocated to Transit to continue funding these services when STA converts to capital after this year. Transit includes the conversion of 2 part-time bus drivers to full-time in 2014-2015. The Planning & Development Enterprise has seen a recent increase in residential construction and expects this increase to continue for several years. Staffing is being adjusted to accommodate this growth with three new positions and the elimination of one currently vacant position recommended for 2014-2015. More detail regarding the positions in these funds is included in the **Personnel Section**.

**Capital Improvements** - Several major projects are included in the 2014-2015 budget and are listed in the **Community Investment Program Section**. The City has also identified several major projects in the **Five-Year Community Investment Program Section** for years beyond 2014-2015 that do not currently have funding sources identified.

# SUMMARY OF RESOURCES AND APPROPRIATIONS 2014-2015

Fund	Beginning Balance	Transfers	Current Resources	Expenditures	Ending Balance
<b>GENERAL</b>					
General Fund	1,602,800	(1,050,000)	57,029,000	56,747,700	834,100
<b>SPECIAL REVENUE FUNDS</b>					
Housing & Community Develop.	229,000	0	71,000	187,100	112,900
Landscape Assessment District	2,079,000	0	2,704,000	2,902,000	1,881,000
Total Special Revenue	2,308,000	0	2,775,000	3,089,100	1,993,900
<b>INTERNAL SERVICE FUNDS</b>					
Liab & Prop Ins	609,500	0	1,576,000	1,675,600	509,900
Employee Benefits	2,115,000	0	19,216,000	19,223,200	2,107,800
Fleet Maintenance	8,057,000	0	10,121,000	8,579,700	9,598,300
General Govt Services	5,760,400	245,000	11,703,000	11,948,200	5,760,200
Total Internal Service	16,541,900	245,000	42,616,000	41,426,700	17,976,200
<b>ENTERPRISE FUNDS</b>					
Community Sanitation	7,909,300	146,000	16,105,000	17,372,800	6,787,500
Sewer Service	16,045,600	(2,750,000)	14,573,000	11,386,800	16,481,800
Water Service	16,109,100	(2,140,000)	15,835,000	12,670,600	17,133,500
Transit	88,300	0	5,426,000	5,093,600	420,700
Planning & Development Service	2,978,100	300,000	7,820,000	7,670,000	3,428,100
Total Enterprise	43,130,400	(4,444,000)	59,759,000	54,193,800	44,251,600
<b>CAPITAL IMPROVEMENT FUNDS</b>					
Sewer Construction	4,338,300	2,750,000	4,735,000	7,018,300	4,805,000
Park Projects	2,961,900	0	1,803,000	1,410,000	3,354,900
Street Construction	4,635,100	0	13,244,000	15,240,000	2,639,100
Water Construction	2,218,200	2,140,000	3,024,000	5,968,600	1,413,600
Housing & Community Develop.	660,000	0	890,000	1,550,000	0
Refuse Construction	0	0	720,000	720,000	0
General Govt Facilities	0	505,000	1,152,000	1,657,000	0
Total Capital Improvement	14,813,500	5,395,000	25,568,000	33,563,900	12,212,600
	Beginning Balance	Transfers	Additions	Deductions	Ending Balance
<b>SUCCESSOR AGENCIES TRUST FUND</b>					
Clovis Successor Agencies**	7,665,800	0	1,871,000	7,879,800	1,657,000

\* The General Fund maintains a \$8,243,000 set aside, or 14.5% of expenditures, as an emergency reserve as directed by the City Council.

\*\*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

# NOTES TO RESOURCES & APPROPRIATIONS SUMMARY

1. Summary of Transfers

Interfund operating transfers are legally authorized transfers from one fund receiving revenue to the fund where the resources are to be expended.

<u>Amount</u>	<u>From</u>	<u>To</u>	<u>Purpose</u>
\$ 300,000	General Fund	PDS Fund	General Fund Discretionary Support
750,000	General Fund	General Services	Facilities Maintenance
146,000	Comm Sanitation Cap*	Comm Sanitation Oper	Acquisition of refuse containers
347,000	Sewer Service	Sewer Cap-User	For various capital projects
3,100,000	Sewer Service	Sewer Cap-Dev	Interfund loan for debt service
270,000	Sewer Capital-Dev	Sewer Service	For sewer system improvements
427,000	Sewer Capital-Dev	Sewer Service	Developer share of debt service
581,000	Water Service	Water Capital-Dev	To pay debt service
500,000	Water Service	Water Capital-Dev	Interfund loan for debt service
500,000	Water Service	Water Capital-Dev	Interfund loan for water banking
559,000	Water Service	Water Capital-User	For water system improvements

2. For presentation purposes, several funds were combined on the Summary of Fund Balances as follows:

Sewer Capital -  
     Sewer Capital-Enterprise  
     Sewer Capital-Developer

Water Construction -  
     Water Capital-Enterprise  
     Water Capital-Developer

\*Community Sanitation Capital Fund is unbudgeted and as such, is not shown on the preceeding schedule, but is fully disclosed in the City's Annual Financial Report.

# SUMMARY REVENUES AND EXPENDITURES

The following summary schedule provides an excellent overview of the City's 2014-2015 revenues and expenditures. The schedule on the following page combines all the City's funds into one summary schedule while the 2014-2015 Budget Summary-By Fund provides a summary of revenues and expenditures for each fund.

Care needs to be taken when attempting to draw conclusions from summary schedules, especially when comparing one budget year to prior years. Because of the up-and-down nature of capital project expenditures, the City's total budget can experience wide swings from year to year. An example of this may be a large street or sewer project that is budgeted in one budget year and may not exist in the next. This type of project may increase the budget by several million dollars in any one year.

The reader should also be aware that the majority of the City's revenue and expenditures are restricted to specific purposes and cannot be transferred from one fund to another. As was indicated in the City Manager's letter and further discussed in the Introduction Section, the General Fund is the only fund with discretionary revenues to pay for City services, such as police and fire. The other funds are restricted in their use, such as the Water Enterprise Fund, which can only be used to pay expenses related to water delivery.

Following the summary schedules is a detailed description of major revenue sources. We are providing historical trends, budgeting assumptions, and other information as appropriate.

The "2014-2015 Budget Summary-All Funds" includes all funding sources and expenditures for all Governmental and Proprietary Funds. A review of the revenue shows that "Charges for Current Services" is the largest revenue source followed by "Charges to Other Departments". Included in "Charges for Current Services" are the charges for the City's Enterprise Funds (water, sewer, refuse, etc.). This revenue source makes up 35.1% of the total funding sources. The source "Charges to Other Departments" reflects interfund charges, or revenue derived, by the City's Internal Service Funds such as General Services, Employee Benefits, Fleet Services, and Liability and Property Insurance to other operating funds for services received from the Internal Service Funds. This funding source reflects 20.3% of the total. (Please read the note at the bottom of the Budget Summary about the effect Internal Service Fund charges have on the City's revenues and expenditures.) Property Taxes, which include motor vehicle license fees, show an increase due primarily to expected countywide growth, improving property values from prior years, the recapture of a portion of the previous Prop 8 automatic reductions and the statutory Prop 13 CPI increase of 2%. Property taxes account for 10.3% of the City's revenue. The revenue source "Sales & Use Tax" which accounts for 9.7% of total revenue, is projected to increase with improved consumer spending and employment and the opening of the new retail center at Clovis and Herndon Avenues.

Overall the City budget is up when compared to the prior year. Capital outlays/improvements account for 20.4% of the total budgeted expenditures in 2014-2015, and are declining when compared to the estimated 2013-2014 with the anticipated completion of several major projects. The combined totals for all salaries and benefits, which account for 31.8% of the total expenditures, are showing an increase from the previous year due to the additional positions and projected wage and benefit package cost increases. Reflected in the category "Administrative and Overhead," which makes up 8.4% of the total, is the expenditure side of the interfund charges by the City's Internal Service Funds. This expenditure reflects costs such as computer services, communications, energy, and office supplies. The expenditure category "Employee Related ISF Charges" which accounts for 9.8% of total expenditures is another interfund related expenditure account and reflects the internal transfer of a portion of employee benefits.

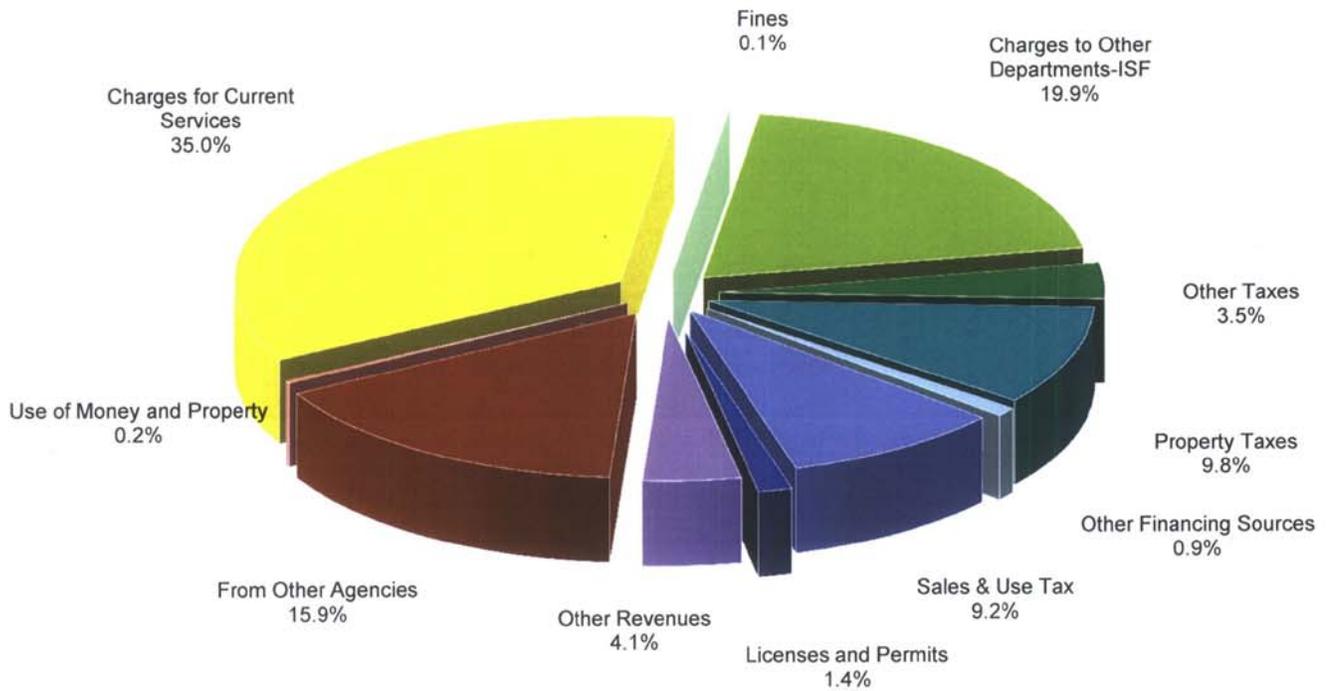
Again, the reader is requested to view each of these revenue and expenditure categories on a per fund and departmental basis along with looking at a "Total Summarized Picture." Each of the department presentations included in the Operational Section will provide further information about the programs and proposed expenditures for each department.

# 2014-2015 BUDGET SUMMARY - ALL FUNDS

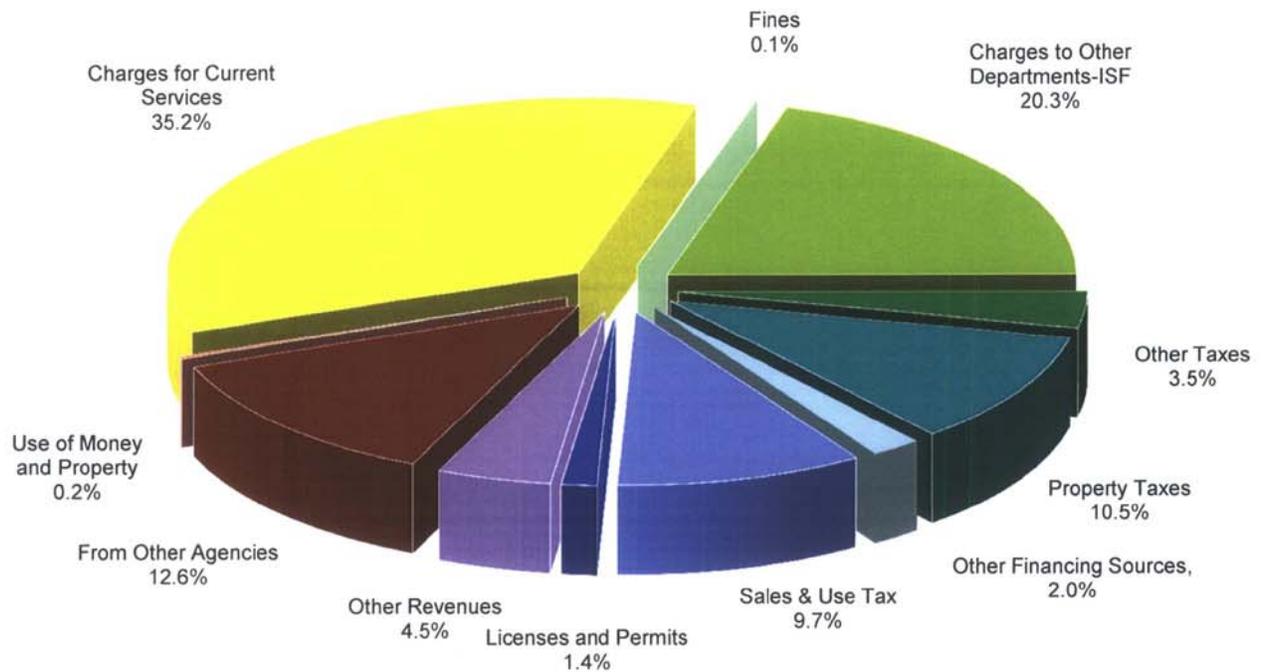
Included in the schedule below are items that are not considered revenue/expenses for financial reporting purposes. These items are:  
 Contributed Capital (included in "Charges for Current Services") -- Reported as equity for financial reporting  
 Long-term Debt (COPs and loans; included in "Other Financing Sources") -- Reported as liabilities for financial reporting  
 Principal payments on long-term debt (included in "Debt Service") -- Reported as a reduction to liabilities for financial reporting  
 Capital additions (included in "Capital Outlays") -- Reported as fixed assets for financial reporting

	2012-2013 ACTUAL	2013-2014 ESTIMATED	2014-2015 BUDGET
<b><u>FUNDING SOURCES</u></b>			
Property Taxes	17,961,308	18,219,000	19,764,000
Sales & Use Tax	15,284,968	17,085,000	18,240,000
Other Taxes	6,300,851	6,465,000	6,625,000
Licenses and Permits	2,726,141	2,548,000	2,655,000
Fines	192,896	178,000	192,000
Use of Money & Property	335,585	382,000	386,000
From Other Agencies	17,725,376	29,740,000	23,749,000
Charges for Current Services	67,411,781	65,408,000	66,056,000
Other Revenues	12,967,404	7,666,000	8,238,000
Charges to Other Departments-ISF	34,997,021	37,036,000	38,047,000
Other Financing Sources	3,059,750	1,733,000	3,795,000
Total Revenues and Other Financing Sources	178,963,081	186,460,000	187,747,000
Beginning Fund Balances	63,791,567	78,221,000	78,396,600
Total Available Resources	242,754,648	264,681,000	266,143,600
<b><u>EXPENDITURES/EXPENSES</u></b>			
Salaries-Regular	30,103,746	32,587,300	36,702,700
Overtime	3,488,547	3,803,300	3,256,000
Extra Help	2,739,611	2,855,300	2,777,500
Benefits	16,704,382	16,873,000	18,706,400
Vehicle Charges	7,435,449	7,882,500	8,666,600
Energy	6,019,887	6,253,700	6,524,000
Communications	465,187	462,200	486,700
Professional Services	16,133,278	18,195,400	17,473,400
Repair and Maintenance	2,455,116	3,799,000	2,776,600
State Mandates	622,168	634,000	707,500
Special Events	76,081	64,500	65,500
Building and Equipment Rental	2,318	3,000	13,000
Office Supplies	507,518	581,600	661,300
Materials and Supplies	4,338,057	4,592,600	5,117,600
Travel and Meeting Expense	120,864	169,800	199,000
Training	507,766	522,500	630,300
Dues and Subscriptions	107,551	131,100	108,600
Administration and Overhead	13,055,659	15,096,000	15,515,200
Employee-Related ISF Charges	17,849,200	17,137,400	18,669,100
Liability Insurance Prog-ISF	1,592,718	1,398,700	1,426,700
Debt Service	15,464,570	13,952,800	15,778,200
Capital Outlays/Improvements	24,831,975	39,386,700	32,759,300
Total Expenditures/Expenses and Other Uses	164,621,648	186,382,400	189,021,200
Net Operating Transfers *	88,000	98,000	146,000
Ending Fund Balances	78,221,000	78,396,600	77,268,400
<p>The numbers presented above include revenue and expenses for the City's Internal Service Funds. These funds act as cost allocation departments in that they accumulate the cost of goods and services and distribute these costs to the various other user departments. The user departments in turn record an expense/expenditure, and the Internal Service Fund records revenue. Therefore, a doubling effect occurs for those revenues and expenses/expenditures.</p> <p>The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.</p> <p>* Net transfers are the result of the transfer to the Refuse Disposal Fund from the Community Sanitation Fund, an unbudgeted fund.</p>			

## 2013-2014 ESTIMATED REVENUES



## 2014-2015 BUDGET REVENUES



Expenditure charts are presented by fund later in this section and by department and function in the Operations section.

# 2014-2015 BUDGET SUMMARY - BY FUND

	<i>Special Revenue Funds</i>			<i>Enterprise Funds</i>				
	General	Housing & Community Development	Landscape Assessment District	Community Sanitation	Sewer Service	Transit	Water Service	Planning & Development Services
<b><u>FUNDING SOURCES</u></b>								
Property Taxes	19,764,000							
Sales & Use Tax	18,240,000							
Other Taxes	6,625,000							
Licenses and Permits	591,000							2,064,000
Fines	192,000							
Use of Money & Property	61,000		4,000	60,000	93,000	19,000	78,000	
From Other Agencies	2,236,000	961,000				5,210,000	0	295,000
Charges for Current Services	4,151,000		2,700,000	16,750,000	14,330,000	197,000	15,522,000	3,059,000
Other Revenues	5,169,000			15,000	150,000		235,000	2,402,000
Charges to Other Departments-ISF								
Other Financing Sources								
<b>Total Sources</b>	<b><u>57,029,000</u></b>	<b><u>961,000</u></b>	<b><u>2,704,000</u></b>	<b><u>16,825,000</u></b>	<b><u>14,573,000</u></b>	<b><u>5,426,000</u></b>	<b><u>15,835,000</u></b>	<b><u>7,820,000</u></b>
<b><u>EXPENDITURES/EXPENSES</u></b>								
Salaries-Regular	23,099,000	74,000		2,912,100	732,300	1,223,500	2,239,100	3,426,000
Overtime	2,747,500			216,800	16,800	40,500	72,700	93,000
Extra Help	1,327,000			113,000	13,000	710,000	58,000	471,000
Benefits	12,356,100	30,900		1,484,300	348,500	726,400	1,075,100	1,420,600
Vehicle Charges	2,982,200			3,620,100	230,100	1,015,000	447,900	207,700
Energy	2,247,000				780,000		2,625,000	
Communications	188,200			13,700	2,700	48,000	16,500	28,000
Professional Services	3,989,600	2,000	2,902,000	3,773,000	4,243,500	301,900	1,341,700	587,600
Repair and Maintenance	236,100			36,800	53,100		506,000	0
State Mandates				698,500				
Liability Insurance Prog-ISF								
Special Events	3,500							
Building and Equipment Rental	1,000			10,000				
Office Supplies	58,800			65,000	10,000		21,000	18,500
Materials and Supplies	771,900			117,000	143,700		1,077,700	19,500
Travel and Meeting Expense	136,300	4,000		7,000	7,000	5,500	5,000	15,500
Training	387,700			31,000	5,200	14,200	21,700	67,000
Dues and Subscriptions	73,700	500		3,200	2,000	700	5,800	18,100
Administration and Overhead	5,779,100	4,700	0	2,308,100	1,993,500	647,900	2,251,900	1,282,500
Employee-Related ISF Charges								
Debt Service		71,000		793,200	1,240,400			
Capital Outlays/Improvements	363,000	1,550,000		1,890,000	1,565,000	360,000	905,500	15,000
<b>Total Uses</b>	<b><u>56,747,700</u></b>	<b><u>1,737,100</u></b>	<b><u>2,902,000</u></b>	<b><u>18,092,800</u></b>	<b><u>11,386,800</u></b>	<b><u>5,093,600</u></b>	<b><u>12,670,600</u></b>	<b><u>7,670,000</u></b>

# 2014-2015 BUDGET SUMMARY - BY FUND

<i>Internal Service Funds</i>				<i>Capital Projects Funds</i>				<i>Total</i>	<u>Trust Fund</u>	
Liability and Property Insurance	Employee Benefits	General Services	Fleet	Sewer	Park Projects	Streets	Water	<i>Total</i>	Successor Agency Trust Fund*	
									<u>Additions</u>	
								19,764,000	1,711,000	
								18,240,000		
								6,625,000		
								2,655,000		
								192,000		
1,000	8,000	24,000	10,000	4,000	3,000	13,000	8,000	386,000		
		1,191,000	0			200,000	12,606,000	1,050,000	23,749,000	160,000
		425,000		4,731,000	1,600,000	625,000	1,966,000	66,056,000		
0	90,000	177,000						8,238,000		
1,575,000	19,118,000	9,038,000	8,316,000					38,047,000		
		2,000,000	1,795,000					3,795,000		
<u>1,576,000</u>	<u>19,216,000</u>	<u>12,855,000</u>	<u>10,121,000</u>	<u>4,735,000</u>	<u>1,803,000</u>	<u>13,244,000</u>	<u>3,024,000</u>	<u>187,747,000</u>	<u>1,871,000</u>	
									<u>Deductions</u>	
137,700	221,600	1,583,900	1,053,500					36,702,700		
		53,700	15,000					3,256,000		
		55,000	30,500					2,777,500		
49,400	90,200	609,100	515,800					18,706,400		
5,700	11,500	96,200	50,200					8,666,600		
		872,000						6,524,000		
		189,500	100					486,700		
		10,600	60,000					17,473,400	350,000	
		1,517,100	427,500					2,776,600		
			9,000					707,500		
1,426,700								1,426,700		
		62,000						65,500		
		2,000						13,000		
		487,000	1,000					661,300		
2,000		76,300	2,909,500					5,117,600		
3,700	200	8,800	6,000					199,000		
17,900	16,900	58,500	10,200					630,300		
700	500	2,300	1,100					108,600		
31,800	50,600	314,200	850,900					15,515,200	7,000	
		18,669,100						18,669,100		
		2,964,100	948,600	6,732,300			3,028,600	15,778,200	1,522,800	
		90,000	4,454,000	286,000	1,410,000	15,240,000	2,940,000	32,759,300	6,000,000	
<u>1,675,600</u>	<u>19,223,200</u>	<u>13,605,200</u>	<u>8,579,700</u>	<u>7,018,300</u>	<u>1,410,000</u>	<u>15,240,000</u>	<u>5,968,600</u>	<u>189,021,200</u>	<u>7,879,800</u>	

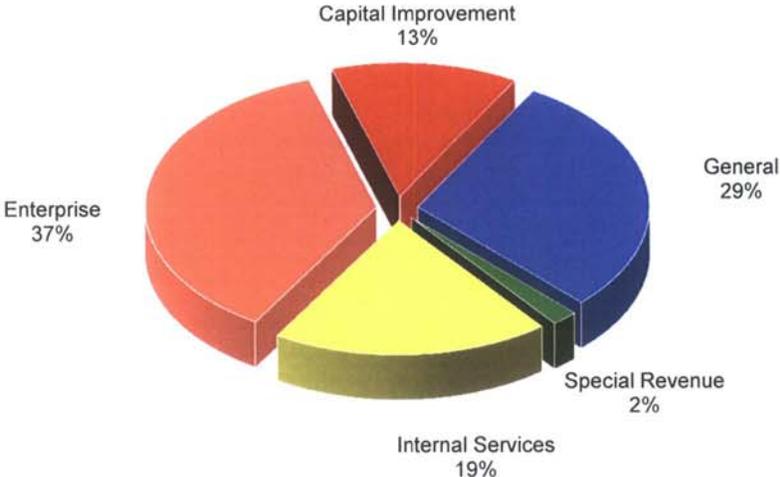
# SUMMARY OF REVENUES BY FUND

	2012-2013 <u>Actual</u>	2013-2014 <u>Revised Estimate</u>	2014-2015 <u>Budget</u>
<b>GENERAL FUND</b>	52,343,362	55,786,000	57,029,000
<b>SPECIAL REVENUE FUNDS</b>			
Housing & Community Development	379,757	216,000	311,000
Clovis YES	301,745	18,000	0
Landscape Maintenance District	2,574,900	2,704,000	2,704,000
<b>INTERNAL SERVICES FUNDS</b>			
Liability & Property Insurance	1,241,686	1,536,000	1,576,000
Employee Benefit	17,292,995	17,621,000	19,216,000
Fleet Maintenance	7,257,820	9,407,000	10,121,000
General Govt Services	8,924,039	9,749,000	11,703,000
<b>ENTERPRISE FUNDS</b>			
Community Sanitation	17,807,455	15,492,000	16,105,000
Sewer Service	13,819,444	13,857,000	14,573,000
Transit	5,082,317	4,857,000	5,426,000
Water Service	20,738,847	17,510,000	15,835,000
Planning & Development Services	7,822,451	8,123,000	7,820,000
<b>CAPITAL IMPROVEMENTS FUNDS</b>			
Sewer Construction	5,421,239	3,160,000	4,735,000
Parks Projects	1,394,479	5,134,000	1,803,000
General Government Facilities	5,128,082	190,000	1,152,000
Street Construction	7,638,775	17,835,000	13,244,000
Water Construction	3,627,453	1,915,000	3,024,000
Refuse Construction	30,561	870,000	720,000
Housing & Community Development	135,674	480,000	650,000
<b>TOTAL</b>	<b><u>178,963,081</u></b>	<b><u>186,460,000</u></b>	<b><u>187,747,000</u></b>
<b>SUCCESSOR AGENCY TRUST FUND</b>			
Clovis Successor Agencies*	<b><u>3,118,276</u></b>	<b><u>1,873,000</u></b>	<b><u>1,871,000</u></b>

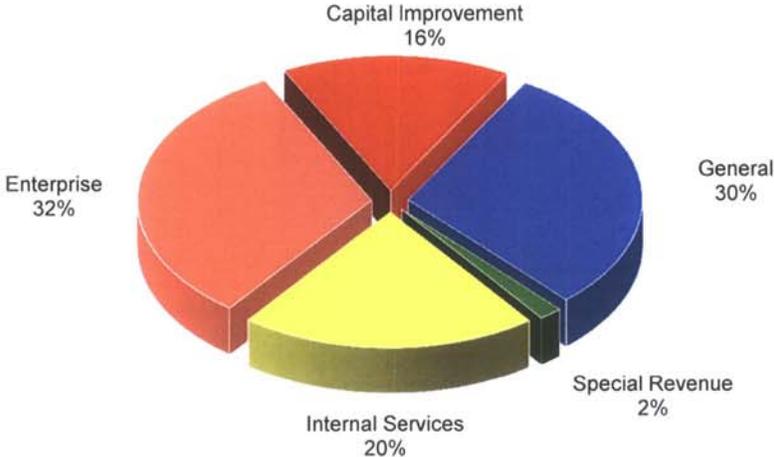
\*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

# REVENUES BY FUND

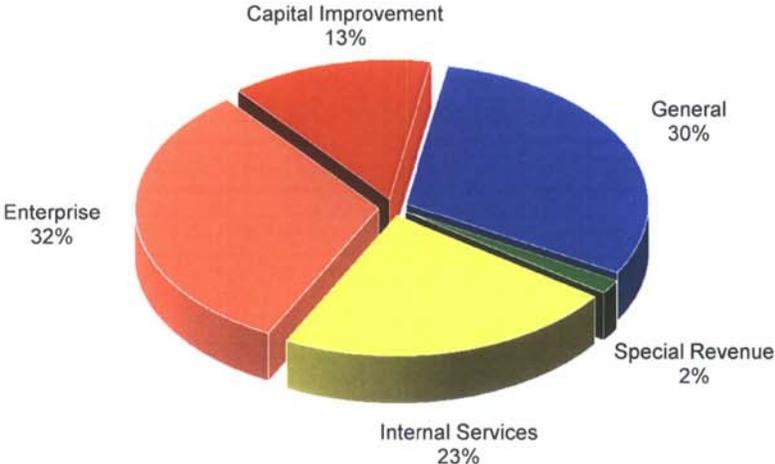
## 2012-2013 ACTUAL



## 2013-2014 ESTIMATED



## 2014-2015 BUDGET



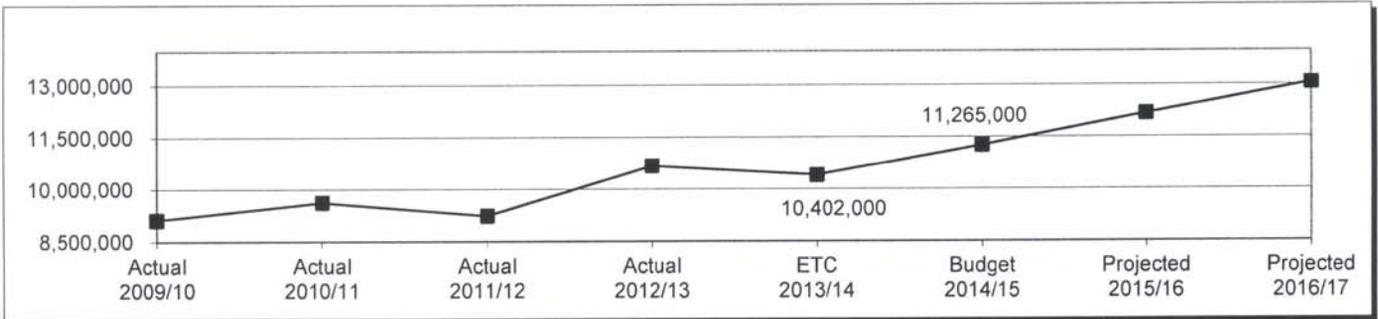
# REVENUE BY SOURCE

## Property Taxes-General Fund

Property tax revenues have taken on a larger role in the General Fund's revenue structure due to actions taken at the state level. Vehicle License Fees (VLF), previously a state subvention revenue source, are now replaced with a like amount of property tax revenues. This is a permanent shift and will increase in the same percentage as increases in assessed valuation in the City. (See "Property Tax in lieu of VLF-General Fund" for the chart on this revenue). The County of Fresno assesses property owners within the county and distributes the tax to the appropriate agencies based on their sharing percentage. The City's share of the county-wide 1% is 17.69%. In 2014/15, the City of Clovis is expecting to receive about \$10,402,000 in property taxes on real and personal property. Growth in this revenue source is affected by several factors, such as increased assessed values due to new construction, increased base due to annexation, the statutory maximum increase in assessed value of 2% per year, changes in value related to property resale, Prop 8 recapture of devalued property, and beginning in 2012/13, \$0.75 million is included annually due to the elimination of redevelopment agencies. The increase in 2012/13 is from one-time revenue passed through to Clovis from the close out of the former redevelopment agency. As the economy improves and home prices rise, the previously reduced valuations will experience Prop 8 recapture that will yield additional property tax revenues. Property tax revenue is 33% of total General Fund revenue.

The gross assessed valuation (in millions) for Clovis is:

2009/10 \$7,459	2011/12 \$7,338	2013/14 \$7,707	2015/16 \$8,263 est
2010/11 \$7,417	2012/13 \$7,226	2014/15 \$7,968 est	2016/17 \$8,558 est

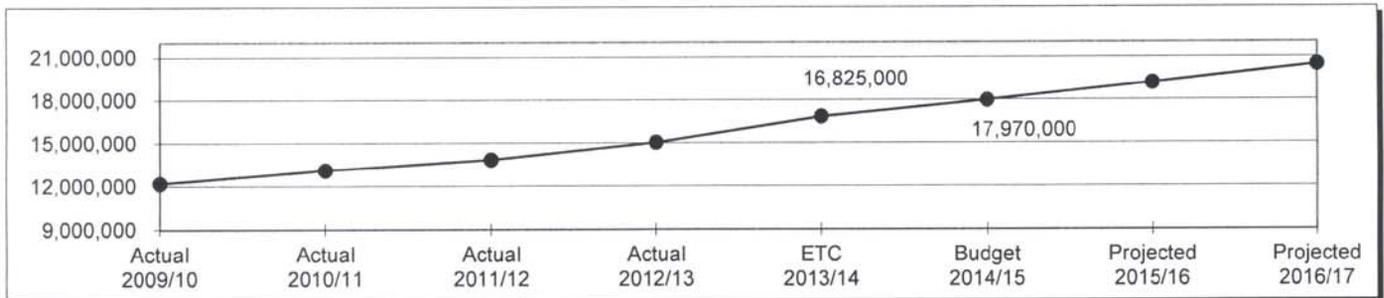


## Sales Tax-General Fund

The City of Clovis receives sales tax revenue based on 1% of the taxable sales that take place within its boundaries. The City and the County have agreed to share this 1%. The County receives 5%-8% of the City's 1%.

<b>Major Segments:</b>	General Consumer Goods	35%
	Auto Sales	25%
	Restaurants	11%
	Service Stations	9%
	Food and Drugs	7%
	Building Materials	10%

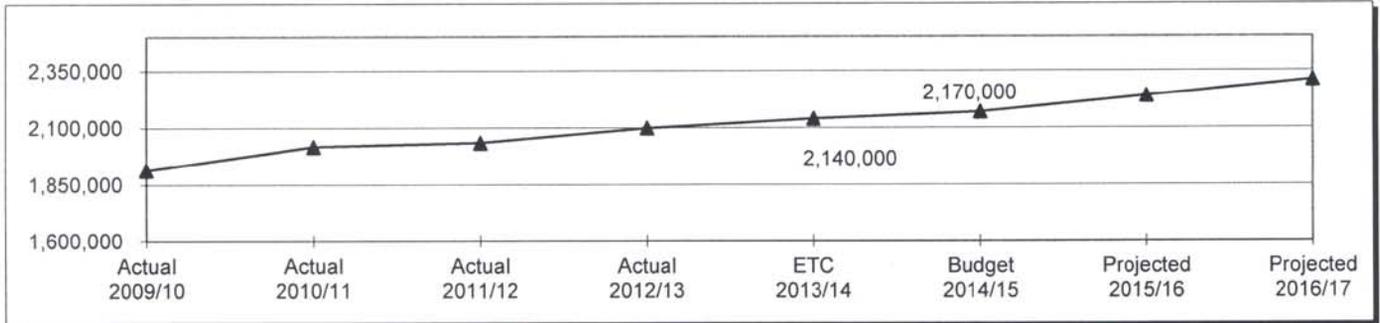
The top ten retailers generate 39% of the sales tax and the top 100 retailers generate 79% of the sales tax in Clovis. In 2010/11, sales tax revenues started an upward trend after three years of decline due to the housing and credit crisis and high unemployment and unease in consumer spending. In 2013/14 revenues have continued to moderately increase due to increased consumer confidence, reduced unemployment and the opening of the Clovis Crossing Shopping Center, which is one pad away from being 100% occupied. Continued increases are projected as consumer confidence improves spending and as population increases.



# REVENUE BY SOURCE

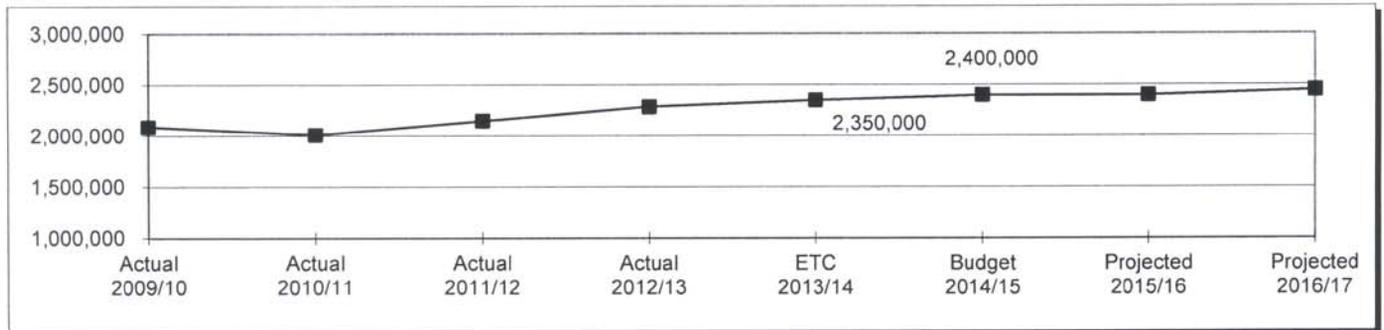
## Franchise Fees-General Fund

The City receives a Franchise Fee from Pacific Gas & Electric, Comcast Cable, and AT&T/Pacific Bell based on their gross receipts in Clovis. The revenue is expected to increase with AT&T's expansion into the cable market along with potential audit recoveries. This revenue source is approximately 4% of the General Fund revenue.



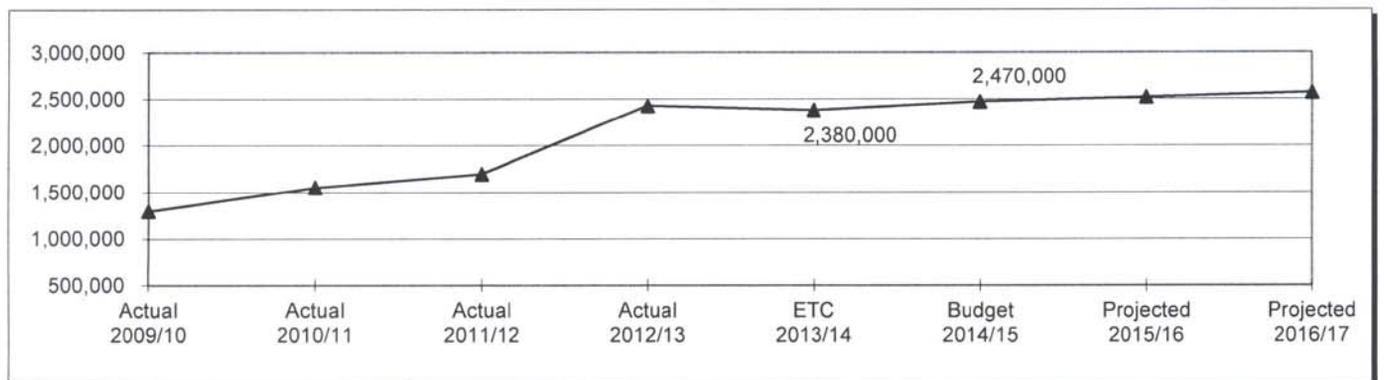
## Business Licenses-General Fund

Business Licenses are required of all people doing business within Clovis. Most businesses pay fees based on gross receipts. There is a minimum and a maximum business license fee, which is adjusted for inflation. Business license receipts are anticipated to increase as a result of a discovery audit which will bill for the current year and prior three years. Business license revenues are expected to remain at a normal revenue growth rate of inflation adjusted for new businesses.



## Other Taxes-General Fund

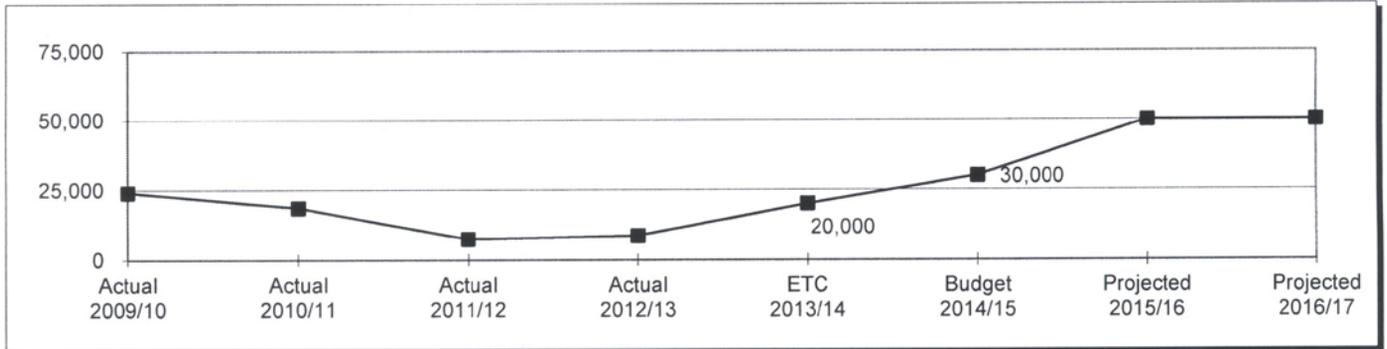
This category includes transient occupancy tax, real property transfer tax, and card room permits. In 2009/10 five new hotels opened and revenue from Transient Occupancy Tax has improved as occupancy rates improved and stabilized. In 2012/13, revenue increases represent the expansion of the 500 Club at its new location.



# REVENUE BY SOURCE

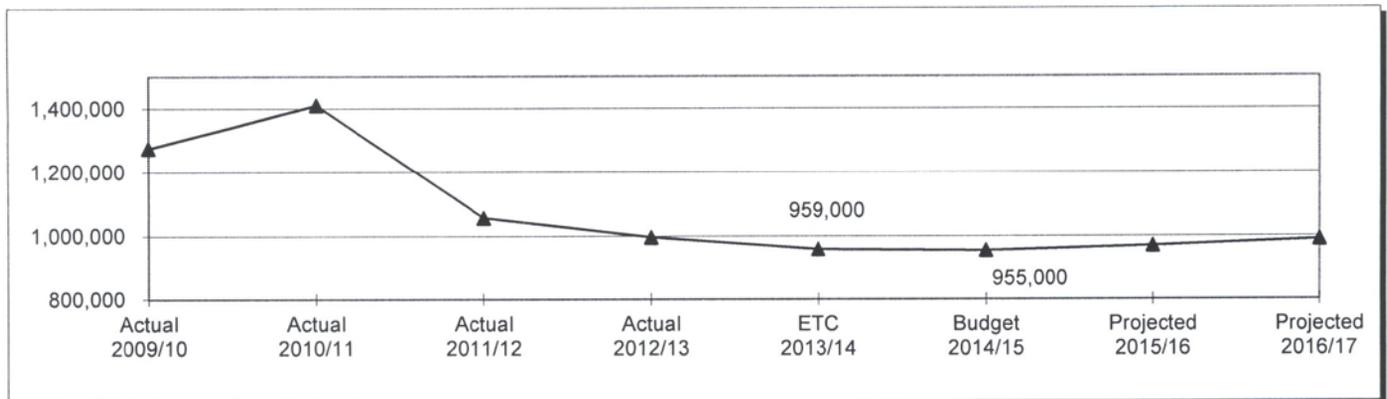
## Interest Revenue-General Fund

The City pools all available cash for investment purposes. Funds are invested in accordance with an investment policy. Interest is allocated from the pool in proportion to the daily cash balance attributable to each fund. The interest varies from year to year based on available cash for investment and the rate of return. The estimated rates of return for 2013/14 and 2014/15 are 0.43% and 0.68%, respectively.



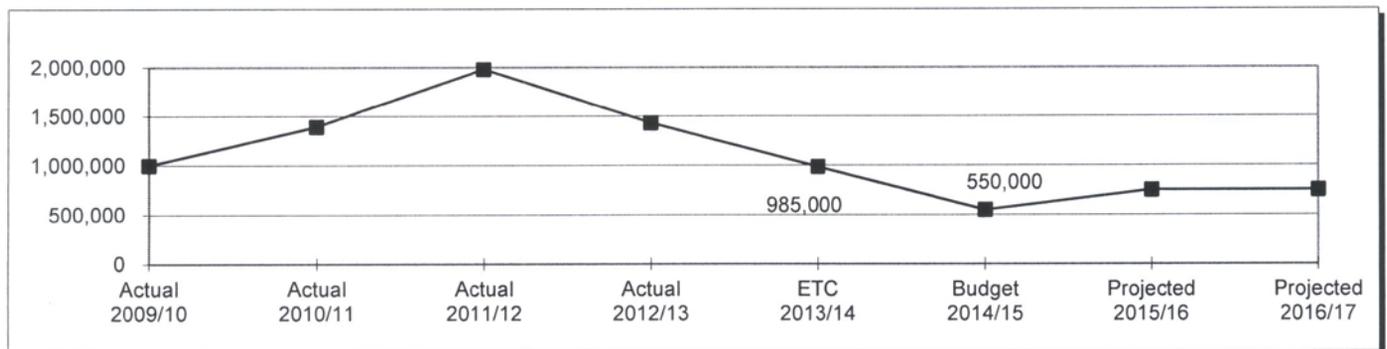
## State Subventions-General Fund

This category includes revenue collected at the state level and redistributed back to local agencies on a per-capita basis. Revenue sources include gas tax and prior to 2011/12, vehicle license fees (VLF). Effective July 1, 2011, SB89 shifted VLF revenue from cities to fund state law enforcement grants to counties.



## Grants-General Fund

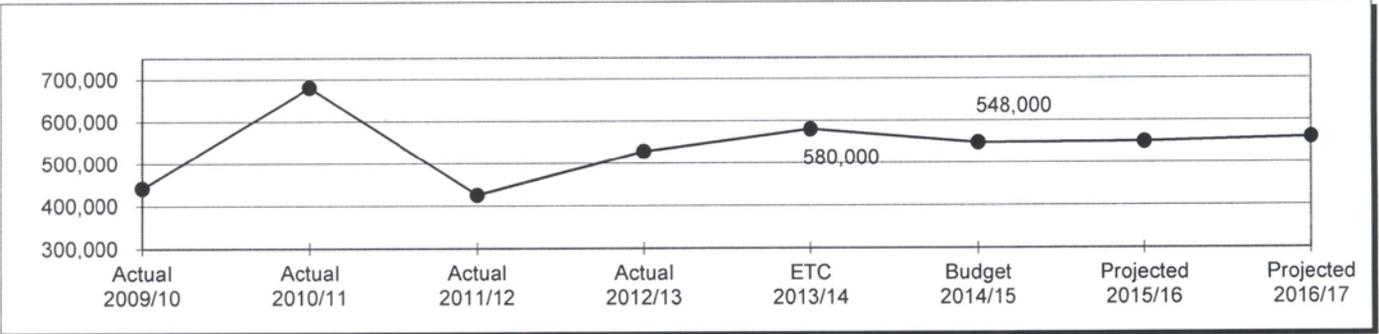
Sources of this revenue are from the state and federal governments. Revenues from programs such as Homeland Security and Older Americans Act depend on availability and approval of funds for qualified city projects. The significant increases in 2011/12 reflect federal Economic Stimulus funds received for safety operations such as COPS Hiring Recovery Program and Staffing for Adequate Fire and Emergency Response. Once Economic Stimulus funds expire, grants are projected at a three year average without Stimulus Funds.



# REVENUE BY SOURCE

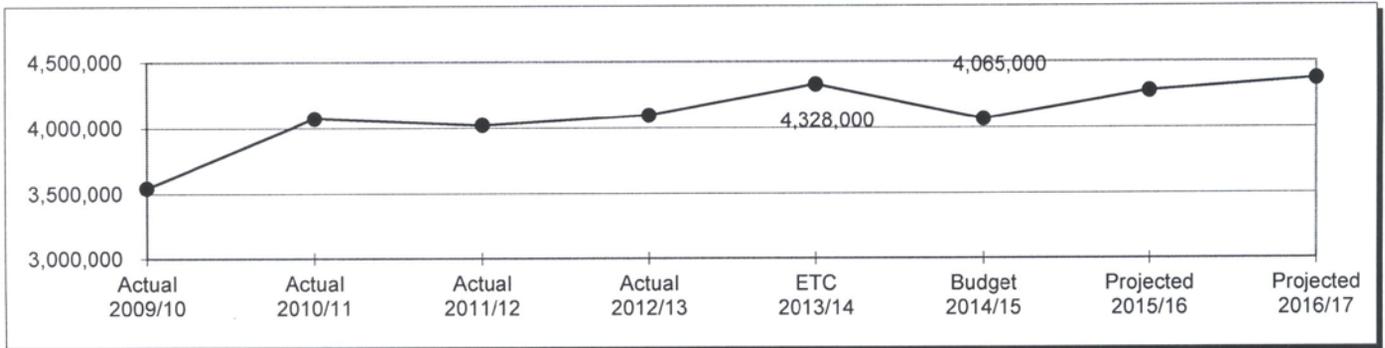
## Revenue From Other Agencies-General Fund

This revenue is from other public agencies including reimbursements of the homeowners property tax exemption. 2010/11 shows a significant increase due to the receipt of one time state funds of \$0.5 million for replacement/upgrades of the 911 Dispatch Phone System. The state shifted vehicle license fees in 2011/12 to fund state law enforcement programs such as Supplemental Law Enforcement Services allocated to counties.



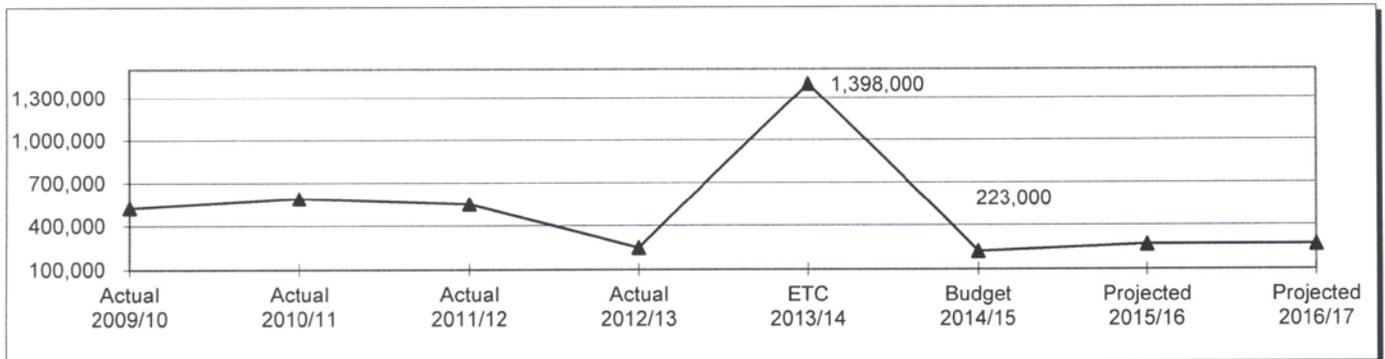
## Revenue for Current Services-General Fund

This revenue category includes revenue from fees for development program administration, charges for use of Police Reserves, sale of copies, weed abatement, emergency and alarm response, landscape maintenance charges, Senior Center use charges, and park reservation fees. The revenue in this category varies with service activity.



## Other Revenue-General Fund

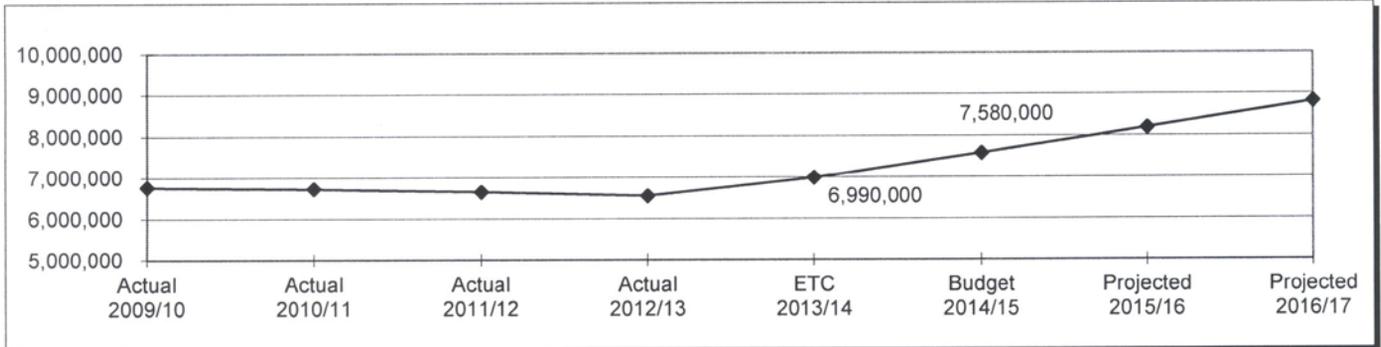
This category includes revenue from the sale of equipment as well as asset forfeiture revenue. Normally asset forfeiture amounts are appropriated throughout the year and are not included during the budget process. The 2013/14 marked increase is due to receipt of a one time legal settlement.



# REVENUE BY SOURCE

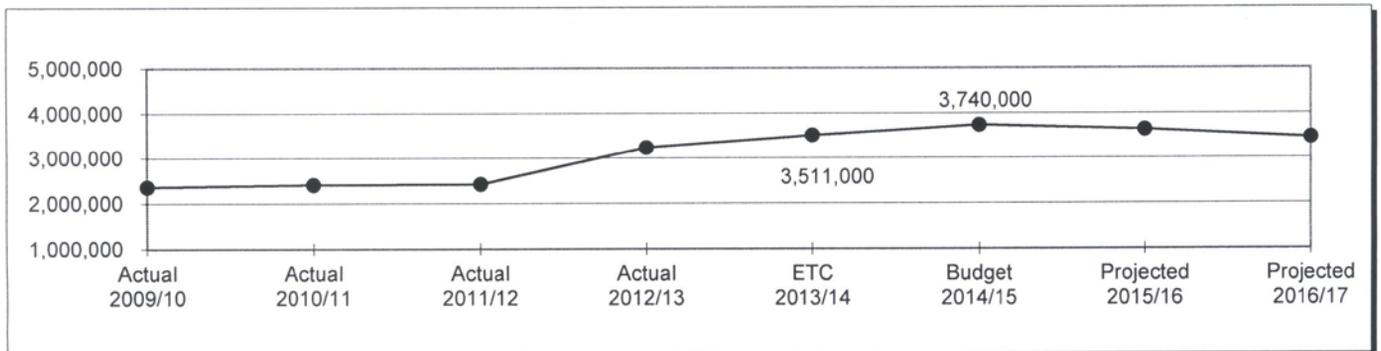
## Property Tax in lieu of VLF-General Fund

Prior to 2004/05, Vehicle License Fees (VLF) came to the City as a state subvention. As a result of an agreement between the governor and local governments, the backfill portion of the VLF revenues were eliminated and replaced with a like amount of property tax. The property tax in lieu of VLF for the City increases annually in proportion to the growth in gross assessed valuation.



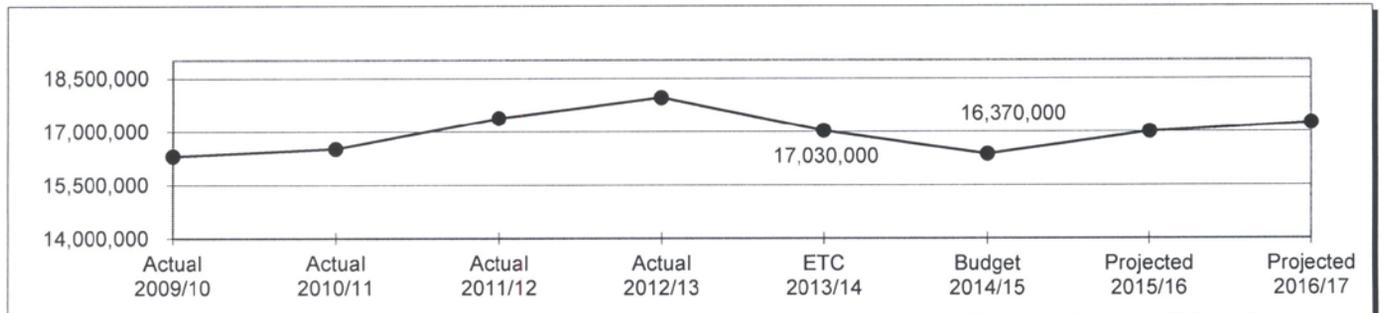
## Administrative Charges-General Fund

Administrative charges result from the recovery of the cost of services provided for specific activities of the support services within the General Fund. These support activities include City Council, City Clerk, City Manager, City Attorney, Finance, and Personnel. This revenue source contributes about 6% of the General Fund revenue.



## Refuse / Street Cleaning Charges-Community Sanitation Fund

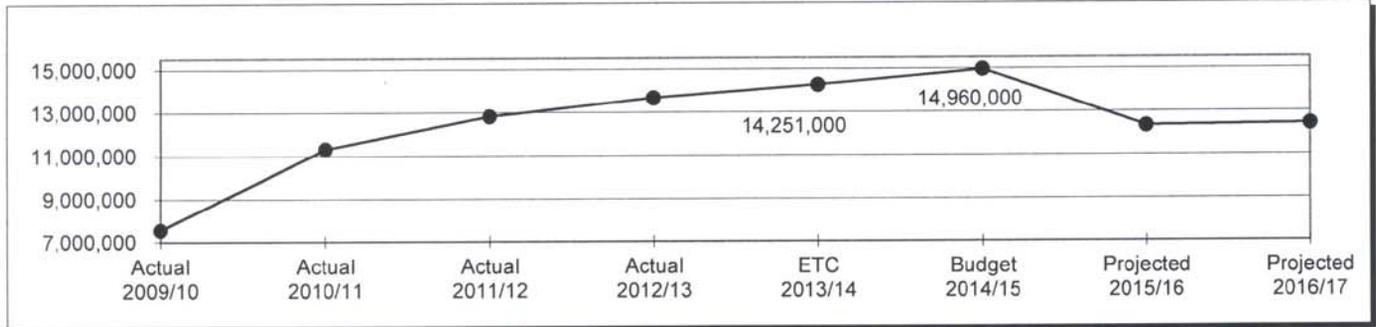
Refuse charges are collected from both residential and commercial users based on different rates depending on type of service and frequency of service. Also included in the refuse revenue are charges for the City's greenwaste and recycling programs provided by private contract. The City Council approved rate increases in refuse charges of 4% July 1, 2005 and every July 1 thereafter, if necessary. Revenues are projected to decrease in 2013/14 as residents opt to use smaller totes for a rate decrease and a rate reduction of 5% is projected for all users and again in 2014/15 with the anticipation of the rate rebate being projected. Street Cleaning charges are anticipated to grow based on the estimated increase in residential and commercial units.



# REVENUE BY SOURCE

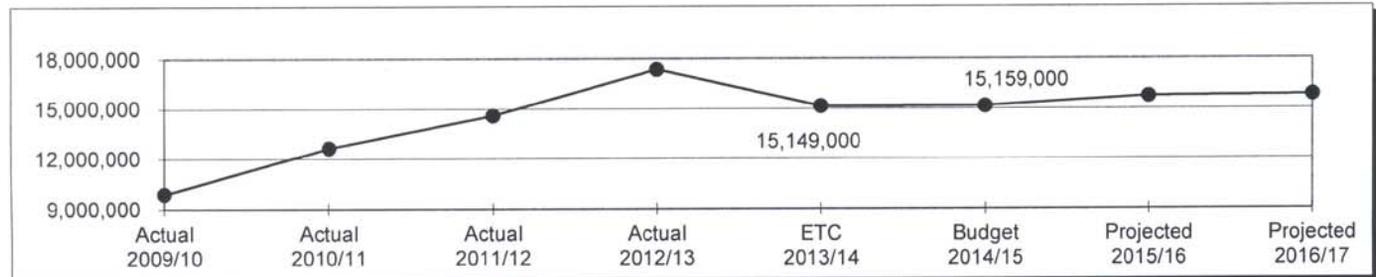
## Sewer Charges-Sewer Service Fund

Users are charged for the maintenance of sewer lines, treatment of waste water, operation of the Sewer Treatment/Water Reuse Facility, and to meet bond covenants. Revenue is projected to grow proportionately to new units, along with rate increases 4% annually as necessary. In addition, due to development falling below the level necessary to cover debt service, a temporary per unit fee of \$7.30 per month was approved to make debt payments and meet required bond coverage.



## Water Charges-Water Service Fund

Production, distribution, and treatment of water are charged to residential and commercial users based on usage. Different rates are established for different types of users and different quantities used. Factors that are considered in revenue projections include new units. The final approved rate increase of 5% went into effect 7/1/2012, and is intended to cover increased costs to treat and distribute potable water, major capital improvements, and to provide debt service coverage. The increase in 2012/13 also includes legal settlement funds and a state grant received for the Surface Water Treatment Plant.



## Building Permits / Planning Fees / Engineering Fees- Planning & Development Fund

The City collects a fee for each building-related permit issued. The fees are based on the national uniform building codes. The City's building activity has been significantly impacted by the housing market downturn resulting in decreased permit revenue for remodeling projects and new construction. The increases in 2012/13 represent the permits pulled for the Clovis Crossing Shopping Center and Clovis Community Hospital improvements.

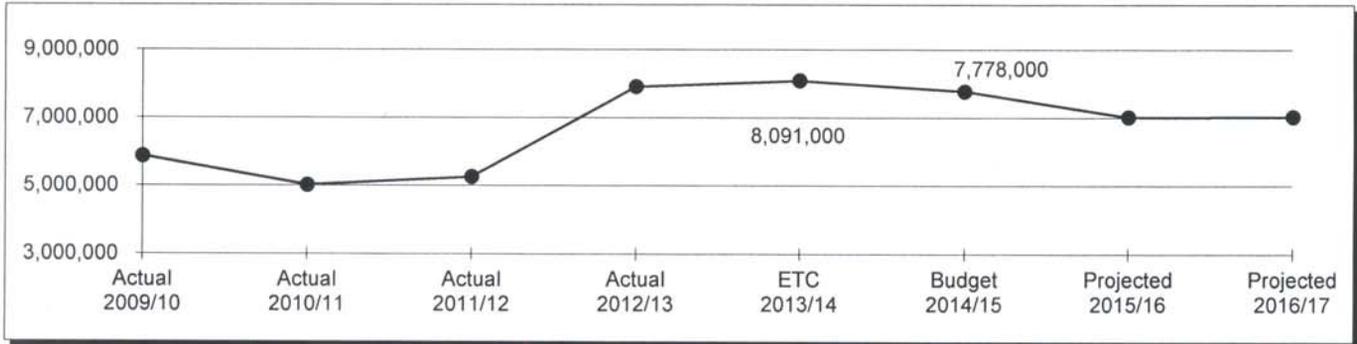
Building permit activity for dwelling units:	Total building valuation for 2013 was \$196,675,000.
<u>2010</u> <u>2011</u> <u>2012</u> <u>2013</u>	
474      430      478      561	

Planning fees are charged for processing requests for use permits or entitlement permits. This includes conditional use permits, zone changes, subdivision maps, and General Plan changes. The amount of revenue is directly related to the amount of advance development activity. Additional revenue is generated from the implementation of a fee to pay the cost to prepare and update the City's General Plan. The increases in 2012/13 reflect activity for the Clovis Crossing Shopping Center and Clovis Community Hospital expansion.

(Continued)

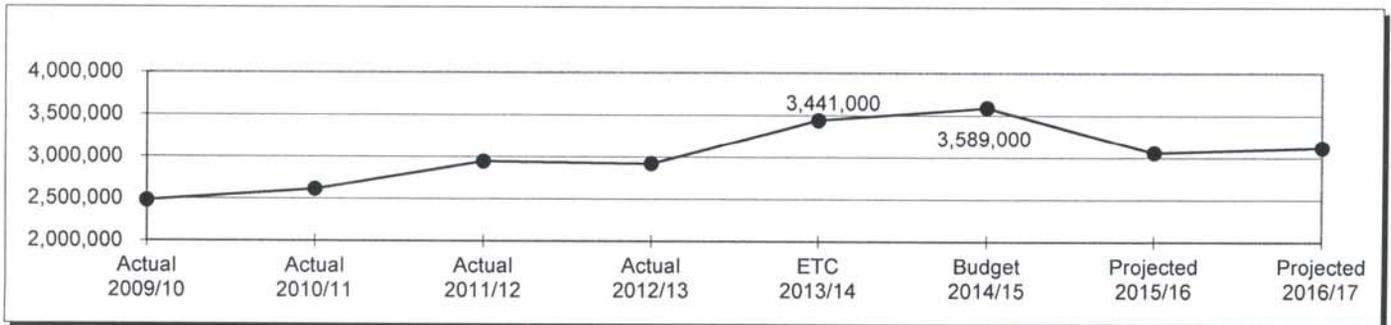
# REVENUE BY SOURCE

Engineering fees are charged for the processing of private development plans and for inspection of public improvements required of the development. Revenue varies with the amount of development activity for subdivisions and public infrastructure projects. This category also includes charges for services to the City's Capital Improvement Program.



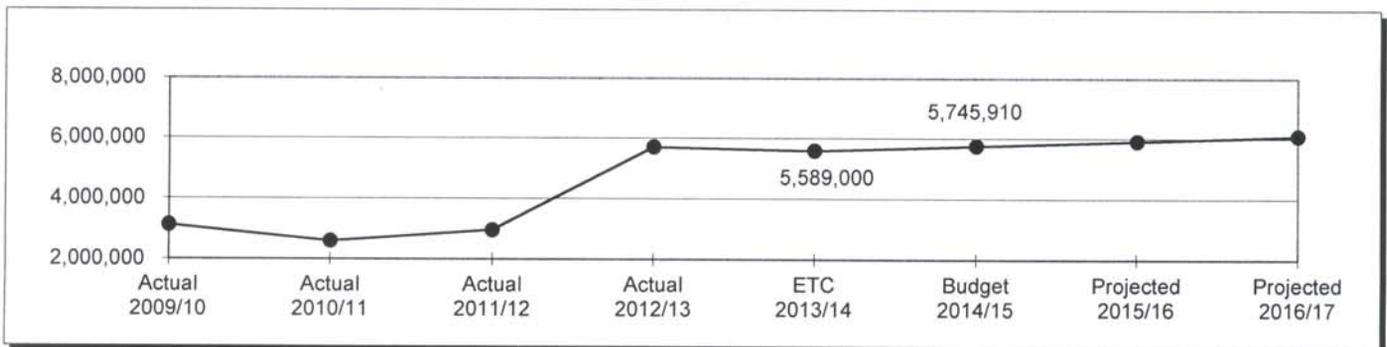
## Local Transportation Funding-Street Construction & Transit Funds

This source of revenue is generated by a 1/4 cent tax on general sales tax, which is collected by the state and distributed to the cities on a formula basis for support of local transportation services. As LTF revenues are increasingly needed to fund transit operations, this reduces the amount available to fund street construction projects. Starting in 2014/15, all LTF funding available to the City will be allocated to transit as required for cities with populations greater than 100,000.



## Measure C (1/2 cent Sales Tax)-Street Construction & Transit Funds

This tax is a county-wide tax used to fund street improvements and transit operations. In November 2006, voters in Fresno County passed an extension to this program through 2027, generating more than \$1.7 billion over the next 20 years. Although the tax rate is the same, the distribution percentage changed resulting in an increase in the City of Clovis' share of this sales tax. The significant increase in 2012/13 and forward represents the City's ability to obtain a greater portion of funds from the Regional Transportation Program for specific street improvement projects.



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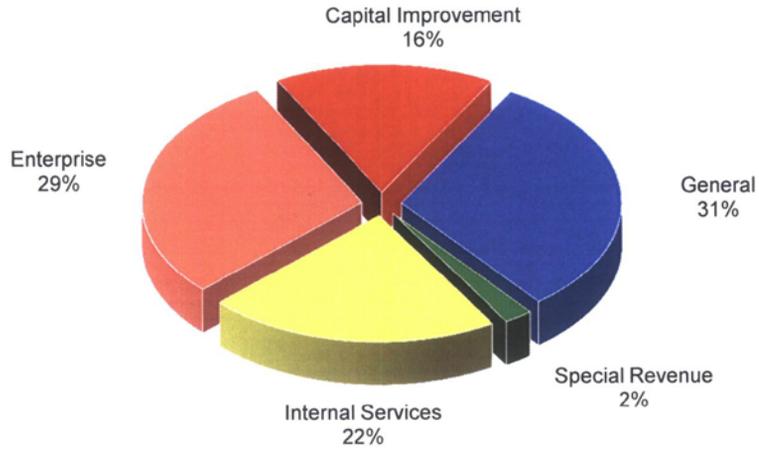
# SUMMARY OF EXPENDITURES BY FUND

	2012-2013 <u>Actual</u>	2013-2014 <u>Revised Estimate</u>	2014-2015 <u>Budget</u>
<b>GENERAL FUND</b>	49,912,029	54,152,200	56,747,700
<b>SPECIAL REVENUE FUNDS</b>			
Housing and Community Development	159,014	144,600	187,100
Clovis YES	332,798	17,000	0
Landscape Maintenance District	2,978,570	2,956,000	2,902,000
<b>INTERNAL SERVICES FUNDS</b>			
Liability & Property Insurance	1,780,948	1,608,500	1,675,600
Employee Benefit	18,245,204	17,592,000	19,223,200
Fleet Maintenance	6,724,813	9,179,000	8,579,700
General Govt Services	8,582,196	9,274,300	11,948,200
<b>ENTERPRISE FUNDS</b>			
Community Sanitation	14,326,759	15,418,700	17,372,800
Sewer Service	8,909,343	11,497,400	11,386,800
Transit	5,223,700	5,108,700	5,093,600
Water Service	13,127,081	13,257,900	12,670,600
Planning & Development Service	6,469,658	7,129,900	7,670,000
<b>CAPITAL IMPROVEMENTS FUNDS</b>			
Sewer Construction	6,962,582	6,891,700	7,018,300
Parks Projects	1,477,539	3,816,100	1,410,000
General Government Facilities	5,218,231	2,303,300	1,657,000
Street Construction	8,468,186	19,268,900	15,240,000
Water Construction	4,471,234	5,118,800	5,968,600
Refuse Construction	30,561	870,000	720,000
Housing and Community Development	1,221,204	777,400	1,550,000
<b>TOTAL</b>	<b><u>164,621,649</u></b>	<b><u>186,382,400</u></b>	<b><u>189,021,200</u></b>
<b>SUCCESSOR AGENCY TRUST FUND</b>			
Clovis Successor Agencies*	<u>1,843,814</u>	<u>2,025,200</u>	<u>7,879,800</u>

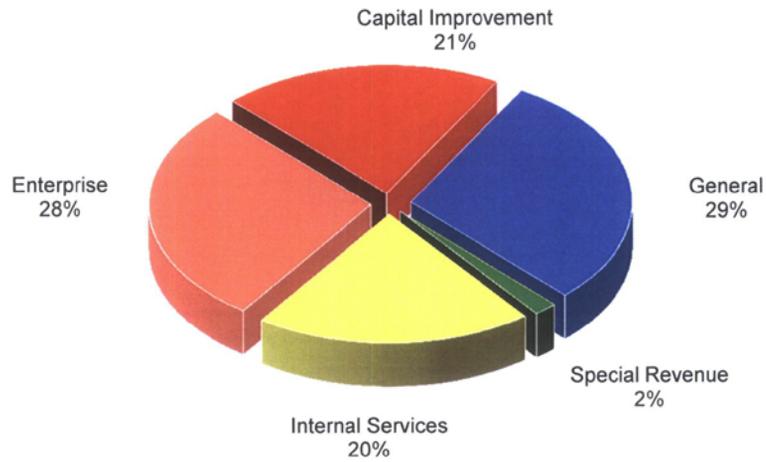
\*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

# EXPENDITURES BY FUND

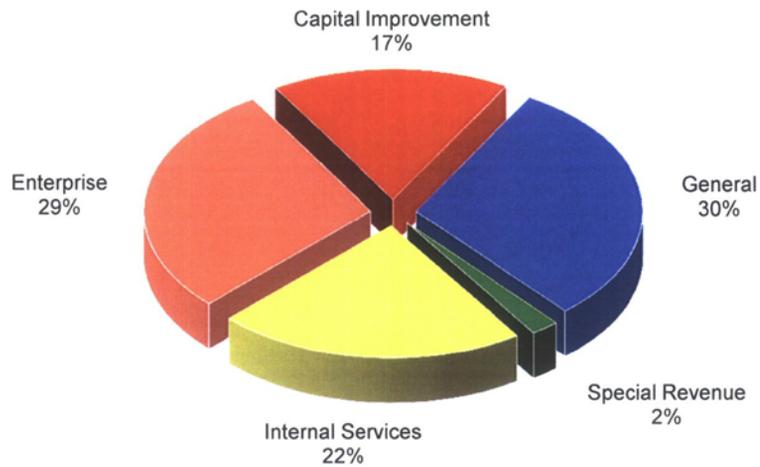
## 2012-2013 ACTUAL



## 2013-2014 ESTIMATED



## 2014-2015 BUDGET



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## DEBT OBLIGATIONS

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The Debt Obligation Section provides information about the City's policies on long-term debt, current long-term debt obligations, and the legal debt limit.



Clovis has boundless entertainment choices, from local movie theaters to world-class events such as the annual Clovis Rodeo. Photos: Sierra Vista Mall Cinemas 16 and the Mercedes Edwards Theater.

# DEBT OBLIGATIONS

The City of Clovis has several long-term debt obligations consisting of assessment district bonds, tax allocation bonds, lease revenue bonds, certificates of participation, revenue bonds, long-term loans, capital leases, and long-term contracts. At the present time there is no outstanding general obligation bond debt.

The City utilizes long-term debt to fund its capital needs. It is City policy to undertake long-term debt to fund capital assets (including infrastructure) when those assets will be a benefit over several budget years and there is a need to conserve liquid assets (cash). The City has been able to finance various projects with very attractive rates due to the City's favorable credit rating.

General obligation bonds are direct obligations of the City and are backed by the full faith and credit of the City, requiring voter approval, and may have a tax rate set to cover repayment. General obligation debt is also subject to a legal debt limitation. The legal debt limit for fiscal year 2014-15 is calculated at 15% of total assessed valuation or \$1,155,787,532. The City currently has no general obligation debt outstanding.

## LEGAL DEBT LIMIT

Assessed Valuations	\$ 7,601,871,513
Add back exempt property	<u>103,378,700</u>
Total Assessed Value	<u>\$ 7,705,250,213</u>
Legal Debit Limit	
15% of Total Assessed Value	\$ 1,155,787,532

The other long-term debts are payable from revenue sources that are not an obligation of the general taxpayer and do not fall under the legal debt limitation. These debts include special assessment bonds (which are an obligation of benefiting property owners), tax allocation bonds (which are an obligation of the Clovis Successor Agencies); loans, lease revenue bonds, revenue bonds and contracts (which are an obligation of the revenues received in the water, refuse and sewer enterprise operations); and capital leases (which are leases secured by the leased asset). Total non-general obligation debt by type as of June 30, 2013, is as follows:

Tax Allocation Bonds	\$ 16,850,000
Capital Leases	11,770,457
Long-Term Loans	2,201,266
Long-Term Contracts	10,503,598
Revenue Bonds	157,490,000

In addition to the debt amounts listed above, the City incurred new non-general obligation debt in the form of revenue bonds during the 2013-14 fiscal year. The proceeds from the revenue bonds are being used to refund the principal amount of the outstanding 1998 Sewer Enterprise, 2001 Corporation Yard and 2003 Water Improvement Revenue Bonds.

## 2014-2015 DEBT SUMMARY

The City of Clovis has various financing sources available to fund its capital needs. These financing sources include: assessment district bonds, tax allocation bonds, capital leases, lease revenue bonds, loans, certificates of participation, contracts and revenue bonds. The schedule below lists the amounts required to meet the principal and interest payments. The various issues have various funding sources, obligations, terms, interest rates, security, etc. Each type of debt is discussed in more detail in the following pages.

	<i>Total Amount Issued</i>	<i>Amount Outstanding 6/30/2014</i>	<i>DEBT SERVICE REQUIREMENTS (Principal and Interest Only)</i>		
			<i>2012-2013 Actual</i>	<i>2013-2014 Revised Estimate</i>	<i>2014-2015 Budget</i>
<b><u>Long-Term Interfund Loans</u></b>					
* Sewer Developer Fund	12,120,000	12,120,000	0	0	0
* Water Developer Fund	2,950,000	2,950,000	0	0	0
<b><u>Tax Allocation Bonds</u></b>					
2008 Tax Allocation Bonds	19,100,000	16,240,000	1,350,179	1,346,400	1,346,000
<b><u>Long-Term Loans</u></b>					
2003 State of CA-R & T Infrastructure	720,000	327,074	51,467	52,100	53,000
California Energy Project Loan	867,200	570,341	106,900	106,900	108,000
California Energy Project Loan	953,239	856,995	86,186	85,700	87,000
PG&E Energy Project Loan	220,121	170,784	22,771	22,800	23,000
PG&E Energy Project Loan	59,750	45,380	5,294	9,100	10,000
<b><u>Capital Leases</u></b>					
Fire Station 34	1,510,774	111,843	152,472	152,700	115,000
Fire Truck, Refuse and Landfill Equip	460,500	0	27,526	0	0
Fire Station 31 Relocation	6,090,000	3,483,670	541,042	542,400	543,000
Fire Truck	1,116,078	175,817	179,580	180,400	181,000
14 Police Vehicles	570,342	61,387	123,262	124,900	64,000
Landfill Compactor	791,000	331,916	170,547	172,900	174,000
Solar Safety	2,454,100	2,220,379	199,076	194,800	195,000
Fire Truck	625,411	459,112	74,127	74,200	75,000
SCBA Gear	500,000	301,043	91,861	90,700	92,000
Police Vehicles	665,000	342,480	140,961	142,100	143,000
Pet Adoption Center	3,000,000	2,847,998	161,722	219,500	220,000
Fire Truck, Fire & Police Vehicles	1,795,000	1,795,000	0	0	308,000
Communication Tower, Network Equip	2,000,000	0	0	0	219,000
<b><u>Revenue Bonds</u></b>					
** 1998 Sewer Enterprise-Refundings	15,330,000	0	867,161	0	0
1998 Refuse-Landfill Improvements	10,030,000	3,455,000	772,260	782,700	783,000
** 2001 Corporation Yard	19,755,000	0	1,414,957	357,500	0
** 2003 Water Improvement	44,330,000	0	3,231,634	0	0
2005 Waste Water	25,735,000	25,035,000	1,578,780	1,329,900	1,333,000
2007 Waste Water	68,540,000	65,365,000	4,073,787	4,352,000	4,352,000
2013 Waste Water	12,500,000	12,500,000	0	294,500	1,021,000
2013 Corporation Yard	14,377,528	13,593,602	0	997,000	1,282,000
2013 Water Improvement	31,810,000	30,355,000	0	2,286,000	3,019,000
<b><u>Long-Term Contracts Payable</u></b>					
*** 1993 WWTP Expansion/Upgrade (Payable to the City of Fresno)	17,618,748	9,783,356	1,222,525	1,235,700	1,234,000
<b><u>Total Appropriations for Principal and Interest</u></b>			<b><u>\$16,646,077</u></b>	<b><u>\$15,152,900</u></b>	<b><u>\$16,980,000</u></b>

\* Repayments of principal are budgeted as transfers. Please see transfers schedule for more information.

\*\* This revenue bond was refinanced in fiscal year 2013-14.

\*\*\* This contract was amended in September 2007. The amount shown is revised to reflect the current agreement with the City of Fresno.

# 2014-2015 DESCRIPTION OF LONG-TERM DEBT

## Assessment District Bonds

There are two types of special assessment bonds: Special assessment debt without government commitment and special assessment debt with government commitment.

The City currently has two assessment district debts without government commitment. They are the 1998-1 Temperance/Barstow bonds and the 2000-1 Shepherd/Temperance bonds. The City acts as an agent on these bonds in that it receives assessments from the properties within these districts and then makes payment to a paying agent who in turn pays the bondholders.

The 1998-1 Temperance/Barstow bonds were issued in December 1998 for \$1,621,333 at an interest rate of 6.375%. These bonds were issued to finance infrastructure improvements and landscaped recreational facilities in the Temperance/Barstow Assessment District.

The 2000-1 Shepherd/Temperance bonds were issued in July 2000 for \$2,360,000 at an interest rates varying from 5.00% to 6.10%. These bonds were issued to finance infrastructure improvements and landscaped recreational facilities in the Shepherd/Temperance Assessment District.

The debt service is not included in the City's budget because these are property based assessments and the City is not obligated to make the debt service payments.

## Long-Term Interfund Loans

In 2014/15 the Sewer Construction - Developer Fund will borrow an additional \$3,100,000 from the Sewer Enterprise Fund to meet required bond covenants. The interest rate on the loan is variable and is set at the annual rate of return earned by the City's pooled cash and will be paid annually. Repayment will begin when development fee revenue exceeds revenue bond payment requirements.

In 2014/15 the Water Construction - Developer Fund will borrow an additional \$500,000 from the Water Enterprise Fund to fund a water banking project and to meet required bond covenants. The interest rate on the loan is variable and is set at the annual rate of return earned by the City's pooled cash and will be paid annually. Repayment will begin when development fee revenue exceeds revenue bond payment requirements.

# 2014-2015 DESCRIPTION OF LONG-TERM DEBT

## Tax Allocation Bonds

In April 2008 the former Clovis Community Development Agency issued tax allocation bonds in the amount of \$19,100,000 at interest rates varying from 3.25% to 4.75%. The proceeds are being utilized to aid in the financing of the former Clovis Community Development Agency's projects and were used for the refunding of \$7,170,000 aggregate principal amount of the Agency's outstanding 1996 tax allocation bonds. Due to the elimination of redevelopment, the City is acting as the Successor Agency. The City has completed the necessary requirements, and applied to the State Department of Finance for the "finding of completion". Upon award of the finding of completion from the Department of Finance, the remaining bond proceeds will be used for the original intended purposes. The last debt service payment is scheduled for the fiscal year 2037/38. Included in the 2014/15 budget is \$630,000 for principal and \$716,000 for interest.

The following is a schedule of debt service payments for the 2008 Tax Allocation Bonds:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
14/15	630,000	716,000	1,346,000
15/16	655,000	693,501	1,348,501
16/17	675,000	667,054	1,342,054
17/18	710,000	635,891	1,345,891
18/19	735,000	603,379	1,338,379
19/20	770,000	569,901	1,339,901
20/21	805,000	535,251	1,340,251
21/22	845,000	498,951	1,343,951
22/23	880,000	461,001	1,341,001
23/24	915,000	421,511	1,336,511
24/25	960,000	379,181	1,339,181
25/26	995,000	333,972	1,328,972
26/27	1,050,000	286,681	1,336,681
27/28	1,095,000	237,078	1,332,078
28/29	1,150,000	185,163	1,335,163
29/30	1,205,000	130,703	1,335,703
30/31	230,000	97,375	327,375
31/32	240,000	86,213	326,213
32/33	250,000	74,575	324,575
33/34	265,000	62,344	327,344
34/35	275,000	49,519	324,519
35/36	290,000	36,100	326,100
36/37	300,000	22,088	322,088
37/38	315,000	7,481	322,481
Total	<u>\$16,240,000</u>	<u>\$7,790,913</u>	<u>\$24,030,913</u>

# 2014-2015 DESCRIPTION OF LONG-TERM DEBT

## Capital Leases

In September 2000 the City entered into a fifteen-year lease for fire station #34 at an interest rate of 5.62%. The last payment on this lease is scheduled for March 2015. Included in the 2014/15 budget is \$112,000 for principal and \$3,000 for interest.

In November 2002 the City entered into a ten-year lease for a fire truck. The interest rate on the lease was 3.65%. The last payment for this lease was made in November 2012.

In December 2006 the City entered into a fifteen-year lease for the relocation and construction of fire station #31. The interest rate on the lease is 4.00%. The last payment is scheduled for December 2021. Included in the 2014/15 budget is \$407,000 for principal and \$136,000 for interest.

In May 2008 the City entered into a seven-year lease for a new fire truck. The interest rate on the lease is 3.36%. The last payment is scheduled for May 2015. Included in the 2014/15 budget is \$176,000 for principal and \$5,000 for interest.

In August 2009 the City entered into a five-year lease for fourteen new police vehicles. The interest rate on the lease is 3.35%. The last payment is scheduled for August 2014. Included in the 2014/15 budget is \$62,000 for principal and \$2,000 for interest.

In January 2011 the City entered into a five-year lease for \$791,000 for a landfill compactor. The interest rate on the lease is 3.28%. The last payment is scheduled for January 2016. Included in the 2014/15 budget is \$164,000 for principal and \$10,000 for interest.

In May 2011 the City entered into a twenty-year lease for \$2,454,100 for a solar project located at the police/fire headquarters and fire stations #1 and #5. The interest rate on the lease is 4.95%. The last payment is scheduled for June 2031. Included in the 2014/15 budget is \$86,000 for principal and \$109,000 for interest.

In June 2011 the City entered into a ten-year lease for \$625,411 for a new fire truck. The interest rate on the lease is 4.50%. The last payment is scheduled for July 2021. Included in the 2014/15 budget is \$60,000 for principal and \$15,000 for interest.

In August 2011 the City entered into a six-year lease for \$500,000 for self contained breathing apparatus equipment. The interest rate on the lease is 3.72%. The last payment is scheduled for August 2017. Included in the 2014/15 budget is \$84,000 for principal and \$8,000 for interest.

In August 2011 the City entered into a five-year lease for \$665,000 for nineteen police vehicles. The interest rate on the lease is 3.43%. The last payment is scheduled for August 2016. Included in the 2014/15 budget is \$135,000 for principal and \$8,000 for interest.

In July 2012 the City entered into a twenty-year lease for \$3,000,000 for a new pet adoption center. The interest rate on the lease is 4.00%. The last payment scheduled is for July 2032. Included in the 2014/15 budget is \$107,000 for principal and \$113,000 for interest.

In March 2014 the City entered into a ten-year lease for \$1,795,000 for a new fire truck, four fire safety command vehicles, and fifteen police vehicles. The interest rate on the lease is 1.864%. The last payment is scheduled for March 2024. Included in the 2014/15 budget is \$275,000 for principal and \$33,000 for interest.

In 2014-15 the City will enter into a five-year lease purchase for \$2,000,000 for various communication and computer equipment, including a police communication tower and radios, network switches, mobile data computers, audio-video equipment, and Geographic Information Systems software. The interest rate on the lease will be approximately 3.3%. Funding is estimated in January 2015, with the last payment scheduled for approximately January 2020. Included in the 2014/15 budget is \$186,000 for principal and \$33,000 for interest.

## 2014-2015 DESCRIPTION OF LONG-TERM DEBT

The following is a schedule of the future lease payments for the City's capital leases:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
14/15	1,854,000	475,000	2,329,000
15/16	1,732,148	436,705	2,168,853
16/17	1,549,480	386,375	1,935,855
17/18	1,484,100	335,484	1,819,584
18/19	1,488,913	285,399	1,774,312
19/20	1,091,705	235,144	1,326,849
20/21	911,134	197,119	1,108,253
21/22	601,137	161,861	762,998
22/23	348,453	143,427	491,880
23/24	362,131	129,750	491,881
24/25	298,185	115,852	414,037
25/26	311,591	102,445	414,036
26/27	325,607	88,429	414,036
27/28	340,261	73,775	414,036
28/29	355,582	58,454	414,036
29/30	371,600	42,435	414,035
30/31	388,352	25,687	414,039
31/32	208,751	10,584	219,335
32/33	107,515	2,152	109,667
<b>Total</b>	<b><u>\$14,130,645</u></b>	<b><u>\$3,306,077</u></b>	<b><u>\$17,436,722</u></b>

# 2014-2015 DESCRIPTION OF LONG-TERM DEBT

## Long-Term Loans

During 2001/02, the City entered into a twenty-year agreement with the State of California for a loan to provide water and sewer infrastructure and street improvements for the research and technology park. The interest rate on this loan is 3.06%. The first payment occurred in February 2003 and the final payment is scheduled for August 2020. Included in the 2014/15 budget is \$43,000 principal and \$10,000 interest.

During 2009/10, the City entered into a ten year agreement with the California Energy Commission for a loan to provide lighting efficiency upgrades and heating, ventilating, and air conditioning equipment replacements. The interest rate on this loan is 1.0%. The last payment is scheduled for December 2018. Included in the 2014/15 budget is \$102,000 for principal and \$6,000 for interest.

During 2010/11 the City entered into a ten year agreement with the California Energy Commission for a loan to provide solar project funding. The interest rate on this loan is 3.0%. The last payment is scheduled for 2026/27. Included in the 2014/15 budget is \$61,000 for principal and \$26,000 for interest.

During the 2011/12 the City entered into a ten year agreement with the Pacific Gas & Electric for a loan to provide LED street light fixtures. The interest rate on this loan is 0.0%. The last payment is scheduled for 2021/22. Included in the 2014/15 budget is \$23,000 for principal and \$0 for interest.

During the 2012/13 the City entered into a five year agreement with the Pacific Gas & Electric for a loan to provide HVAC pre-coolers. The interest rate on this loan is 0.0%. The last payment is scheduled for 2017/18. Included in the 2014/15 budget is \$10,000 for principal and \$0 for interest.

The following is a schedule of the future payments for the City's long-term loans:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
14/15	239,000	42,000	281,000
15/16	237,391	34,051	271,442
16/17	244,551	31,640	276,191
17/18	248,908	27,263	276,171
18/19	253,375	22,773	276,148
19/20	195,420	18,209	213,629
20/21	145,940	14,246	160,186
21/22	85,681	11,287	96,968
22/23	76,541	9,041	85,582
23/24	78,837	6,745	85,582
24/25	81,237	4,345	85,582
25/26	83,692	1,889	85,581
Total	<u>\$1,970,573</u>	<u>\$223,489</u>	<u>\$2,194,062</u>

# 2014-2015 DESCRIPTION OF LONG-TERM DEBT

## Long-Term Contracts Payable

In 1993 the City of Fresno issued Revenue Bonds for the upgrade and expansion of the Fresno-Clovis Regional Wastewater Treatment Plant (WWTP). The City of Clovis is obligated contractually to the City of Fresno to make semi-annual payments based on Clovis' share of the project. In January 1998 Clovis' share of the project was changed from 6.0780% to 8.1093% of the total \$196,280,000 issued. The Revenue Bonds were issued in September 1993 at interest rates varying from 3.50% to 6.25% and payments run through September 2023. Included in the 2014/15 budget is \$765,000 for principal and \$469,000 for interest.

In 1995 the City of Fresno issued Revenue Bonds for additional expansion of the Fresno-Clovis Regional WWTP. The City of Clovis is obligated contractually to the City of Fresno to make semi-annual payments based on Clovis' share of the debt service related to the purchase of additional capacity at the Fresno-Clovis Regional WWTP. In January 1998 the City of Clovis' share was modified; the City's share of the Revenue Bonds was reduced from \$17,430,000 to \$13,025,000. The City of Fresno's 1995 Series A Sewer Revenue Bonds were issued with interest rates varying from 4.50% to 6.00% and the last payment for the City of Clovis was made in September 2011.

Below is a schedule of the future payments to the City of Fresno for these contracts:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
14/15	765,000	469,000	1,234,000
15/16	812,583	423,683	1,236,266
16/17	855,463	379,933	1,235,396
17/18	900,536	333,839	1,234,375
18/19	947,488	285,328	1,232,816
19/20	997,257	234,278	1,231,535
20/21	1,049,843	183,166	1,233,009
21/22	1,099,612	132,116	1,231,728
22/23	1,151,729	80,087	1,231,816
23/24	1,203,845	27,086	1,230,931
Total	<u>\$9,783,356</u>	<u>\$2,548,516</u>	<u>\$12,331,872</u>

# 2014-2015 DESCRIPTION OF LONG-TERM DEBT

## Revenue Bonds

In July 1998 the City issued the 1998 Sewer Enterprise Revenue Bonds for \$15,330,000 at interest rates varying from 4.50% to 5.50%. The proceeds were used to refund the 1991 Fowler Trunk Contract payable to the City of Fresno and the 1991 Armstrong Trunk Certificates of Participation. The last payment was scheduled for fiscal year 2028/29. These bonds were refinanced in July 2013.

In August 1998 the City issued the 1998 Refuse Enterprise Revenue Bonds for \$10,030,000 at interest rates varying from 3.80% to 5.00%. These bonds were issued to pay for excavation, sorting, relocation, refilling, compacting and coverage of materials at the existing landfill, the installation of a liner at the existing landfill, the construction of a bridge at the landfill, and the refunding of the principal outstanding on the 1987-A and 1988-A Certificates of Participation. The final payment is scheduled for September 2018. Included in the 2014/15 budget is \$625,000 for principal and \$158,000 for interest.

In April 2001 the City issued the 2001 Corporation Yard Revenue Bonds for \$19,755,000 at interest rates varying from 3.40% to 5.375%. These bonds were issued to pay for the construction of a new corporation yard and are recorded in the General Government Services Fund. The final payment was scheduled for March 2027. These bonds were refinanced in September 2013.

In June 2003 the City issued 2003 Water Improvement Bonds for \$44,330,000 at interest rates varying from 2.50% to 5.0%. These bonds were issued to pay for a surface water treatment plant, water banking, transmission lines and canal improvements. Included in the bond are monies to refund the Certificates of Participation for major water system improvements. The final payment was scheduled for March 2028. These bonds were refinanced in July 2013.

In April 2005 the City issued 2005 Waste Water Revenue Bonds for \$25,735,000 at interest rates varying from 2.20% to 5.0%. These bonds were issued to pay for the initial phase of construction of a new wastewater treatment plant needed due to planned development in the City. This bond is to pay for a pump station, sewer trunk, and a force main. The final payment is scheduled for February 2036. Included in the 2014/15 budget is \$75,000 for principal and \$1,258,000 for interest.

In March 2007 the City issued 2007 Waste Water Revenue Bonds for \$68,540,000 at interest rates varying from 4.0% to 5.0%. These bonds were issued to pay for the initial phase of construction of a new wastewater treatment plant needed due to planned development in the City. This bond is to pay for a sewer treatment water reuse facility, pump stations, recycled water mains, deep sewer trunk lines and additional force mains. The final payment is scheduled for August 2024. Included in the 2014/15 budget is \$1,340,000 for principal and \$3,012,000 for interest.

In July 2013 the City issued the 2013 Sewer Enterprise Revenue Bonds for \$12,500,000 at interest rates varying from 2.0% to 5.0%. The proceeds were used to refinance the 1998 Sewer Enterprise Revenue Bonds for which proceeds were used to refund the 1991 Fowler Trunk Contract payable to the City of Fresno and the 1991 Armstrong Trunk Certificates of Participation. The last payment is scheduled for fiscal year 2028/29. Included in the 2014/15 budget is \$455,000 for principal and \$566,000 for interest.

In September 2013 the City issued the 2013 Corporation Yard Revenue Bonds for \$14,377,528 at an interest rate of 3.1%. The proceeds were used to refinance the 2001 Corporation Yard Revenue Bonds which were issued to pay for the construction of a new corporation yard and are recorded in the General Government Services Fund. The final payment is scheduled for March 2027. Included in the 2014/15 budget is \$867,000 for principal and \$415,000 for interest.

In July 2013 the City issued 2013 Water Improvement Bonds for \$31,810,000 at interest rates varying from 2.0% to 5.0%. The proceeds were used to refinance the 2003 Water Improvement Bonds for which proceeds were issued to pay for a surface water treatment plant, water banking, transmission lines and canal improvements; and to refund the Certificates of Participation for major water system improvements. The final payment is scheduled for March 2028. Included in the 2014/15 budget is \$1,630,000 for principal and \$1,389,000 for interest.

# 2014-2015 DESCRIPTION OF LONG-TERM DEBT

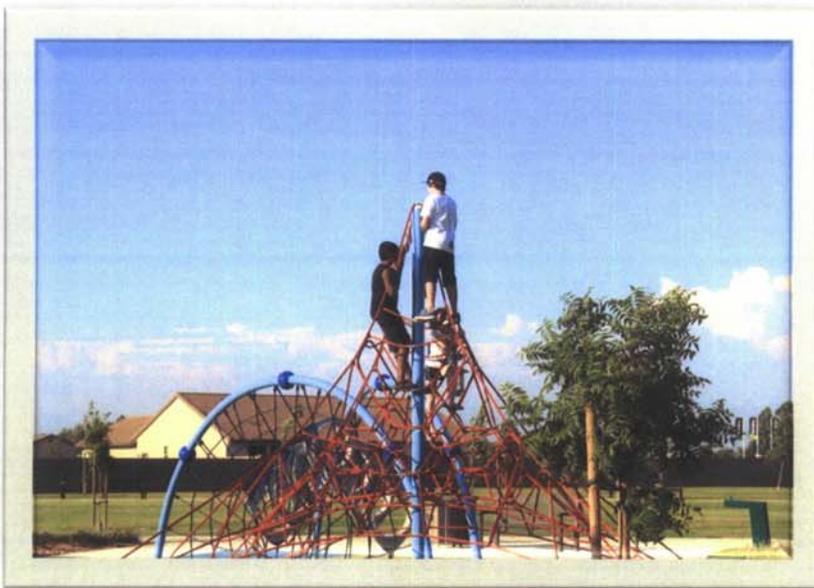
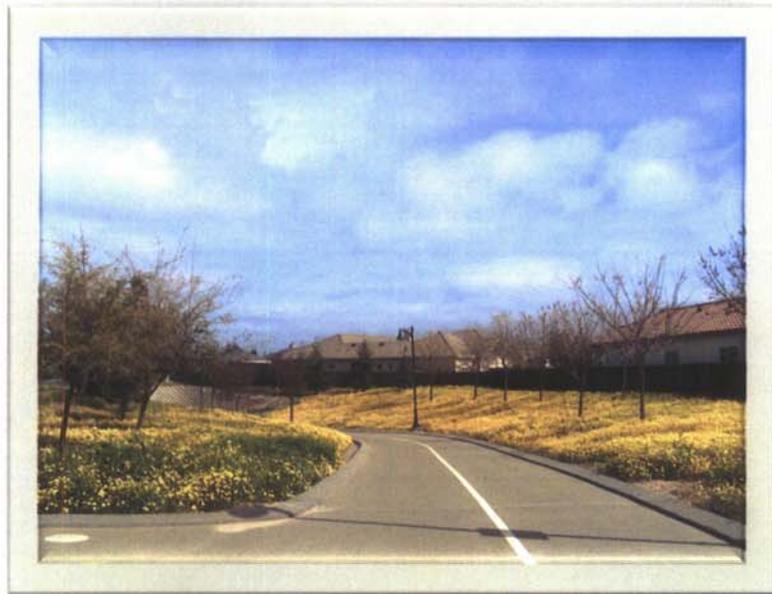
The following is a schedule of the debt service payments for the City's revenue bonds:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
14/15	4,992,000	6,798,000	11,790,000
15/16	5,162,693	6,588,605	11,751,298
16/17	5,396,304	6,376,269	11,772,573
17/18	5,610,863	6,148,989	11,759,852
18/19	5,848,909	5,911,664	11,760,573
19/20	5,300,432	5,678,928	10,979,360
20/21	5,530,270	5,460,465	10,990,735
21/22	5,787,014	5,208,520	10,995,534
22/23	6,057,231	4,936,823	10,994,054
23/24	6,350,950	4,652,034	11,002,984
24/25	7,732,817	4,326,331	12,059,148
25/26	8,887,985	3,937,662	12,825,647
26/27	9,321,134	3,509,515	12,830,649
27/28	8,460,000	3,077,999	11,537,999
28/29	5,855,000	2,685,813	8,540,813
29/30	4,310,000	2,441,113	6,751,113
30/31	4,530,000	2,222,656	6,752,656
31/32	4,755,000	1,996,663	6,751,663
32/33	4,985,000	1,763,063	6,748,063
33/34	5,235,000	1,517,925	6,752,925
34/35	5,490,000	1,260,637	6,750,637
35/36	5,760,000	990,725	6,750,725
36/37	6,035,000	716,737	6,751,737
37/38	6,310,000	438,975	6,748,975
38/39	6,600,000	148,500	6,748,500
Total	<u>\$150,303,602</u>	<u>\$88,794,611</u>	<u>\$239,098,213</u>

## PERSONNEL

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The Personnel Section includes a detailed narrative of the personnel changes reflected in the budget, along with a summary and detailed list displaying the number of authorized positions within each classification by department.



Clovis has miles of trails through neighborhoods, along creeks, and across town, which provide opportunities for casual recreation or serious training. Additionally, citizens may enjoy one of the many community and neighborhood parks. Photos: Old Town Trail and Pasa Tiempo Park.

# PERSONNEL

There are sixteen new positions being proposed for 2014-15 as well as the elimination of three positions. Six new positions are recommended in the General Fund, two police officers, two office assistants, and one police service officer in the police department to provide additional coverage and assistance in records and dispatch, and a principal office assistant that will be allocated 1/3<sup>rd</sup> in Personnel, 1/3<sup>rd</sup> in Employee Benefits ISF (EBF) and 1/3<sup>rd</sup> in Liability and Property Insurance ISF (L&P Ins) to provide additional coverage and recruitment. Also, ten additional non-General Fund positions are recommended. In Planning and Development Services (PDS) three additional positions, a building official, city planner, and administrative assistant, to handle the increased workload for the increased activity in the department as well as improved oversight are recommended. In General Services-Transit the conversion to extra help to two full time bus drivers is recommended. In Public Utilities five new positions are requested to accommodate increased workload in those operations. They include, one assistant engineer split between Community Sanitation, Street Maintenance, and Parks (for Landscape Maintenance District), one utility worker in Community Sanitation, one water treatment plant operator in Water, one street sweeper operator in Community Sanitation and one parts clerk in Fleet. These added positions will provide enhanced core services as well as improved community health and well-being services. The positions being eliminated are one redevelopment technician and one senior maintenance worker in the General Fund and one planning technician I/II in the Planning and Development Services Fund. These three positions are currently vacant and were replaced with either contract services or other positions throughout 2013-14.

In addition to the new positions being recommended, a change to the current complement of staffing is recommended for converting the existing recreation coordinator to a recreation supervisor. This change represents a minor adjustment and is included in the funding represented in the budget.

The additional positions recommended in 2014-15 are below:

<u>Position</u>	<u>Department</u>
<b>Police Officer (2)</b>	<b>Police</b>
<b>Office Assistant (2)</b>	<b>Police</b>
<b>Police Service Officer (1)</b>	<b>Police</b>
<b>Principal Office Assistant (1)</b>	<b>General Services/Personnel, EBF, L&amp;P Ins Divisions</b>
<b>Bus Driver (2)</b>	<b>General Services/Transit Division</b>
<b>Building Official (1)</b>	<b>PDS/Building Division</b>
<b>City Planner (1)</b>	<b>PDS/Planning Division</b>
<b>Administrative Assistant (1)</b>	<b>PDS/All Divisions</b>
<b>Assistant Engineer (1)</b>	<b>Public Utilities/split between multiple Divisions</b>
<b>Utility Worker (1)</b>	<b>Public Utilities/Community Sanitation Division</b>
<b>Water Treatment Plant Operator (1)</b>	<b>Public Utilities/Water Division</b>
<b>Street Sweeper Operator (1)</b>	<b>Public Utilities/Community Sanitation Division</b>
<b>Parts Clerk (1)</b>	<b>Public Utilities/Fleet Division</b>

The positions recommended for elimination in 2014-15 are below:

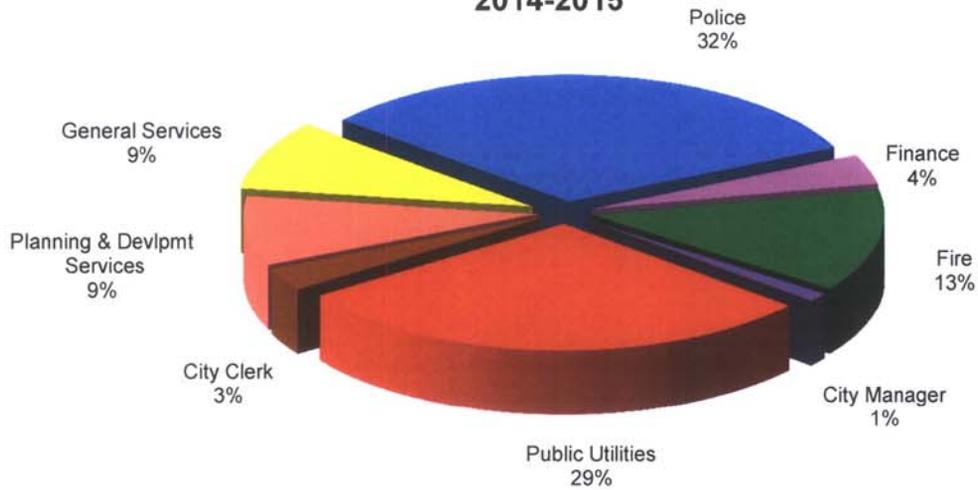
<u>Position</u>	<u>Department</u>
<b>Redevelopment Technician (1)</b>	<b>City Manager/Economic Development Division</b>
<b>Senior Maintenance Worker (1)</b>	<b>Public Utilities/Streets Division</b>
<b>Planning Technician I/II (1)</b>	<b>PDS/Planning Division</b>

There are position reallocations between sections noted by account in the **Operations Section** to better reflect current work assignments.

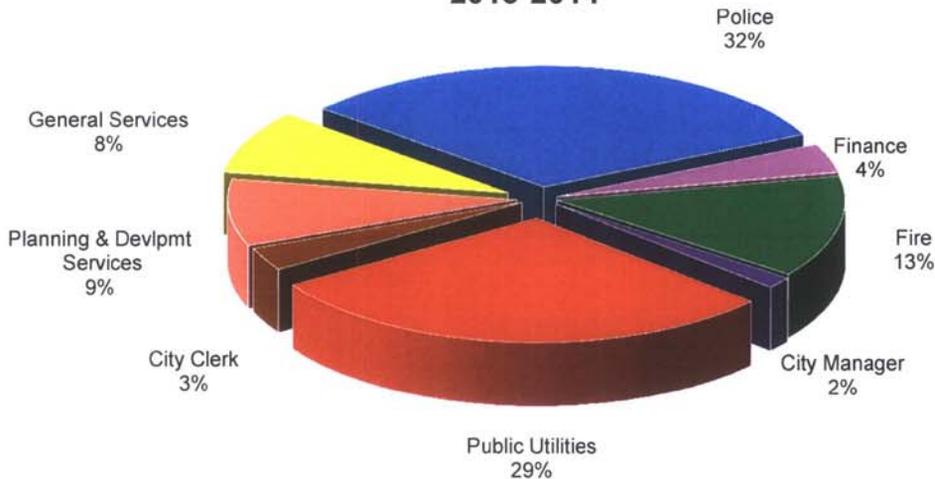
# SUMMARY OF POSITIONS BY DEPARTMENT

Department	2012-13 Prior Year	2013-14 Current Year	2014-15 Recommended Positions	Change Increase/ (Decrease)
City Clerk	13.55	14.55	14.55	-
City Manager	6.15	7.15	6.15	(1.00)
General Services	39.15	41.15	44.15	3.00
Finance	17.15	19.15	19.15	-
Fire	66.00	66.00	66.00	-
Police	152.00	156.00	161.00	5.00
Planning & Development Services	36.00	43.00	45.00	2.00
Public Utilities	143.00	144.00	148.00	4.00
<b>TOTAL</b>	473.00	491.00	504.00	13.00

## RECOMMENDED 2014-2015



## CURRENT 2013-2014



## **DETAIL OF POSITIONS BY DEPARTMENT**

<u>Department</u>	<u>2012-13 Prior Year</u>	<u>2013-14 Current Year</u>	<u>2014-15 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
<b>CITY CLERK</b>				
Assistant City Manager/City Clerk	0.50	0.50	0.50	-
Housing Program Manager	0.25	0.25	0.25	-
Information Technology Analyst	3.00	-	-	-
Information Technology Manager	1.00	1.00	1.00	-
Information Technology Specialist	3.00	3.00	3.00	-
Information Technology Supervisor	2.00	2.00	2.00	-
Information Technology Technician	2.00	2.00	2.00	-
Principal Office Assistant	0.80	0.80	0.80	-
Senior Information Technology Analyst	1.00	5.00	5.00	-
TOTAL	13.55	14.55	14.55	-
<b>CITY MANAGEMENT</b>				
Assistant City Manager/City Clerk	0.50	0.50	0.50	-
Business Development Manager	1.00	1.00	1.00	-
City Manager	1.00	1.00	1.00	-
Community & Econ Development Dir	1.00	1.00	1.00	-
Executive Assistant	0.70	0.70	0.70	-
Housing Program Coordinator	-	1.00	1.00	-
Housing Program Manager	0.75	0.75	0.75	-
Principal Office Assistant	0.20	0.20	0.20	-
Redevelopment Technician	1.00	1.00	-	(1.00)
TOTAL	6.15	7.15	6.15	(1.00)
<b>GENERAL SERVICES</b>				
Administrative Assistant	1.00	1.00	1.00	-
Assistant Building Technician	3.00	4.00	4.00	-
Building Maintenance Leadworker	1.00	1.00	1.00	-
Bus Driver	14.00	14.00	16.00	2.00
Custodian	1.00	-	-	-
Department Support Manager	1.00	1.00	1.00	-
Executive Assistant	0.15	0.15	0.15	-
General Services Director	1.00	1.00	1.00	-
General Services Manager	1.00	1.00	1.00	-
Lead Bus Driver	3.00	3.00	3.00	-
Management Analyst	2.00	3.00	3.00	-
Personnel Technician	2.00	1.00	1.00	-
Personnel/Risk Manager	1.00	1.00	1.00	-
Principal Office Assistant	4.00	4.00	5.00	1.00
Recreation Coordinator	1.00	1.00	1.00	-
Recreation Leader	-	1.00	1.00	-
Senior Center Nutrition Svs Worker	-	1.00	1.00	-
Transit Dispatcher	1.00	1.00	1.00	-
Transit Supervisor	1.00	1.00	1.00	-
TOTAL	39.15	41.15	44.15	3.00

## **DETAIL OF POSITIONS BY DEPARTMENT**

<u>Department</u>	<u>2012-13 Prior Year</u>	<u>2013-14 Current Year</u>	<u>2014-15 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
<b>FINANCE</b>				
Accountant/Senior/Principal	2.00	3.00	3.00	-
Accounting Supervisor	1.00	1.00	1.00	-
Acctg Systems Tech/Senior/Principal	4.00	4.00	4.00	-
Assistant Finance Director	1.00	1.00	1.00	-
Deputy Finance Director	1.00	1.00	1.00	-
Executive Assistant	0.15	0.15	0.15	-
Finance Director/Treasurer	1.00	1.00	1.00	-
Senior Account Clerk/Principal	7.00	8.00	8.00	-
<b>TOTAL</b>	<b>17.15</b>	<b>19.15</b>	<b>19.15</b>	<b>-</b>
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>				
Administrative Assistant	-	-	1.00	1.00
Assistant Dir of Planning & Devlp Serv	1.00	1.00	1.00	-
Assistant Engineer	11.00	9.00	9.00	-
Assistant/Associate Planner	-	2.00	2.00	-
Associate Civil Engineer	2.00	2.00	2.00	-
Building Inspector/Senior Bldg Inspector	4.00	4.00	4.00	-
Building Official	-	-	1.00	1.00
Business Workflow Analyst	-	1.00	1.00	-
City Planner	-	-	1.00	1.00
Deputy Building Official/Plan Checker	1.00	1.00	1.00	-
Deputy City Planner	1.00	1.00	1.00	-
Dir of Planning & Development Serv	1.00	1.00	1.00	-
Engineering Inspector	3.00	4.00	4.00	-
Engineering Program Supervisor	1.00	1.00	1.00	-
Engineering Tech/Sr Engineering Tech	1.00	2.00	2.00	-
Geographic Info System Specialist	1.00	1.00	1.00	-
Junior Engineer	1.00	4.00	4.00	-
Management Analyst	-	1.00	1.00	-
Permit Technician	1.00	2.00	2.00	-
Plans Examiner	2.00	2.00	2.00	-
Planning Technician I/II	1.00	1.00	-	(1.00)
Principal Office Assistant	2.00	1.00	1.00	-
Senior Engineering Inspector	1.00	1.00	1.00	-
Senior Planner	1.00	1.00	1.00	-
<b>TOTAL</b>	<b>36.00</b>	<b>43.00</b>	<b>45.00</b>	<b>2.00</b>

## **DETAIL OF POSITIONS BY DEPARTMENT**

<u>Department</u>	<u>2012-13 Prior Year</u>	<u>2013-14 Current Year</u>	<u>2014-15 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
<b>POLICE</b>				
Administrative Assistant	1.00	1.00	1.00	-
Animal Control Officer	2.00	2.00	2.00	-
Animal Services Aide	1.00	1.00	1.00	-
Communication Supervisor	1.00	1.00	1.00	-
Community Service Officer	15.00	15.00	15.00	-
Crime Specialist	-	1.00	1.00	-
Lead Police Service Officer	2.00	2.00	2.00	-
Lead Public Safety Dispatcher	1.00	1.00	1.00	-
Management Analyst	2.00	2.00	2.00	-
Office Assistant	4.00	5.00	6.00	1.00
Police Captain	3.00	3.00	3.00	-
Police Chief	1.00	1.00	1.00	-
Police Corporal	15.00	15.00	15.00	-
Police Lieutenant	3.00	3.00	3.00	-
Police Officer/Recruit	64.00	64.00	66.00	2.00
Police Sergeant	10.00	12.00	12.00	-
Police Service Manager	1.00	1.00	1.00	-
Police Service Officer	16.00	16.00	17.00	1.00
Principal Office Assistant	5.00	5.00	6.00	1.00
Property & Evidence Technician	1.00	1.00	1.00	-
Public Information Officer	1.00	1.00	1.00	-
Public Safety Dispatcher	1.00	1.00	1.00	-
Records Supervisor	1.00	1.00	1.00	-
Supervisor of Animal Services	1.00	1.00	1.00	-
<b>TOTAL</b>	<b>152.00</b>	<b>156.00</b>	<b>161.00</b>	<b>5.00</b>
<b>FIRE</b>				
Battalion Chief	3.00	3.00	3.00	-
Deputy Fire Chief	1.00	1.00	1.00	-
Deputy Fire Marshall (Captain)	1.00	1.00	1.00	-
Spec Proj/Life Safety Enforcement Manager	1.00	1.00	1.00	-
Fire Captain	15.00	15.00	15.00	-
Fire Chief	1.00	1.00	1.00	-
Fire Code Compliance Officer	1.00	1.00	1.00	-
Fire Engineer	15.00	15.00	15.00	-
Fire Prevention Officer	1.00	1.00	1.00	-
Firefighters	24.00	24.00	24.00	-
Principal Office Assistant	2.00	2.00	2.00	-
Training Officer (Captain)	1.00	1.00	1.00	-
<b>TOTAL</b>	<b>66.00</b>	<b>66.00</b>	<b>66.00</b>	<b>-</b>

## **DETAIL OF POSITIONS BY DEPARTMENT**

<u>Department</u>	<u>2012-13 Prior Year</u>	<u>2013-14 Current Year</u>	<u>2014-15 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
<b>PUBLIC UTILITIES</b>				
Assistant Engineer	-	-	1.00	1.00
Assistant Mechanic/Service Worker	5.00	4.00	4.00	-
Assistant Public Utilities Director	2.00	2.00	2.00	-
Assistant Water Systems Technician	5.00	4.00	4.00	-
Associate Civil Engineer	1.00	1.00	1.00	-
Construction Manager	1.00	1.00	1.00	-
Disposal Leadworker	3.00	3.00	3.00	-
Electrician	1.00	1.00	1.00	-
Engineering Tech/Sr Engineering Tech	2.00	2.00	2.00	-
Equipment Mechanic	5.00	6.00	6.00	-
Equipment Operator	2.00	2.00	2.00	-
Fleet Maintenance Leadworker	2.00	2.00	2.00	-
Fleet Maintenance Service Writer	1.00	1.00	1.00	-
Fleet Manager	1.00	1.00	1.00	-
Junior Engineer	1.00	1.00	1.00	-
Landfill Leadworker	1.00	1.00	1.00	-
Maintenance Leadworker	6.00	6.00	6.00	-
Maintenance Worker/Sr Maint Worker	36.00	37.00	36.00	(1.00)
Management Analyst	1.00	1.00	1.00	-
Meter Reader	4.00	4.00	4.00	-
Office Assistant	3.00	4.00	4.00	-
Parks Maintenance Leadworker	3.00	3.00	3.00	-
Parks Manager	1.00	1.00	1.00	-
Parts Clerk	1.00	1.00	2.00	1.00
Principal Office Assistant	2.00	2.00	2.00	-
Public Utilities Director	1.00	1.00	1.00	-
Senior Sanitation Operator	21.00	21.00	21.00	-
Solid Waste Manager	1.00	1.00	1.00	-
Street Maintenance Manager	1.00	1.00	1.00	-
Street Sweeper Operator	4.00	4.00	5.00	1.00
Utility Manager	1.00	1.00	1.00	-
Utility Worker	19.00	19.00	20.00	1.00
Water Production Manager	1.00	1.00	1.00	-
Water System Technician	1.00	1.00	1.00	-
Water Treatment Plant Operator	3.00	3.00	4.00	1.00
<b>TOTAL</b>	<b>143.00</b>	<b>144.00</b>	<b>148.00</b>	<b>4.00</b>

## OPERATIONS

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The Operations Section includes all of the operational activities of the City. The activities are presented by section within each department. The narrative for each department includes a summary identifying all activities for the department along with department goals and objectives to meet those goals. The summary is followed by a section narrative, budget detail, and performance measures. Section narratives include a brief "Five-Year Outlook" that addresses future budget considerations based on current trends.



Clovis has excellent schools. Clovis Unified School District is consistently named one of the top ten school districts in California and has many innovative educational programs. Photos: The Buchanan High School Energy & Environmental Research Center and the Center for Advanced Research and Technology.

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# SUMMARY OF EXPENDITURES

## BY DEPARTMENT

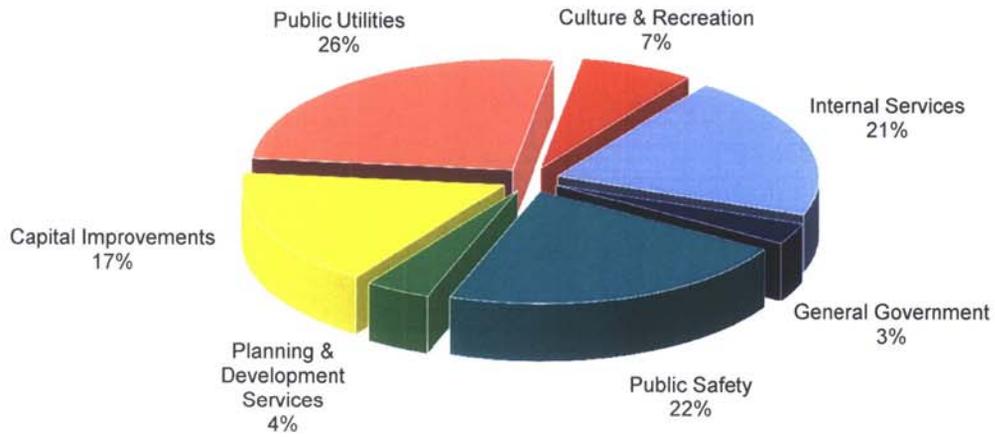
	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
City Council	261,053	276,200	271,200
City Clerk	2,681,025	3,150,700	5,720,000
City Attorney	1,027,125	714,000	838,200
City Management	1,946,738	1,763,500	1,887,400
General Services	32,614,218	32,038,400	34,221,700
Finance	2,178,275	2,874,200	2,846,100
Police	23,716,277	26,367,600	27,704,700
Fire	12,326,901	12,724,100	13,174,900
Public Utilities	53,550,858	60,297,600	61,123,100
Planning & Development Services	6,469,658	7,129,900	7,670,000
Capital Improvements	27,849,537	39,046,200	33,563,900
<b>TOTAL</b>	<b>164,621,665</b>	<b>186,382,400</b>	<b>189,021,200</b>

## BY FUNCTION

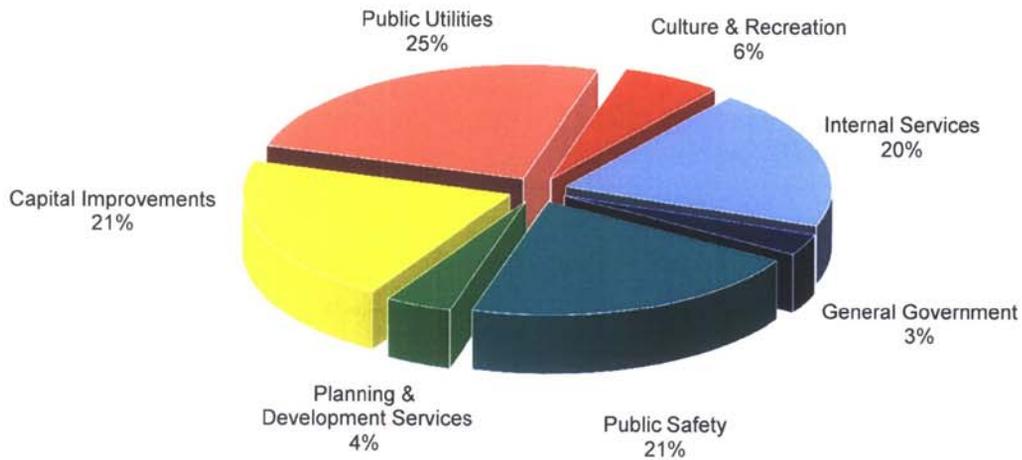
General Government	5,620,529	6,208,900	6,633,500
Public Safety	36,043,178	39,091,700	40,879,600
Planning & Development Services	6,469,658	7,129,900	7,670,000
Capital Improvements	27,849,537	39,046,200	33,563,900
Public Utilities	42,598,541	46,760,900	48,104,600
Culture & Recreation	10,707,059	10,491,000	10,742,900
Internal Services	35,333,163	37,653,800	41,426,700
<b>TOTAL</b>	<b>164,621,665</b>	<b>186,382,400</b>	<b>189,021,200</b>

# EXPENDITURES BY FUNCTION

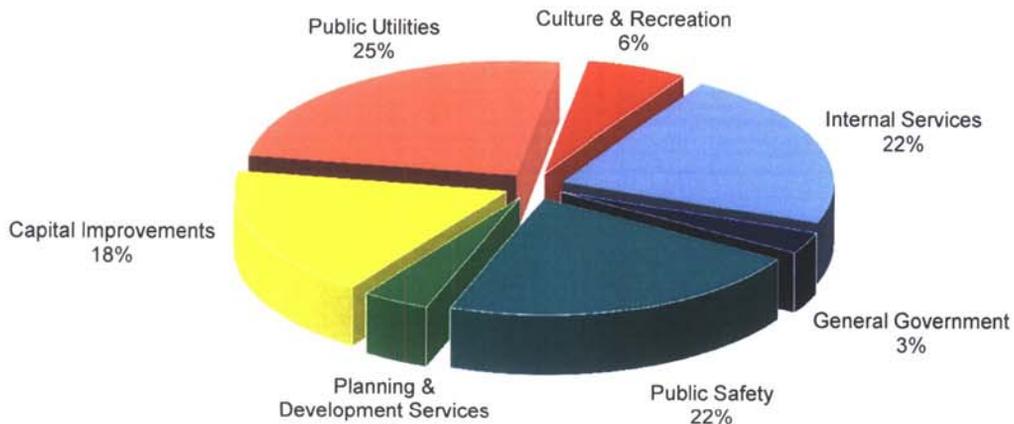
## 2012-2013 ACTUAL



## 2013-2014 ESTIMATED



## 2014-2015 BUDGET



# CITY COUNCIL SUMMARY

The City Council is the elected legislative body of the City of Clovis and has overall responsibility for the scope, policy direction, and financing of City services and all decisions concerning the expenditure of tax and other revenues utilized for the benefit of the citizens of Clovis. The City Council is also responsible for establishing land use policies through the City's General Plan and zoning regulations.

The Mayor and City Council represent and lead the local government in determining the overall vision for the community and its future; they also determine the mission of the local government in the conduct of its daily business of governance and service delivery. Within the structure of the Council-Manager form of government utilized by the City of Clovis, the City Council provides policy direction to the City Manager who is a professional manager responsible for administering City operations. In setting policy, the City Council works closely with citizen advisory commissions and committees, considers staff information and recommendations, and receives comments from citizens and the general public.

## **Department Goals 2014-2015**

- Provide for orderly and planned community growth consistent with the vision adopted with the City's General Plan.
- Make Clovis the safest City in the Valley providing quick and effective response to high priority calls for emergency services.
- Provide for economic development strategies to grow businesses, jobs, and to enhance the revenue base of the community; position the City to compete in the global market.
- Provide for a financially sustainable City as the community grows.
- Make Clovis a great place for families to live.
- Foster regional leadership by maintaining a distinct community identity and pride.
- Encourage and promote citizen engagement and community leadership.
- Maintain Clovis as a public sector employer of choice.

## **Budgetary Highlights**

- Provide policy guidelines to update the provisions of the Clovis General Plan to guide future growth and revitalization of the community.
- Provide policy guidelines that assure the fiscal sustainability of the City for today and into the future.
- Support efforts to attract investment and quality job creation in local business parks; strengthen partnerships with business, economic development organizations, and educational resources in the region to facilitate economic diversity and an improved jobs-housing balance.
- Review community-wide survey and provide guidance on service enhancements and expectations identified by residents.
- Maintain active membership in regional and statewide organizations of local governments to participate in information sharing networks and provide training and legislative advocacy on matters of law and policy.
- Support training and efforts in succession planning to create the next generation of City leaders.
- Support opportunities for citizen engagement to promote better understanding of local governments and to foster the next generation of civic leaders.
- Continue to focus on core services and opportunities to partner for more efficient services.

# CITY COUNCIL

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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## BUDGET DETAIL

Salaries - Regular	66,120	66,100	66,200
Benefits	96,095	99,300	102,300
Professional Services	0	500	500
Office Supplies	693	0	0
Travel & Meeting Expense	14,785	15,000	14,000
Dues & Subscriptions	28,560	30,000	30,000
Admin & Overhead	54,800	65,300	58,200
	<u>261,053</u>	<u>276,200</u>	<u>271,200</u>
<b>TOTAL CITY COUNCIL</b>	<b><u>261,053</u></b>	<b><u>276,200</u></b>	<b><u>271,200</u></b>

## SOURCES OF FUNDING

Interfund Charges	144,000	145,000	145,000
Miscellaneous Income	376	0	0
<b>Use of Discretionary Funds</b>	<b><u>116,677</u></b>	<b><u>131,200</u></b>	<b><u>126,200</u></b>
<b>TOTAL</b>	<b><u>261,053</u></b>	<b><u>276,200</u></b>	<b><u>271,200</u></b>

## DETAIL OF POSITIONS

The City Council consists of five council members, who are elected at large.

# CITY CLERK DEPARTMENT SUMMARY

The City Clerk Department includes the functions of City Clerk and Information Technology. The Department is a support Department that provides support to City Council, Administration, and other City Departments and the public. The responsibilities of the Department include elections, maintaining the Municipal Code, maintaining official City records and responding to records requests, electronic record keeping and imaging, legislative analysis, and providing all computer/telephone and communications related support and acquisition to all departments.

## **City Clerk Division**

## **Section 15000**

The City Clerk performs various professional and managerial duties according to statute, Municipal Code, requests of citizens, and the needs of various City departments. Pursuant to local ordinance, the City Clerk is appointed by the City Council, but serves as a department head within the organization, taking on additional administrative duties as assigned and supervised by the City Manager. In 2009, the City Clerk position was consolidated into a combined Assistant City Manager/City Clerk. Primary duties include the following major categories:

- Elections - As Elections Official, the City Clerk conducts and oversees the municipal election process. Voter registration and voting is coordinated with the Fresno County Clerk's Election Division and election services are from either private vendors or the County Clerk's Election Division.
- Legislative Administration - The City Clerk facilitates the execution of official and legislative processes. This includes administering provisions of the Political Reform Act of 1974, attesting to the passing of resolutions and ordinances, and participating in all City Council meetings.
- Records Management - The City Clerk's Office records official actions and legislation of the municipal government, documenting the proceedings of meetings and retaining other legal and historical records. Records are maintained while providing appropriate public access to government business. The City Clerk manages the proper maintenance and disposition of City records and information according to statute, and helps to preserve City history. The City Clerk is also responsible for an ongoing initiative to transfer all written documents to electronic images for ease of storage and retrieval.

## **Information Services/Communications Division**

## **Sections 15200 and 15300**

The Information Technology Division is responsible for central computer services which includes the financial system, personal computer network, phone system, the City's online resources and Web-based systems, Public Safety Wireless systems, Police and Fire mobile data terminals and connection to the Sheriff's Department and Countywide EMS systems. Through the network, all employees with computers have access to the financial system and other technology-based applications. The Division is responsible for coordinating a Citywide network user's group, coordinating with e-government systems linking Clovis with other county and city agencies, maintaining the computer-based systems, maintaining the City's telecommunications infrastructure, administering fiber optics use and sharing agreements and evaluating enhancements to the existing and new systems.

# CITY CLERK DEPARTMENT SUMMARY

## Department Goals 2014-2015

- Improve support to other operating departments by supporting a network user's group.
- Provide for public records requests in a coordinated and timely manner on behalf of the entire City.
- Update and implement the I.T. Master Plan.
- Update and implement the City's Telecommunications Master Plan for all related infrastructure (including fiber optics, wireless and video communications); and coordinate with other agencies including the City of Fresno, County of Fresno, the Clovis Unified School District and other agencies in the use of the City's and regional fiber infrastructure.
- Provide administrative support for special project assignments from the City Manager such as preparation for tax sharing agreements with the county and other public agencies.
- Continue the planning and implementation of a Succession/Leadership team of managers preparing newer managers for future leadership positions.

## Budgetary Highlights

- Fill the vacancies in Information Technology in a timely fashion to better serve our customers and design a professional growth ladder for entry level technicians.
- Replacement of network equipment, servers and desktop computers will continue and the focus will be on those most in need of costly repairs or for equipment that becomes non-functional.
- The division will continue to work on the replacement of the oldest and most problematic Mobile Data Computers in the Police and Fire Departments' vehicles.
- Improve customer service to all operating departments by continuous improvement of the Information Technology Advisory Group and using surveys to implement corrective action.
- Train all employees regularly to fully utilize equipment and services available to all.
- Complete the conversion of the financial management system and improvements to the human resources system to become more user friendly.

# CITY CLERK DEPARTMENT PERFORMANCE MEASURES

The mission of the City Clerk Department is to protect the interests of the citizens, the Council, and other City departments of Clovis by administering applicable city and state laws and to preserve and maintain the integrity of the City's records with efficient records management.

	<u>2012-2013 (actual)</u>	<u>2013-2014 (estimated)</u>	<u>2014-2015 (proposed)</u>
<ul style="list-style-type: none"> <li>• Conduct the General Municipal Election in accordance with state law in the most efficient and economical manner possible. Complete, but unofficial, results should be available by 10:00 p.m. on election night.</li> </ul>			
Unofficial Election Results	Election Cancelled	N/A	100%
<ul style="list-style-type: none"> <li>• Implement the records management plan.</li> </ul>			
Implement the records imaging system	60%	65%	70%
<ul style="list-style-type: none"> <li>• Operate the general records management program to provide accurate information and efficient response time for information requested by citizens, the City Council, and City departments. An indicator would be the Public Records Act which provides for ten-day response time.</li> </ul>			
Ten-Day Response Time	100%	100%	100%

# CITY CLERK DEPARTMENT SUMMARY

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET BY ACTIVITY</b>			
City Clerk	222,830	221,000	390,500
Information Technology	<u>2,458,195</u>	<u>2,929,700</u>	<u>5,329,500</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>2,681,025</u></u>	<u><u>3,150,700</u></u>	<u><u>5,720,000</u></u>

<b>BUDGET BY FUND</b>			
General Fund	222,830	221,000	390,500
General Services - Information Technology	<u>2,458,195</u>	<u>2,929,700</u>	<u>5,329,500</u>
<b>TOTAL ALL FUNDS</b>	<u><u>2,681,025</u></u>	<u><u>3,150,700</u></u>	<u><u>5,720,000</u></u>

**2014-2015 Goals**

- Continue progress with the Document Management Project in the Planning & Development Services Department. Upgrade LibertyNet software to Onbase by the end of the fiscal year.
- Provide timely response to citizens and departmental requests for information and advice.
- Maintain an accurate record of City Council actions: Minutes, Ordinances, Resolutions and Agreements.
- Update the Clovis Municipal Code as Ordinances become adopted.
- Improve the processing and approval of Agreements through the City Council.
- Provide timely and thorough response to special project assignments for the City Manager.

**Objectives to Meet the Goals**

- Continue to implement a computerized records management system that provides for efficient records retention and retrieval.
- Continue to provide timely response to citizens and departmental requests for information.
- Perform a workflow analysis of all documents that flow through Administration to the City Council and update/streamline the approval/adoption process.
- Streamline the agenda preparation process, moving towards issuance of an electronic document.
- Develop and train staff.
- Maximize utilization of technology to improve services.

**Five-Year Outlook**

In 2009-10 the City Clerk's position and the Assistant City Manager's position were combined into a single position. Additionally, one-half of a manager's time continues to support special projects in the City Manager's office.

The City Clerk's budget will vary from year to year depending on whether general City or special elections are scheduled. A records imaging system is being implemented for the storage and retrieval of City records but is supported only by part-time help and is taking several years to implement. The conversion of the records of the various departments is planned to be a multi-year project. What started in the Administrative Office with over 1,000,000 pages being scanned, including over 100,000 documents in the City Clerk's office alone, is now in Phase III scanning Planning & Development Services' records and will continue in that department for several years due to the large volume of documents.

The next scheduled municipal election will be in March 2015 when three of the five seats on the City Council will be up for election.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	118,403	112,900	119,400
Benefits	52,695	50,600	50,100
Vehicle Charges	4,178	3,500	3,500
Professional Services	24,789	27,000	190,000
Travel & Meeting Expense	1,520	2,300	4,300
Training	4,783	7,900	4,000
Dues & Subscriptions	462	500	700
Admin & Overhead	16,000	16,300	18,500
	<u>222,830</u>	<u>221,000</u>	<u>390,500</u>
<b>TOTAL CITY CLERK</b>	<b><u>222,830</u></b>	<b><u>221,000</u></b>	<b><u>390,500</u></b>

**SOURCES OF FUNDING**

Interfund Charges	92,000	102,000	109,000
Miscellaneous Income	9,698	2,000	2,000
<b>Use of Discretionary Funds</b>	<b><u>121,132</u></b>	<b><u>117,000</u></b>	<b><u>279,500</u></b>
	<u>222,830</u>	<u>221,000</u>	<u>390,500</u>
<b>TOTAL</b>	<b><u>222,830</u></b>	<b><u>221,000</u></b>	<b><u>390,500</u></b>

**DETAIL OF POSITIONS**

Assistant City Manager/City Clerk	0.30	0.30	0.30
Housing Program Manager	0.25	0.25	0.25
Principal Office Assistant	0.80	0.80	0.80
	<u>1.35</u>	<u>1.35</u>	<u>1.35</u>
<b>TOTAL</b>	<b><u>1.35</u></b>	<b><u>1.35</u></b>	<b><u>1.35</u></b>

**2014-2015 Goals**

The goals of the Information Technology Division are to provide timely and secure access to the financial systems, network and telecommunications systems, Police systems, Fresno County Sheriff Department systems and regional geographic information systems by all authorized personnel, train on changes to the systems, train new personnel on system use, and review and evaluate new systems for application on a City-wide basis. In 2014-2015, the Division will expand the telecommunications network for public safety and with the installation of a significant amount of fiber optic cable throughout the City, additional maintenance will be added to the Division's responsibilities.

These goals include:

- Enhanced training for key personnel on the financial, network and telecommunications systems.
- Enhanced documentation for the financial, network, and other systems.
- Maintain, monitor and secure the network resources to ensure their availability to City staff.
- Assist with the ongoing implementation of the Geographic Information System.
- Completion of the installation and implementation of the Wireless Communication System.

**Objectives to Meet the Goals**

- Provide I.T. Advisory Committee information and seek their input into on-going and upcoming technology initiatives.
- Provide key personnel with the training to allow for backup for the financial and network systems.
- Provide staff resources to maintain and enhance support levels.
- Provide user manuals and documentation for the financial and network systems to assist employees in utilizing the systems without unnecessary intervention.
- Develop the necessary backup systems to maintain access in the event of system problems.
- Implement the necessary systems security infrastructure to ensure network resources are protected and available to City staff.
- Devote time and personnel to continue expanding the Geographic Information System.
- Maintain and enhance the City's website and other online services.
- Maintain the telecommunications, wireless and fiber optic systems.

**Five-Year Outlook**

The Division will continue to enhance and participate with the conversion of the Financial System's operating system. This change will give the system's users an easier-to-use interface, allow for a more efficient means to create reports and extract data, and will increase the ability to exchange data between the City's various computer systems. The Division will continue to upgrade and support the City's Geographic Information System which will provide Departments with a new way to provide the public with needed information. The Division will also be assisting the Police Department with its ongoing and new projects in coordination with the Fresno County Sheriff's Department. The Division will participate in county-wide E-Government projects including the San Joaquin Valley Regional Broadband Consortium.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	724,936	820,700	1,029,300
Overtime	29,061	31,500	36,500
Extra Help	15,599	40,000	45,000
Benefits	302,728	333,800	392,700
Vehicle Charges	24,131	24,500	25,500
Communications	194,707	184,000	186,000
Professional Services	45,448	80,000	60,000
Repairs & Maintenance	530,093	485,000	515,000
Office Supplies	85,094	80,000	80,000
Travel & Meeting Expense	2,581	2,400	5,000
Training	19,714	25,000	50,000
Admin & Overhead	17,900	32,800	35,500
Debt Service	0	0	219,000
Capital Outlays - Computers	466,203	790,000	1,050,000
Capital Outlays - Safety	0	0	1,600,000
<b>TOTAL INFORMATION TECHNOLOGY</b>	<u>2,458,195</u>	<u>2,929,700</u>	<u>5,329,500</u>

**SOURCES OF FUNDING**

Interfund Charges	2,451,656	2,917,700	3,317,500
Project Participation	6,000	12,000	12,000
Long Term Proceeds	0	0	2,000,000
Miscellaneous Income	539	0	0
<b>TOTAL</b>	<u>2,458,195</u>	<u>2,929,700</u>	<u>5,329,500</u>

**DETAIL OF POSITIONS**

Assistant City Manager/City Clerk	0.20	0.20	0.20
Information Technology Analyst	3.00	4.00	-
Information Technology Manager	1.00	1.00	1.00
Information Technology Specialist	3.00	3.00	3.00
Information Technology Supervisor	2.00	2.00	2.00
Information Technology Technician	2.00	2.00	2.00
Senior Information Technology Analyst	1.00	1.00	5.00
<b>TOTAL</b>	<u>12.20</u>	<u>13.20</u>	<u>13.20</u>

# CITY ATTORNEY DEPARTMENT SUMMARY

The City Attorney is an appointed office established under the laws of the State of California and the Clovis Municipal Code. Professional legal services for City Attorney are presently obtained by contract as determined by the City Council. The City Attorney is the City's chief legal advisor and represents the City in civil actions; prosecutes violations of the Municipal Code; drafts ordinances, resolutions, contracts, leases, deeds, covenants, bond and other financial documents, and other legal documents required by the City Council, City Manager, City Commissions, and City Departments; and pursues right-of-way acquisitions.

All departments contribute a pro rata share to fund the primary operations of the City Attorney's office. When departments require litigation or special legal services funded by sources other than the General Fund, the additional expense is charged to the receiving department. In addition, development fees reimburse a portion of the City Attorney's costs when the City must acquire a right-of-way for new projects, litigate, or otherwise intervene.

## **Department Goals 2014-2015**

- Provide accurate and timely consultation and advice to City Council, City Manager, and City departments.
- Emphasize "best practices" for legal issues in administrative matters and also in the prevention of litigation through workshops and briefings on municipal law and through early involvement in major issues and projects.
- Prosecute, defend, and manage litigation in a cost-efficient manner.

## **Budgetary Highlights**

- Provide ongoing legal review and consultation with City Manager and City departments weekly.
- Present a minimum of two workshops on legal issues to City Council and City departments during the year.
- Present a comprehensive review of all litigation to City Council at least two times during the year with periodic case updates as needed.

# CITY ATTORNEY DEPARTMENT SUMMARY

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET DETAIL</b>			
Professional Services	1,020,525	700,000	825,000
Admin & Overhead	<u>6,600</u>	<u>14,000</u>	<u>13,200</u>
<b>TOTAL CITY ATTORNEY</b>	<u><u>1,027,125</u></u>	<u><u>714,000</u></u>	<u><u>838,200</u></u>

<b>SOURCES OF FUNDING</b>			
User Fees	11,040	0	0
Interfund Charges	516,000	617,000	589,000
Miscellaneous Income	36	0	0
<b>Use of Discretionary Funds</b>	<u><b>500,049</b></u>	<u><b>97,000</b></u>	<u><b>249,200</b></u>
<b>TOTAL</b>	<u><u>1,027,125</u></u>	<u><u>714,000</u></u>	<u><u>838,200</u></u>

## DETAIL OF POSITIONS

The functions for this section are handled by contract.

# CITY MANAGER

## DEPARTMENT SUMMARY

The City Manager is an appointed office established by the Clovis Municipal Code and under the laws of the State of California. The City Manager is appointed by the City Council to serve as the chief administrative officer. The City Manager is responsible for administering all operations, finances, activities, and projects consistent with City Council policy directives and applicable municipal, state, and federal laws. The City Manager appoints and removes all employees on the recommendation of the various department heads and appoints and/or dismisses department heads subject to confirmation of the City Council. The City Manager also serves as the Executive Director of the Public Finance Authority which issues financing instruments to fund various projects.

### **Administration**

**Section 25100**

The City Manager's office is the administrative, cost-control center for the entire City operation and is responsible for ensuring that City Council policies are carried forward by action. Department staff also provides administrative support to the City Council, City Clerk/Information Technology and Finance.

### **Community & Economic Development**

**Section 25200**

The Community & Economic Development Department is responsible for fostering a healthy business environment by facilitating business development and investment to expand the City's tax base and for seeking an improved balance of jobs and housing in the City.

### **Clovis Youth Employment Services**

**Sections 42500, 42600 and 42680**

The Fresno County Workforce Investment Board has changed the way they awarded the grant and the City of Clovis no longer operates the program. The program ended on June 30, 2013. Residual activity continued into August 2013 for program close-out activity.

### **Housing & Community Development**

**Sections 42750/49210**

Housing & Community Development Administration is responsible for the day-to-day operation of the Community Development Block Grant (CDBG) Program. The CDBG program is responsible for the oversight of the expenditure of CDBG funds per the policies of the U.S. HUD. This section also administers the ongoing housing programs including: Clovis Housing Improvement Program, mobile home grants and paint program, and the HOME loan program. It's responsible for all of the assets and liabilities of the City's Affordable Housing Program and coordinates with county/state/federal agencies to secure funds for affordable housing construction and rehabilitation projects.

### **Department Goals 2014-2015**

- Implement the vision, mission, strategic goals, and target actions set forth by the City Council.
- Provide thorough and timely information about projects and proposals to the City Council to allow for informed decision making.
- Assist the City Council in developing growth management, public service, and financing policies to guide implementation of the General Plan Update, public service and facility master plans, and preservation and renewal of older neighborhoods.
- Assist the City Council in developing policies and programs that will expand the City's revenue and tax base and help attract jobs that will raise per capita income for residents, a leading indicator of economic vitality.
- Seek ways to reduce the cost of and/or demand for services and improve service delivery; assist the City Council in determining ways to develop and sustain funding resources for essential services.
- Participate in efforts such as Smart Valley Places that help promote the health and prosperity of the region.
- Provide learning opportunities for the next generation of City leaders.
- Carry out the affordable housing function by managing the housing program assets and liabilities, improving existing housing and increasing the supply of affordable housing.
- Continue to pursue opportunities to expand the Fresno County Library and San Joaquin School of Law in the City's core.

# CITY MANAGER DEPARTMENT SUMMARY

## **Budgetary Highlights**

- Monitor the results of budgetary performance and focus on long-term fiscal sustainability and recommend adjustments as necessary.
- Build a responsive and community service-oriented workforce.
- Provide policy analysis concerning the impact of fiscal strategies upon the City's long-range service plans; pursue future funding strategies for essential core services as directed by the City Council.
- Provide oversight of the General Plan Update, the Sphere of Influence, and related public service and sustainable financial strategies.
- Establish effective communication strategies that promote community activities, services, history, key projects, and citizen access to local government.
- Provide opportunities to build the organizational culture by education and information for employees; assist with skill and capacity building as part of the succession planning strategy.
- Encourage private sector development in the community by working with brokers on the sale of City-owned properties in the Industrial Park and Research and Technology Business Park.
- Prepare Shaw Avenue to be a competitive commercial area by creating a property-based improvement district and working with property owners to encourage investment in their properties.
- Prepare the winery property for sale by completing the Environmental Impact Report to lessen the uncertainty for prospective buyers.
- Provide oversight of implementation of the Economic Development Strategy to seek target industries and provide opportunities for business park development; implement marketing and business recruitment strategies for the Research and Technology Business Park and pursue expansion plans.
- Work with the Tourism Advisory Committee and regional efforts to position Clovis as a regional and state tourist destination; support opportunities to host community special events that are aligned with community interests.
- Develop economic strategies to attract and retain businesses in Clovis, leverage the resources of the Business Retention, Expansion and Attraction Program (Business REAP) through alliances with the Economic Development Corporation; promote the business advantages of the Enterprise Zone and the Central Valley Business Incubator.
- Develop an economic development specific website to position the City for business attraction.
- Develop sites for future first-time homebuyer projects.
- Provide funds to rehabilitate 50 units of affordable housing.
- Provide funds to operate a Down-Payment Assistance program to serve at least seven families.
- Design work is planned to begin for the extension of Owens Mountain Parkway extension from Temperance to Leonard Avenues including a bridge over the Enterprise Canal. This will allow for job generating development to occur on larger parcels in the third phase of the Research and Technology Park.

# CITY MANAGER

## DEPARTMENT PERFORMANCE MEASURES

- The department goal is to facilitate growth of 1000 new jobs per year in the City of Clovis and to continually improve the jobs/housing balance ratio until it is in balance. The jobs/housing balance is measured as the ratio between jobs and residents in the labor force. Communities with a job-to-housing ratio ranging from 0.8:1 to 1.25:1 are generally considered to be in balance.

	<u>2012-2013 (actual)</u>	<u>2013-2014 (estimated)</u>	<u>2014-2015 (proposed)</u>
Total Jobs	1,550	927	1,000
Jobs/Housing Balance Ratio	<u>2008</u> .60:1	<u>2012</u> .59:1	<u>2014</u> .69:1

- Increase retail sales by CPI plus 2% per year by encouraging use of vacant retail space, development of new commercial retail and ensuring that existing retail businesses are offered the opportunity to expand their operations.

	<u>2012-2013 (actual)</u>	<u>2013-2014 (estimated)</u>	<u>2014-2015 (proposed)</u>
Total Retail Sales	\$1,369,300,000	\$1,500,000,000	\$1,682,500,000
Percentage Increase/Decrease	1%	9%	11%

The goal of the Housing Division is to increase and improve the supply of affordable housing.

- Increase the supply of affordable housing: Prepare City-owned property for development of new units including lots in the Rialto Rancho Subdivision and Sierra/168 site. Expand mobile grant program to serve all types of housing.
- Improve the supply of affordable housing: Provide housing rehabilitation and other services to at least 50 clients to improve the quality of the housing stock and the neighborhoods in which that housing is located.

	<u>2012-2013 (actual)</u>	<u>2013-2014 (estimated)</u>	<u>2014-2015 (proposed)</u>
New Units Constructed	18	4	0
Rehabilitated Housing	44	50	50
Neighborhood Improvements	81	75	0
Neighborhood Stabilization Program	3	0	0
Down Payment Assistance Program	1	1	7
Battered Women's Shelter	0	1	0

The goal of the Clovis Youth Employment Services Program is to close out the program and make a smooth transition to the new service provider.

- Active participants
- |                     | <u>2012-2013 (actual)</u> | <u>2013-2014 (estimated)</u> | <u>2014-2015 (proposed)</u> |
|---------------------|---------------------------|------------------------------|-----------------------------|
| Active participants | 222                       | 0                            | 0                           |

# CITY MANAGER DEPARTMENT SUMMARY

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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## BUDGET BY ACTIVITY

Administration	613,386	651,600	739,600
Community & Economic Development	841,537	950,300	960,700
Clovis YES	332,801	17,000	0
Housing & Community Development	<u>159,014</u>	<u>144,600</u>	<u>187,100</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>1,946,738</u></u>	<u><u>1,763,500</u></u>	<u><u>1,887,400</u></u>

## BUDGET BY FUND

Clovis YES Fund	332,801	17,000	0
General Fund	1,454,923	1,601,900	1,700,300
Housing & Community Dev Fund	<u>159,014</u>	<u>144,600</u>	<u>187,100</u>
<b>TOTAL ALL FUNDS</b>	<u><u>1,946,738</u></u>	<u><u>1,763,500</u></u>	<u><u>1,887,400</u></u>

**2014-2015 Goals**

- Assist the City Council with policy development and implementation of priority goals and target actions.
- Provide oversight for implementation of the land use planning process and preparation of the General Plan Update.
- Implement the adopted budget in a timely manner and provide regular progress reports to the City Council to assure that financial targets and program goals are being met.
- Provide alternatives and pursue plans for sustainable funding strategies for General Fund operations as directed by the City Council.
- Continue to seek ways to improve communications between City government and the general public.
- Represent the City's interests in matters of regional and statewide significance.
- Continue to pursue opportunities to expand the Fresno County Library and San Joaquin School of Law in the City's core.

**Objectives to Meet the Goals**

- Monitor state and federal legislation that affects municipal operations and financing through association with the League of California Cities, the Council of Fresno County Governments, state and federal delegation participation and direct contact with legislators; regularly advise the City Council on actions to support, oppose, or amend proposed legislation and ballot propositions that have a direct impact on City operations.
- Provide oversight of the General Plan Update and develop growth management and financial policies to guide the implementation, sustain City services and facilities, and renew and stabilize older neighborhoods.
- Continue to promote economic development strategies that attract and retain businesses and jobs in Clovis in the post-redevelopment era.
- Monitor department work programs and budget activities monthly to determine continued need for actions and availability of funding; conduct periodic management audits of City services and operations to meet service standards, reduce costs, reduce demand, or improve service delivery.
- Continue to pursue cost effective communication methods that describe City services, financial plans, history and community projects, and how citizens may gain access to local government; utilize online resources to feature City services and issues.
- Participate on various regional boards and committees to ensure representation of the City's interests and to gain information useful to advance the City's goals.

**Five-Year Outlook**

This year's budget continues to make an investment into the community. The local economy has many positive signs of growth but increases to ongoing expenditures must be prudently considered. It is also critical that long term fiscal sustainability becomes an important priority by restoring the emergency reserve. Future increases to employee salaries and benefits will also need to be reviewed for opportunities to lower long-term costs. An important ongoing initiative is working on the General Plan Update. This program is as much a land use plan as it is a financial plan for the future of the City. Sustainability of the character, appearance and quality of life in the community as it continues to grow in the future will be the challenge for the update. Economic Development and job generation must remain a high priority for the City. Identifying and mentoring the next generation of City leaders will continue to be one of the major goals of the department.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	351,352	379,700	453,100
Benefits	139,357	139,200	158,500
Vehicle Charges	16,339	16,300	18,700
Travel & Meeting Expense	8,054	8,000	10,500
Training	2,683	0	0
Dues & Subscriptions	101	1,300	1,300
Admin & Overhead	<u>95,500</u>	<u>107,100</u>	<u>97,500</u>
<b>TOTAL ADMINISTRATION</b>	<u><u>613,386</u></u>	<u><u>651,600</u></u>	<u><u>739,600</u></u>

**SOURCES OF FUNDING**

Interfund Charges	391,000	412,000	460,000
Miscellaneous Income	9,570	2,000	0
<b>Use of Discretionary Funds</b>	<u><b>212,816</b></u>	<u><b>237,600</b></u>	<u><b>279,600</b></u>
<b>TOTAL</b>	<u><u>613,386</u></u>	<u><u>651,600</u></u>	<u><u>739,600</u></u>

**DETAIL OF POSITIONS**

Assistant City Manager/City Clerk	0.50	0.50	0.50
City Manager	1.00	1.00	1.00
Executive Assistant	0.70	0.70	0.70
Housing Program Manager	0.25	0.35	0.75
Principal Office Assistant	<u>0.20</u>	<u>0.20</u>	<u>0.20</u>
<b>TOTAL</b>	<u><u>2.65</u></u>	<u><u>2.75</u></u>	<u><u>3.15</u></u>

The Community & Economic Development Department is poised to encourage private sector investment for job generation. The department will work toward business development and investment to expand the City's tax base and for seeking an improved balance of jobs and housing in the City. The department oversees the activities of the elimination of the Clovis Community Development Agency and is responsible for marketing the Clovis Industrial Park and the Central Valley Research & Technology Business Park. In addition, marketing City-owned industrial and commercial properties and privately held sites through cooperation with real estate brokers and landowners. The department works with business and industry wishing to locate in the City and is responsible for coordination between the City and local/regional business organizations such as the Business Organization of Old Town, Clovis Chamber of Commerce, Clovis Tourism Advisory Committee, Economic Development Corporation serving Fresno County, Fresno County Workforce Investment Board, Central Valley Business Incubator, Regional Jobs Initiative, Fresno County Tourism Agency, and Fresno Clovis Convention and Visitors Bureau. The department is also responsible for tourism and to wind down the redevelopment agency.

### **2014-2015 Goals**

- Encourage new commercial and industrial development in the City.
- Facilitate growth in the number of jobs available for residents improving the jobs-housing balance.
- Implement the goals and objectives of the City of Clovis Economic Development Strategy and Business Retention, Expansion and Attraction Program (Business REAP).
- Implement goals and objectives of the updated City of Clovis Economic Development Strategy.
- Develop an economic development specific website to better position the City for business attraction.

### **Objectives to Meet the Goals**

- Staff will work with brokers on the sale of property in the City's Industrial Park and the Research and Technology Business Park.
- Prepare an Environmental Impact Report on the Winery property to ready it for sale and to lessen the uncertainty for prospective buyers.
- Ready Shaw Avenue to be a competitive commercial corridor by coordinating with Planning and Development Services to complete and implement the Shaw Avenue Corridor Plan and establish a property based improvement district on Shaw Avenue from Highway 168 east to Clovis Avenue.
- Provide project coordination for major retail and industrial projects to resolve problems and accelerate siting.
- Continue to work with the Business Organization of Old Town, Central Valley Business Incubator, Fresno EDC, Workforce Investment Board, and Regional Jobs Initiative to retain, expand and attract business.
- Implement the Clovis Business Retention, Expansion and Attraction Program (REAP).
- Continue to update inventory of available commercial and industrial property; develop reliable contacts with commercial real estate brokers.
- Communicate with the business community and potential investors highlighting the economic development activities in Clovis.
- Work with the Tourism Advisory Committee, Clovis Hotel Association and Clovis Unified School District to increase tourism opportunities and grow related tax revenues.
- Work with the Fresno County Workforce Investment Board (WIB) to provide training opportunities for businesses and residents of Clovis.

### **Five-Year Outlook**

The Community and Economic Development Division will take a lead role in promoting and assisting commercial and industrial growth in the City of Clovis, seeking expansion of the local tax base. In the next five years, this Division will be guided by and will implement the Economic Development Strategy, and the Business REAP. These plans have identified the City's course of action for the start-up, retention, expansion, and attraction of businesses. The City will promote and assist cutting edge marketing strategies to position the City of Clovis in the forefront of the technology business community. The Division will work on the elimination of redevelopment and will continue the business development activities previously done by the Agency. The Division will coordinate work with other City departments to develop and implement a plan to maximize the economic development potential of industrial and commercial zoned property throughout the City.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	299,374	266,300	268,600
Extra Help	19,911	12,500	12,000
Benefits	119,664	93,900	89,400
Vehicle Charges	15,475	15,700	12,700
Professional Services	349,598	513,300	501,500
Travel & Meeting Expense	5,107	9,000	9,000
Dues & Subscriptions	2,008	2,100	2,500
Admin & Overhead	30,400	37,500	65,000
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<u>841,537</u>	<u>950,300</u>	<u>960,700</u>

**SOURCES OF FUNDING**

Licenses	45,000	45,000	45,000
State Grants	1,054	0	0
Interfund Charges	132,000	132,000	120,000
Taxable Sales	24	0	0
Miscellaneous Income	44,883	3,000	0
<b>Use of Discretionary Funds</b>	<u>618,576</u>	<u>770,300</u>	<u>795,700</u>
<b>TOTAL</b>	<u>841,537</u>	<u>950,300</u>	<u>960,700</u>

**DETAIL OF POSITIONS**

Business Development Manager	1.00	1.00	1.00
Community & Economic Development Dir	1.00	1.00	1.00
Redevelopment Technician	1.00	1.00	-
<b>TOTAL</b>	<u>3.00</u>	<u>3.00</u>	<u>2.00</u>

**2014-2015 Goals**

- Program closed out.

**Objectives to Meet the Goals**

- N/A.

**Five-Year Outlook**

The youth employment program for the Clovis Unified School District area will be operated by a new service provider.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Extra Help	194,251	10,600	0
Benefits	61,867	2,600	0
Professional Services	4,418	0	0
Office Supplies	951	400	0
Travel & Meeting Expense	741	0	0
Training	873	0	0
Admin & Overhead	<u>69,700</u>	<u>3,400</u>	<u>0</u>
<b>TOTAL CLOVIS YES</b>	<u><u>332,801</u></u>	<u><u>17,000</u></u>	<u><u>0</u></u>

**SOURCES OF FUNDING**

Program Participation	<u>332,801</u>	<u>17,000</u>	<u>0</u>
<b>TOTAL</b>	<u><u>332,801</u></u>	<u><u>17,000</u></u>	<u><u>0</u></u>

**2014-2015 Goals**

- Operate the program to administer the Community Development Block Grant Program in accordance with federal regulation.
- Utilize the Community Development Block Grant funds to improve the community through decent housing and a suitable living environment for persons of low and moderate income.
- Increase/improve the supply of affordable housing.

**Objectives to Meet the Goals**

- Improve housing conditions through the Mobile Home Grant Program and World Changers Program.
- Improve street infrastructure in eligible low/moderate income neighborhoods.
- Provide funds for ADA improvements throughout the City.
- Assist with job creation.
- Plan and execute projects for the rehabilitation of dilapidated homes.
- Plan and execute projects for affordable housing construction.
- Provide information to the public on affordable housing.
- Establish and maintain relationships with federal, state, and non-profit housing agencies.
- Work with the private sector to increase the supply of affordable housing units.
- Support projects to clean up neighborhoods.

**Five-Year Outlook**

Projects will be identified annually to increase and improve the supply of affordable housing, improve infrastructure in low and moderate income neighborhoods, and provide needed public services in accordance with adopted policies. Based on reduced funding for the program going forward, the number of projects able to be completed is continuing on a downward trend.

The Division will continue to strive to provide opportunities for affordable homeownership and housing rehabilitation to low/moderate income families despite the funding set-backs. The private sector will need to become more involved in housing projects to help meet the needs. Staff will pursue outside sources of funds for affordable housing projects.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	47,183	41,500	74,000
Benefits	21,067	17,800	30,900
Vehicle Charges	3,030	2,400	0
Professional Services	2,050	2,000	2,000
Materials & Supplies	6,863	0	0
Travel & Meeting Expense	381	1,500	4,000
Training	5,366	5,900	0
Dues & Subscriptions	350	400	500
Debt Service	61,024	64,000	71,000
Admin & Overhead	<u>11,700</u>	<u>9,100</u>	<u>4,700</u>
Housing & Comm Dev Administration	<u><u>159,014</u></u>	<u><u>144,600</u></u>	<u><u>187,100</u></u>

**SOURCES OF FUNDING**

Federal Grants	49,829	78,600	116,100
Project Participation	80,962	64,000	71,000
Miscellaneous Income	<u>28,223</u>	<u>2,000</u>	<u>0</u>
TOTAL	<u><u>159,014</u></u>	<u><u>144,600</u></u>	<u><u>187,100</u></u>

**DETAIL OF POSITIONS**

Housing Program Coordinator		1.00	1.00
Housing Program Manager	<u>0.50</u>	<u>0.40</u>	<u>-</u>
TOTAL	<u><u>0.50</u></u>	<u><u>1.40</u></u>	<u><u>1.00</u></u>

# GENERAL SERVICES DEPARTMENT SUMMARY

The General Services Department is responsible for providing internal services to City departments. Internal services provided by the General Services Department include: maintenance of City buildings and facilities; central purchasing and procurement of goods and services; and personnel and risk management services. In addition to internal services, the General Services Department also administers community service programs including senior citizen programs, public transit services, and community recreation programs.

## **Personnel/Risk Management Division**

**Sections 30000, 31000, 32000**

The Personnel/Risk Management Division is responsible for administering all aspects of personnel duties for the City. These duties include: administration of the City's Personnel Ordinance and Personnel Rules, employee classification, recruitment, orientation and training, employee benefits administration, personnel records management, and labor relations. The Division also administers the City's risk management function, which includes: procurement of various insurance coverages, processing liability claims, administration of the City's workers' compensation program, and development of employee safety/loss control programs.

## **Department Support Division**

**Sections 33300, 33400**

The Department Support Division is responsible for the purchase and acquisition of goods and services utilized for department support functions. Specific responsibilities of the Division include: development of bid specifications and requests for proposals, administration of the City's Purchasing Ordinance and Procedures, and administration of various contracts for goods and services provided to the City from outside vendors. The Division also is responsible for maintaining all City buildings and related equipment. The Division establishes maintenance schedules, coordinates procurement of supplies and equipment, performs building maintenance, repairs, new construction, and administers various facility-related maintenance contracts.

## **Community Services Division**

**Sections 34200, 34400, 34700, 34800**

The Community Services Division administers various senior citizen programs at the Clovis Senior Activity Center. The Division also administers the City's Round Up demand-response transit program, the fixed-route Stageline transit program, and administers the City's contract with Fresno Area Express (FAX). The Division administers community recreation facilities through the City of Clovis Recreation program including the Clovis Rotary Skatepark and the Clovis Batting Range.

## **Department Goals 2014-2015**

- Maximize efficient expenditures of City funds.
- Increase efficiency of Department workforce.
- Maintain internal services provided to City departments.
- Provide transit, senior services and recreation services to the community.

## **Budgetary Highlights**

- Complete position recruitments for all open positions.
- Continue to improve operating systems in City facilities as additional facilities are added.
- In cooperation with the City's employee bargaining units, implement strategies for containing costs related to employee benefit programs.
- Utilize additional Recreation Center building space to improve recreational services and reintroduce youth programs.
- Utilize part-time Senior Activity Center staff to improve programming for seniors.
- Utilize additional full-time staff to improve productivity.

# GENERAL SERVICES DEPARTMENT PERFORMANCE MEASURES

The mission of the General Services Department is to provide quality internal services to support the operational and administrative needs of City departments and to provide community programs that meet the public transportation, senior services, and recreational needs of the public.

- Employee recruitment will be conducted with the objective of recruiting, testing, and selecting the most qualified candidates for departmental hiring. As a benchmark, the Personnel/Risk Management Division will complete 95% of all recruitment within 90 days of receipt of authorized hiring request.

	<u>2012-2013 (actual)</u>	<u>2013-2014 (estimated)</u>	<u>2014-2015 (proposed)</u>
90-Day Recruitment	95%	95%	95%

- Employee benefit programs will be administered in a manner that will ensure quality services and cost containment. The benchmarks will be to realize cost savings whenever possible, to continue to contain costs in the Employee Health Plan at or below the annual medical inflation rates, and maintain quality health services without reducing benefit levels.

Cost Containment	Increased Costs Contained to 3%	Increased Costs Contained to 9%	Increased Costs Estimated at 12%
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- The Risk Management Section will continue to emphasize the protection of the public, City employees, and City assets through training, risk identification, risk transfer, and insurance coverage procurement. As a benchmark, the number of annual work-related employee accidents resulting in lost workdays will be 20 or less, and safety/risk management training programs will be offered to all employees.

Injuries Involving Lost Work Days	12	12	15
Safety/Risk Management Training Programs	199	179	189

- The Facility Maintenance Section will respond to service requests related to maintenance of City facilities promptly. Staff will respond to facility service requests within 24 hours, 95% of the time.

Number of Service Requests	289	315	350
Response Time Within 24 Hours	90%	90%	95%

# GENERAL SERVICES

## DEPARTMENT PERFORMANCE MEASURES

- Major facility maintenance projects (i.e., those requiring more than 5 days to complete) will be completed within budgetary parameters and within the projected period for the project. The benchmark is 95% of all major projects which will be completed on time and within budget.

	<u>2012-2013 (actual)</u>	<u>2013-2014 (estimated)</u>	<u>2014-2015 (proposed)</u>
Number of Major Projects	10	14	13
Projects Completed within Established Budget and Time Frame	80%	85%	85%
Square Footage of Buildings/Facilities Maintained	385,400	399,400	399,400

Clovis Senior Activity Center will continue to offer social and supportive services/programs to the community as funding permits.

Program Participants/Contact	147,944	155,100	162,800
Nutrition Meals Served (In-Center)	10,514	10,239	10,751
Nutrition Meals Served (Home-Delivered)	22,876	24,546	25,773
Number of Programs Offered	70	72	75

- City of Clovis Recreation will grow the number of recreation programs available to the community based on revenue generation from the additional 10,000 square feet of space adjacent to the Recreation Center.

Program Participants	139,137	150,221	157,511
Number of Programs Offered	40	43	46

- The Community Services Division will provide responsive public transit to the community through the Round Up (demand response) and Stageline (fixed route) services. As a benchmark, the Round Up service will pick up 98% of its riders within 30 minutes of their request for Clovis destinations and within 45 minutes for Fresno destinations. Stageline service will maintain scheduled headways and operate on time 98% of the time.

Clovis Destinations	97%	98%	98%
Fresno Destinations	97%	98%	98%
Maintain Scheduled Fixed-Route Headways	94%	94%	95%

# GENERAL SERVICES DEPARTMENT SUMMARY

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET BY ACTIVITY</b>			
Personnel	476,323	521,600	587,200
Employee Benefits	18,245,204	17,592,000	19,223,200
Liability and Property Insurance	1,780,947	1,608,500	1,675,600
Facilities Maintenance	4,245,018	4,176,900	4,284,100
Department Support	1,878,984	2,167,700	2,334,600
Senior Services	378,394	408,600	503,500
Recreation	385,646	454,400	519,900
Transit	<u>5,223,702</u>	<u>5,108,700</u>	<u>5,093,600</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>32,614,218</u></u>	<u><u>32,038,400</u></u>	<u><u>34,221,700</u></u>

<b>BUDGET BY FUND</b>			
General Fund	1,240,363	1,384,600	1,610,600
General Services Fund	6,124,002	6,344,600	6,618,700
Employee Benefits Fund	18,245,204	17,592,000	19,223,200
Liability and Property Insurance Fund	1,780,947	1,608,500	1,675,600
Transit Fund	<u>5,223,702</u>	<u>5,108,700</u>	<u>5,093,600</u>
<b>TOTAL ALL FUNDS</b>	<u><u>32,614,218</u></u>	<u><u>32,038,400</u></u>	<u><u>34,221,700</u></u>

**2014-2015-Goals**

The primary goal of the Personnel Section is to effectively administer the City's Personnel Ordinance and Regulations and to provide quality personnel support services to City departments.

Specific goals include the following:

- Provide customer-oriented personnel services to all employees and City departments.
- Develop training programs to meet employee needs in a changing work environment.
- Maintain cooperative employee relations among management, employees, and employee bargaining units.
- Maximize the efficient use of City resources and technology allocated to the Personnel Section.
- Timely response to Departments' requests for service.

**Objectives to Meet the Goals**

- Complete recruitment for vacated and newly authorized positions in a timely manner.
- Survey and appraise employees' training needs and prepare programs to meet those needs.
- Complete classification studies for specified employee groups or classes.
- Administer bargaining unit contracts in cooperation with each employee bargaining unit to facilitate a productive, efficient, and professional work environment.

**Five-Year Outlook**

Legislative obligations and the ever changing work place will continue to require training programs to properly equip employees with the knowledge and skills to meet the requirements of the workplace. In addition, the dynamic forces and needs of the work place will require revisions to various classifications.

Increasing service demands along with an increase in the number of retirements will require significant commitment of time and resources to meet the hiring and subsequent training needs of the various Departments.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	197,161	212,000	247,200
Extra Help	27,120	38,000	40,000
Benefits	81,678	86,100	96,200
Vehicle Charges	13,479	13,500	13,500
Professional Services	63,521	59,000	86,000
Travel & Meeting Expense	1,762	3,000	3,000
Training	6,516	15,000	17,000
Dues & Subscriptions	2,486	4,200	4,200
Admin & Overhead	82,600	90,800	80,100
<b>TOTAL PERSONNEL</b>	<u>476,323</u>	<u>521,600</u>	<u>587,200</u>

**SOURCES OF FUNDING**

Interfund Charges	211,000	206,000	210,000
Miscellaneous Income	485	0	0
<b>Use of Discretionary Funds</b>	<u>264,838</u>	<u>315,600</u>	<u>377,200</u>
<b>TOTAL</b>	<u>476,323</u>	<u>521,600</u>	<u>587,200</u>

**DETAIL OF POSITIONS**

Executive Assistant	0.150	0.150	0.150
General Services Director	0.250	0.250	0.250
Management Analyst	0.700	0.700	0.700
Personnel/Risk Manager	0.300	0.300	0.300
Personnel Technician	1.000	1.000	1.000
Principal Office Assistant	0.300	0.300	0.600
<b>TOTAL</b>	<u>2.700</u>	<u>2.700</u>	<u>3.000</u>

### **2014-2015 Goals**

The primary goal of the Employee Benefits Section is to provide quality personnel benefits to employees and their dependents in an efficient manner while containing the cost of providing and administering those benefits.

Specific goals include the following:

- Control the City's costs in the areas of health care, workers' compensation, and retirement health care in light of increasing health benefit costs and exposure.
- Continue to develop and provide a quality benefit package for employees at reasonable costs in order to attract and retain well-qualified employees.

### **Objectives to Meet the Goals**

- Continue to evaluate and implement administrative measures to contain the cost of delivering benefits to employees and their dependents.
- Work with the represented bargaining units to identify health cost containment measures.
- Provide employee training in the areas of health, safety and financial planning.

### **Five-Year Outlook**

Federal legislation concerning how health care is provided and paid for will necessitate changes to the City's health benefits plans. The City and the employee bargaining units will continue to pursue affordable, quality benefits through review of benefit plans and community resources in an effort to identify creative strategies for providing quality employee benefits at reasonable rates.

Retiree health care continues as a significant issue as the number of employees approaching retirement age increases. Employee-funded savings programs for retiree health costs will continue to be promoted consistent with the legal framework and negotiated agreements with the bargaining units.

Risk identification and abatement, light duty work for injured employees and safety training continue to be the focus of the City's efforts to contain worker's compensation costs. The development and implementation of safety/training modules that can be utilized interdepartmentally will provide more effective employee training at reduced costs.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	173,942	191,600	221,600
Benefits	79,389	81,100	90,200
Vehicle Charges	11,472	11,500	11,500
Professional Services	7,680	12,600	10,600
Special Events	74,503	61,000	62,000
Travel & Meeting Expense	125	200	200
Training	1,718	2,900	16,900
Dues & Subscriptions	475	300	500
Admin & Overhead	46,700	50,400	50,600
Health Insurance Program - ISF	6,489,176	6,835,200	7,484,900
Unemployment Charges - ISF	90,150	72,000	75,000
Workers Comp Program - ISF	3,866,173	2,828,000	3,055,000
Retirement Contribution - ISF	7,060,970	6,902,300	7,476,400
Deferred Compensation - ISF	431,731	469,900	547,800
Compensated Future Absences	(89,000)	30,000	30,000
Capital Outlays - Computers	0	43,000	90,000
<b>TOTAL EMPLOYEE BENEFITS</b>	<u>18,245,204</u>	<u>17,592,000</u>	<u>19,223,200</u>

**SOURCES OF FUNDING**

Employee Benefit Charges	<u>18,245,204</u>	<u>17,592,000</u>	<u>19,223,200</u>
<b>TOTAL</b>	<u>18,245,204</u>	<u>17,592,000</u>	<u>19,223,200</u>

**DETAIL OF POSITIONS**

General Services Director	0.125	0.125	0.125
Management Analyst	0.600	1.600	1.600
Personnel/Risk Manager	0.350	0.350	0.350
Personnel Technician	1.000	-	-
Principal Office Assistant	0.350	0.350	0.700
<b>TOTAL</b>	<u>2.425</u>	<u>2.425</u>	<u>2.775</u>

**2014-2015 Goals**

Risk reduction and the protection of the City's assets, facilities, and employees from loss are the major goals of the Liability and Property Insurance Section. Services provided include automobile and general liability insurance, property insurance, employee bonds, safety training, and loss control programs.

Specific goals include the following:

- Maintain safe facilities and workplace environment for employees and citizens.
- Continue to use risk transfer programs to protect City assets.
- Pursuit of subrogation and recovery as appropriate.
- Prevent losses before they occur via a proactive risk identification program.

**Objectives to Meet the Goals**

- Minimize risk exposures by analyzing City policies and practices and updating the policies as needed.
- Maintain and implement a comprehensive risk management program for all City Departments through departmental Health and Safety Review Committees and regular safety inspections.
- Manage compliance with the City's updated Injury and Illness Prevention Plan.
- Manage the City's insurance and risk pooling programs to maximize coverages in the most cost effective manner.
- Continue the City's participation/leadership in pooled risk management organizations like the Central San Joaquin Valley Risk Management Authority and the Local Agency Workers' Compensation Excess Authority.

**Five-Year Outlook**

The City's participation and leadership in the Central San Joaquin Valley Risk Management Authority will continue to provide coverage at a reasonable cost. The program has provided a very stable environment in the sometimes volatile insurance market.

Loss reduction through risk identification/risk transfer as well as liability/safety training programs will continue to be the foundation of the City's risk management efforts.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	103,865	111,700	137,700
Benefits	41,595	41,000	49,400
Vehicle Charges	5,733	5,700	5,700
Supplies - Safety	0	2,000	2,000
Travel & Meeting Expense	1,320	3,700	3,700
Training	13,939	16,400	17,900
Dues & Subscriptions	372	700	700
Admin & Overhead	27,400	28,600	31,800
Liability Insurance	<u>1,586,723</u>	<u>1,398,700</u>	<u>1,426,700</u>
<b>TOTAL LIABILITY &amp; PROPERTY INSURANCE</b>	<u><u>1,780,947</u></u>	<u><u>1,608,500</u></u>	<u><u>1,675,600</u></u>

**SOURCES OF FUNDING**

Liability and Property Charges	<u>1,780,947</u>	<u>1,608,500</u>	<u>1,675,600</u>
<b>TOTAL</b>	<u><u>1,780,947</u></u>	<u><u>1,608,500</u></u>	<u><u>1,675,600</u></u>

**DETAIL OF POSITIONS**

Management Analyst	0.700	0.700	0.700
Personnel/Risk Manager	0.350	0.350	0.350
Principal Office Assistant	<u>0.350</u>	<u>0.350</u>	<u>0.700</u>
<b>TOTAL</b>	<u><u>1.400</u></u>	<u><u>1.400</u></u>	<u><u>1.750</u></u>

**2014-2015--Goals**

The goals of the Facilities Maintenance Section are to maintain, preserve, and repair all City-owned buildings and facilities in a professional and cost-effective manner while continuing to provide exceptional customer service.

Specific goals include the following:

- Improve the maintenance, appearance and comfort of City facilities.
- Provide safe facilities for the public and City employees.
- Provide a high level of service to all City departments.
- Assist City departments with their facility maintenance needs in a cost-efficient and prompt manner.
- Automate facility maintenance tasks through computerized maintenance schedules.
- Continue to upgrade and/or enhance existing mechanical equipment with energy efficient replacements or modifications.

**Objectives to Meet the Goals**

- Continue staff computer training to track and schedule facility maintenance more efficiently.
- Ensure that facilities are in compliance with the Americans with Disabilities Act (ADA).
- Monitor energy use to ensure that the City's energy efficiency measures are producing the projected savings in energy consumption and costs and explore energy saving rebate incentives provided by the local public utility.
- Continue to improve the security of City facilities.
- Reduce energy use in all areas to the extent possible without compromising safety.
- Coordinate, plan, and implement all facility related energy efficiency projects.

**Five-Year Outlook**

Increasing facility operational costs will necessitate additional efforts to ensure that City facilities are operating as efficiently as possible. The need for facility security measures continues to increase as the City purchases additional computers and sophisticated electronic equipment. Modifications to existing City buildings and the addition of new facilities will continue to add significant square footage to the facilities maintained by the City and will increase the workload of the Section. The Civic Center facilities are approaching 38 years of age, and will require on-going preventive maintenance to keep them in proper condition. The need to modernize facility systems of older City buildings will result in increased building and maintenance demands.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	345,058	322,300	440,000
Overtime	1,664	7,000	17,000
Extra Help	46,528	45,800	10,000
Benefits	163,441	129,500	184,900
Vehicle Charges	67,324	73,900	66,900
Communications	2,397	2,000	3,500
Professional Services	108,365	139,500	141,500
Repairs & Maintenance	734,981	851,700	917,100
Building & Equipment Rental	1,353	2,000	2,000
Materials & Supplies	47,011	43,000	50,000
Supplies - Safety	7,343	9,000	11,000
Supplies - Shop	4,044	5,000	5,800
Travel & Meeting Expense	0	1,000	1,800
Training	17,675	4,100	5,500
Dues & Subscriptions	205	1,000	1,000
Admin & Overhead	17,651	26,600	83,200
Debt Service	2,408,409	2,231,100	2,118,900
Lease Purchases	127,512	102,400	107,000
Capital Outlays - Public Works	138,493	114,000	112,000
Capital Outlays - Government Facilities	5,564	66,000	5,000
<b>TOTAL FACILITIES MAINTENANCE</b>	<u>4,245,018</u>	<u>4,176,900</u>	<u>4,284,100</u>

**SOURCES OF FUNDING**

Rents & Concessions	22,626	18,000	18,000
Facility Reimb - County	26,802	27,000	27,000
Miscellaneous Income	96,317	177,000	177,000
General Services Charges	4,099,273	3,954,900	4,062,100
<b>TOTAL</b>	<u>4,245,018</u>	<u>4,176,900</u>	<u>4,284,100</u>

**DETAIL OF POSITIONS**

Administrative Assistant	0.500	0.500	0.500
Assistant Building Technician	3.000	4.000	4.000
Building Maintenance Leadworker	1.000	1.000	1.000
Department Support Manager	0.600	0.600	0.600
General Services Director	0.250	0.250	0.250
<b>TOTAL</b>	<u>5.350</u>	<u>6.350</u>	<u>6.350</u>

**2014-2015 Goals**

The Department Support Section is responsible for the purchase and acquisition of goods and services utilized for internal department support functions. Specific responsibilities of the Section include: development of bid specifications and request for proposals (RFP), administration of the City's Purchasing Ordinance and Procedures, and administration of various contracts for goods and services provided to the City from outside vendors.

Specific goals include the following:

- Provide goods and services to City user departments in a timely manner.
- Ensure compliance with the City's Purchasing Ordinance and Procedures.
- Provide quality goods and services for City needs.
- Ensure the highest value in the purchase of goods and services.

**Objectives to Meet the Goals**

- Continue to utilize cooperative purchasing arrangements for the acquisition of goods and services in order to maximize City purchasing power.
- Improve professional procurement processes through attainment of nationally recognized purchasing certification(s).
- Maintain the City's E-procurement/bid-management system and provide training to all designated staff members.
- Implement purchasing system upgrades to meet the City's future needs.
- Continue to identify and implement energy saving measures and other operating efficiencies through the use of new technologies and improved procedures.

**Five-Year Outlook**

Purchasing and procurement procedures will continue to become more automated. The use of cooperative purchasing agreements and the expanded use of the Internet as a purchasing tool provide opportunities to the City for reducing supply costs and improving services to City departments. Continuing education for employees assigned to the Department Support Section will be necessary in order to maintain skills and to accommodate changing technologies.

**General Services  
Department****Department Support  
Section 33400**

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	101,820	109,200	114,600
Overtime	141	200	200
Benefits	31,083	31,200	31,500
Vehicle Charges	3,834	3,800	3,800
Energy	747,419	798,300	872,000
Professional Services	53,013	50,000	60,000
Repairs & Maintenance	80,333	77,500	85,000
Office Supplies	328,571	335,000	407,000
Materials & Supplies	8,212	8,500	9,500
Travel & Meeting Expense	0	1,000	2,000
Training	190	1,900	3,000
Dues & Subscriptions	390	400	1,300
Admin & Overhead	152,900	174,300	195,500
Debt Service	236,820	350,900	349,200
Lease Purchases	106,252	163,000	170,000
Capital Outlays - Office Equip/Furn	24,811	60,600	30,000
Capital Outlays - Fire Equip	3,195	1,900	0
<b>TOTAL DEPARTMENT SUPPORT</b>	<u><u>1,878,984</u></u>	<u><u>2,167,700</u></u>	<u><u>2,334,600</u></u>

**SOURCES OF FUNDING**

Interfund Charges	<u>1,878,984</u>	<u>2,167,700</u>	<u>2,334,600</u>
<b>TOTAL</b>	<u><u>1,878,984</u></u>	<u><u>2,167,700</u></u>	<u><u>2,334,600</u></u>

**DETAIL OF POSITIONS**

Administrative Assistant	0.500	0.500	0.500
Department Support Manager	0.400	0.400	0.400
General Services Director	<u>0.250</u>	<u>0.250</u>	<u>0.250</u>
<b>TOTAL</b>	<u><u>1.150</u></u>	<u><u>1.150</u></u>	<u><u>1.150</u></u>

**2014-2015 Goals**

The City's Senior Services programs are designed to provide quality senior-oriented education, recreation, and social services. The Senior Services Section seeks to offer a wide variety of services and to make those services accessible to the community's senior population. The Senior Services Section continues to evaluate funding alternatives and creative methods of delivering services to seniors at a low cost.

Specific goals include the following:

- Continue to utilize part-time staff to offer and promote new programs for seniors.
- Administer a comprehensive Senior Citizen program to help older citizens enhance their dignity, support their independence, improve their health, and encourage their involvement in the community.
- Continue networking with local volunteers, community service groups and merchants to provide support for Senior Activity Center programs.
- Coordinate program opportunities for disabled and home-bound seniors.
- Offer a variety of programs for ages 50 to 100+.

**Objectives to Meet the Goals**

- Continue to locate new sources of program revenues, i.e., grants, fundraisers, and cooperative sponsorship of programs between the City, other agencies, community groups and the public.
- Expand the participation of volunteers and service groups to increase the delivery of program services.
- Evaluate new potential programs for their popularity and ability to be financially self-supporting.
- Phase in name change from Clovis Senior Center to Clovis Senior Activity Center and make the necessary changes to signage, the website and printed materials.

**Five-Year Outlook**

The aging population continues to increase and with it comes additional demands for senior-oriented services, programs and activities. As the aging population grows, there will be additional requests for service and programs for both active and frail seniors. In addition, the lack of space in the Senior Activity Center facility limits the number and size of programs and services offered to the community. In order to meet the changing demands for the community, creative funding solutions must be considered. The Senior Activity Center will seek to strengthen its community partnerships with the Clovis Veterans Memorial District, Fresno County Social and Supportive Services, the Fresno Madera Area Agency on Aging, the San Joaquin College of Law and the many civic and service organizations that supplement the programs offered by the City of Clovis staff.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	64,486	67,700	73,100
Extra Help	99,850	123,000	179,000
Benefits	45,093	51,600	54,400
Communications	180	100	100
Professional Services	27,396	21,500	19,600
Office Supplies	10,723	11,000	23,500
Travel & Meeting Expense	0	100	1,000
Training	0	0	6,000
Dues & Subscriptions	0	100	100
Admin & Overhead	130,200	131,500	144,900
Capital Outlays - Office Equip/Furn	466	2,000	1,800
<b>TOTAL SENIOR SERVICES</b>	<u><u>378,394</u></u>	<u><u>408,600</u></u>	<u><u>503,500</u></u>

**SOURCES OF FUNDING**

Rents and Concessions	34,796	31,000	31,000
State Grants	9,144	14,000	9,000
Project Participation - Other Govt	40,000	40,000	40,000
User Fees	53,339	49,000	75,000
Senior Service Charges	38,387	37,000	35,000
Taxable Sales	1,129	1,000	1,000
Miscellaneous Income	10,207	10,000	11,000
<b>Use of Discretionary Funds</b>	<u><u>191,392</u></u>	<u><u>226,600</u></u>	<u><u>301,500</u></u>
<b>TOTAL</b>	<u><u>378,394</u></u>	<u><u>408,600</u></u>	<u><u>503,500</u></u>

**DETAIL OF POSITIONS**

Custodian	1.000	-	-
Principal Office Assistant	0.600	0.600	0.600
Senior Center Nutrition Svs Worker	-	1.000	1.000
<b>TOTAL</b>	<u><u>1.600</u></u>	<u><u>1.600</u></u>	<u><u>1.600</u></u>

**2014-2015- Goals**

The Section will focus on administering activities at the Clovis Recreation Center, the Clovis Rotary Skatepark, the Clovis Batting Range and volunteer development. In addition, the Section will analyze long-term funding solutions for community recreation programming.

**Objectives to Meet the Goals**

- Maintain consistent hours of operation for City recreation facilities, including the Clovis Recreation Center, Clovis Batting Range and Clovis Rotary Skatepark.
- Expand the use of Recreation Section volunteers to administer services.
- Analyze opportunities to secure stable funding for community recreation services.
- Reintroduce youth recreation programs to the community.
- Maximize the use of additional 10,000 square feet of space adjacent to the existing Recreation Center for community programs and revenue generation.
- Continue annual community programs.
- Phase in name change from Clovis Area Recreation to City of Clovis Recreation and make the necessary changes to signage, the website and printed materials.

**Five-Year Outlook**

As the City grows, the demands for community recreation and leisure activities will continue to increase. The addition of new recreation space adjacent to the Recreation Center will help address those needs and provide opportunity for additional revenue generation to support youth programs. The City's ability to provide adequate community recreation and leisure services in the future will continue to require creative solutions and joint efforts between the City, the public, the business community and other local public agencies.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	109,651	136,200	158,600
Extra Help	74,661	79,000	93,000
Benefits	63,888	73,100	77,700
Vehicle Charges	12,510	15,100	15,100
Communications	624	200	200
Professional Services	55,821	58,500	69,000
Repairs & Maintenance	722	1,000	1,000
Office Supplies	351	1,200	7,000
Materials & Supplies	3,353	3,000	3,000
Travel & Meeting Expense	783	1,100	2,100
Dues & Subscriptions	979	1,000	1,000
Admin & Overhead	57,000	61,600	76,100
Capital Outlays - Public Works	300	17,300	10,000
Capital Outlays - Miscellaneous	5,003	6,100	6,100
<b>TOTAL RECREATION</b>	<u><u>385,646</u></u>	<u><u>454,400</u></u>	<u><u>519,900</u></u>

<b>SOURCES OF FUNDING</b>			
User Fees	193,773	197,000	202,000
Program Charges	2,115	2,000	2,000
Taxable Sales	1,163	2,000	2,000
Miscellaneous Income	15	19,000	0
<b>Use of Discretionary Funds</b>	<u><u>188,580</u></u>	<u><u>234,400</u></u>	<u><u>313,900</u></u>
<b>TOTAL</b>	<u><u>385,646</u></u>	<u><u>454,400</u></u>	<u><u>519,900</u></u>

<b>DETAIL OF POSITIONS</b>			
Recreation Coordinator	1.000	1.000	-
Recreation Leader	-	1.000	1.000
Recreation Specialist	1.000	1.000	1.000
Recreation Supervisor	-	-	1.000
<b>TOTAL</b>	<u><u>2.000</u></u>	<u><u>3.000</u></u>	<u><u>3.000</u></u>

**2014-2015- Goals**

The City's demand-response transit system (Round Up) and fixed-route transit system (Stageline) are designed to meet the local transit needs of all community residents. These programs strive to provide dependable, safe and affordable transit services throughout the community. Specific transit goals include the following:

- Improve the quality of transit services provided by the City by reviewing Stageline and Round Up services in order to provide on-time, efficient, and safe public transit that serves the largest segment of the population as reasonably as possible while maintaining minimum productivity standards within budgetary constraints.
- Increase community awareness of the City's transit services through advertising and outreach, and continue coordination between Fresno Transit and Clovis Transit systems.

**Objectives to Meet the Goals**

- Continue a community-wide marketing plan designed to increase awareness and ridership of the Round Up and Stageline services. Coordinate advertising with Fresno Area Express including printed schedules and radio advertising.
- Coordinate with the Clovis Unified School District, FAX and other public transit agencies in order to identify/ resolve transportation issues.
- Coordinate with Fresno Area Express for the installation of a regional farebox system.
- Utilize the new Round Up dispatch software program and mobile terminals to improve efficiency on Round Up service.
- Continue cross-training of transit staff to operate both the demand-response (Round Up) service and the fixed-route (Stageline) service.
- Maintain services to levels within budgetary constraints and review fees for possible increase to meet farebox requirements.

**Five-Year Outlook**

The emphasis on improving the safety and technology of transit vehicles, security and maintenance monitoring equipment will continue in order to improve operational efficiencies. Additional changes and improvements in transit route design, marketing and coordination with other transit providers will be analyzed and implemented as funding permits. Transit service demand will continue to rise as the community grows. Clovis will continue coordination with transit providers in the Clovis-Fresno Metropolitan area in order to meet the demand for inter-city transportation. Clovis Transit staff will continue efforts towards implementing a county-wide farebox system as well as a new dispatch program for Round Up.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	1,005,235	1,068,600	1,223,500
Overtime	26,552	25,700	40,500
Extra Help	682,609	735,000	710,000
Benefits	729,622	644,100	726,400
Vehicle Charges	905,465	953,000	1,015,000
Communications	36,301	37,000	48,000
Professional Services	286,381	280,400	301,900
Travel & Meeting Expense	4,227	5,100	5,500
Training	8,261	9,700	14,200
Dues & Subscriptions	520	700	700
Admin & Overhead	572,700	647,500	647,900
Capital Outlays - Office Equip/Furn	5,963	165,400	350,000
Capital Outlays - Computer Equipment	0	76,500	10,000
Capital Outlays - Vehicles	959,866	460,000	0
<b>TOTAL TRANSIT</b>	<b>5,223,702</b>	<b>5,108,700</b>	<b>5,093,600</b>

**SOURCES OF FUNDING**

Rents & Concessions	16,350	23,000	18,000
Taxes	1,179,238	1,292,000	1,320,000
State Grants	720,458	702,000	360,000
Local Transportation	3,091,970	2,876,700	3,198,600
Transit Fares	215,543	198,000	197,000
Miscellaneous Income	143	17,000	0
<b>TOTAL</b>	<b>5,223,702</b>	<b>5,108,700</b>	<b>5,093,600</b>

**DETAIL OF POSITIONS**

Bus Driver	14.000	14.000	16.000
General Services Director	0.125	0.125	0.125
General Services Manager	1.000	1.000	1.000
Lead Bus Driver	3.000	3.000	3.000
Principal Office Assistant	2.400	2.400	2.400
Transit Dispatcher	1.000	1.000	1.000
Transit Supervisor	1.000	1.000	1.000
<b>TOTAL</b>	<b>22.525</b>	<b>22.525</b>	<b>24.525</b>

# FINANCE

## DEPARTMENT SUMMARY

The Finance Department includes the functions of Finance Administration and Debt Service. The Department is a support department that provides financial services to all City departments and the public. The responsibilities of the Department include: financial system maintenance, reporting, billing, accounts payable, payroll, licensing, investments, and bond administration.

### Finance

### Section 35100

The Finance Administration Division is responsible for maintaining the financial accounting system, budgeting, financial reporting, utility billing and collection, business license administration, accounts payable, payroll, investments, and bond administration. The Division provides support to the operating divisions on questions of finance. The Division is also responsible for arranging all long-term financing.

### Department Goals 2014-2015

- Provide support to other operating departments.
- Enhance training for key departmental personnel.
- Obtain long-term financing as needed.
- Refund existing bonds as appropriate.
- Continue to refine the major upgrade of Financial System Software.
- Implement "Employee On-line."
- Implement workflow model for business license applications.
- At year end, recommend to Council the allocation of one-time revenue and expenditure savings to continue to grow the reserve to meet our minimum goal of 15% of expenditures.
- Implement a blend of on-line utility billing with paper billing to move toward a paperless office.
- Continue to utilize volunteers where appropriate to have both community involvement and shared responsibility.
- Provide accurate and timely financial information to facilitate a fair and equitable wage and benefit package for employees.
- Implement succession planning for key staff positions to make sure all major sections of the Finance Department have documented processes and procedures in place.
- Improve cross-training in key Finance positions.

# FINANCE

## DEPARTMENT SUMMARY

### Budgetary Highlights

- Review and audit revenues and departmental budgets.
- Complete Financial Accounting System Software upgrade.
- Prepare the Comprehensive Annual Financial Report and the Annual Budget in conformance with established award criteria and submit for consideration of the Government Finance Officers Association awards.
- Implement additional investment strategies.
- Update the indirect cost allocation plan.
- Continue to have front counter staff cross-trained so that adequate coverage can be maintained when absences occur.
- Train city-wide department staff on more efficient methods of entering and researching financial information in the financial accounting system.
- Continue to implement a process to scan accounting documentation to continue progress on the Finance "Go Green" efforts.
- Obtain long-term financing for capital acquisitions as needed.
- In 2014-2015 increase reserve to 14.5% of budgeted expenditures from 12.7%.
- Limit overtime with the use of more efficient work processes.
- Provide customer service to the public during normal business hours of 8:00 am to 4:30 pm.
- Attract top qualified candidates to Finance positions with Clovis culture of excellent employment opportunities.

# FINANCE

## DEPARTMENT PERFORMANCE MEASURES

The mission of the Finance Department is to safeguard the assets and resources of the City through reasonable controls and to provide support services for the citizens, City Council, and other City departments.

- Investment of the City's idle cash will continue to be done in a manner consistent with the City's investment objective, with primary emphasis upon preservation of principal while obtaining a reasonable rate of return. As a benchmark, the City's rate of return should be equal to or greater than 120% of the annualized 90-day Treasury-bill rate:

	<u>2012-2013 (actual)</u>	<u>2013-2014 (estimated)</u>	<u>2014-2015 (proposed)</u>
City Rate of Return	.39%	.42%	.58%
Greater than 120% of Treasury rate	500%	807%	670%

- On an annual basis, complete a Comprehensive Annual Financial Report (CAFR) prepared in conformity with generally accepted accounting principles, conduct an audit by an independent accounting firm, and receive an unqualified opinion that indicates the financial statements presented fairly, in all material respects, the financial position of the City.

Achieving an Unqualified Opinion	Unqualified Opinion	Unqualified Opinion	Unqualified Opinion
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- Submit for consideration a CAFR and receive a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).

Receive a Certificate of Achievement for Excellence In Financial Reporting	Certificate	Certificate	Certificate
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- On an annual basis, complete an annual budget book; present it to the City Council and present it to the GFOA for a Distinguished Budget Presentation Award.

Distinguished Budget Presentation Award	Budget Award	Budget Award	Budget Award
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- All accounting-related functions such as accounts payable, payroll, business license, utility billing, and monthly financial reports are to be completed by the predetermined established deadlines. The benchmark is 98% on time.

On-time	98.5%	98.6%	98.6%
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# FINANCE

## DEPARTMENT SUMMARY

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET BY ACTIVITY</b>			
Administration	<u>2,178,275</u>	<u>2,874,200</u>	<u>2,846,100</u>
TOTAL ALL ACTIVITIES	<u><u>2,178,275</u></u>	<u><u>2,874,200</u></u>	<u><u>2,846,100</u></u>
<b>BUDGET BY FUND</b>			
General Fund	<u>2,178,275</u>	<u>2,874,200</u>	<u>2,846,100</u>
TOTAL ALL FUNDS	<u><u>2,178,275</u></u>	<u><u>2,874,200</u></u>	<u><u>2,846,100</u></u>

**2014-2015 Goals**

The goals of the Finance Administration Division are to provide quality financial information for the public, City Council, and the operating departments of the City and to safeguard the assets and resources of the City. These goals include:

- Provide support to departments for finance-related questions, budget analysis and internal auditing.
- Invest the City's idle cash to maximize the rate of return given the priorities of safety and liquidity.
- Develop long-range financing plans as needed.
- Provide timely billing and collection for the City's enterprise operations.
- Provide for the timely recording of new business license applications and existing business license renewals and to search relevant financial information for businesses who have not obtained business licenses.
- Provide summary financial and budgetary reports for department and general public use.
- Continue to refine the Financial Accounting System upgrade.

**Objectives to Meet the Goals**

- Analyze the department budgets quarterly for conformance with budgeted appropriations and revenue availability.
- Invest the City's cash in conformance with the adopted Investment Policy.
- Work with underwriters and other consultants to arrange the most advantageous terms for any financing and review for refinancing opportunities.
- Maintain the billing and collection of the enterprise charges in accordance with established guidelines.
- Maintain the business license system in accordance with existing business license policies.
- Maintain existing financial reports and continue to develop summary financial and budgetary reports on a periodic basis.
- Continue to work with SunGard to refine the new version of IFAS and commit staff resources for testing and implementation.
- Use temporary staffing and volunteers to maintain current with all financial activities.

**Five-Year Outlook**

New building construction continues to move in a positive direction. The new Wal Mart shopping center is open and there is only one pad left for final build-out. For the 2014-2015 year, we expect normal non-residential building construction and an overall increase in residential building construction. Purchases for automobiles and housing related goods continue to improve and we expect a moderate increase in sales tax revenues. Overall property tax revenues should reflect the prior year's assessed value increase along with the Prop 13 maximum rate as commercial and individual properties continue to show signs of an upward trend. Revenue and expenditure monitoring continues to be a high priority including the continuous review of financial trends in City-associated businesses. We expect the most recent user rate increases to help relieve the financial burden of infrastructure. Finance activity will continue to include servicing existing and new utility accounts, business licenses, accounts payable, payroll, and investments. Finance will continue to be integrally involved in the long-term financing, as necessary, for the City's capital needs. The Finance Department will also continue to assist in monitoring capital projects and the various assessment districts within the City. Revenue enhancements will continue to be a top priority.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	1,164,940	1,300,000	1,524,500
Overtime	7,635	25,000	25,000
Extra Help	93,166	110,000	119,000
Benefits	517,375	562,300	584,700
Vehicle Charges	25,089	25,300	25,700
Professional Services	107,056	510,400	215,000
Office Supplies	618	4,000	4,000
Travel & Meeting Expense	1,043	11,000	11,000
Training	16,408	30,000	35,000
Dues & Subscriptions	2,145	3,200	3,100
Admin & Overhead	242,800	281,700	299,100
Capital Outlays -Computer Equipment	0	11,300	0
<b>TOTAL FINANCE ADMINISTRATION</b>	<u>2,178,275</u>	<u>2,874,200</u>	<u>2,846,100</u>

**SOURCES OF FUNDING**

Licenses	70,000	71,000	71,000
Annexation Processing Fee	30,190	30,000	23,000
Capital Development - Streets	60,000	60,000	60,000
User Fees	223,223	255,000	226,000
Interfund Charges	1,777,228	1,932,000	2,142,000
Miscellaneous Income	16,685	15,000	15,000
<b>Use of Discretionary Funds</b>	<u>949</u>	<u>511,200</u>	<u>309,100</u>
<b>TOTAL</b>	<u>2,178,275</u>	<u>2,874,200</u>	<u>2,846,100</u>

**DETAIL OF POSITIONS**

Accountant/Senior/Principal	2.00	3.00	3.00
Accounting Supervisor	1.00	1.00	1.00
Acctg Systems Tech/Senior/Principal	4.00	4.00	4.00
Assistant Finance Director	1.00	1.00	1.00
Deputy Finance Director	1.00	1.00	1.00
Executive Assistant	0.15	0.15	0.15
Finance Director/Treasurer	1.00	1.00	1.00
Senior Account Clerk/Principal	7.00	8.00	8.00
<b>TOTAL</b>	<u>17.15</u>	<u>19.15</u>	<u>19.15</u>

# PLANNING AND DEVELOPMENT SERVICES DEPARTMENT SUMMARY

The Planning and Development Services Department is responsible for implementing the Clovis General Plan. It performs this duty by integrating the planning, engineering, and building inspection activities of City development under a single department. The Department prepares and implements the Community Investment Program for all City departments. Planning and Development Services is also responsible for all land use planning for future development and for adherence to city, state, and federal codes.

## **Planning Division**

## **Section 74100**

The Planning Division is responsible for the development and implementation of the General Plan and the analysis of development requests to ensure consistency with the adopted General Plan, various Specific Plans, and the zoning ordinance. These requests include single family and multiple-family residential projects, large and small commercial developments, conditional use permits, variances to the zoning ordinance, and public projects. Planning Staff responds to telephone and over-the-counter information service requests from citizens and businesses. The Division is also responsible for the environmental review for private and public projects and provides limited enforcement of the Clovis Municipal Code's zoning ordinance.

## **Building Division**

## **Section 74200**

The Building Division is created under Title 8 of the Clovis Municipal Code with further authority provided by the State of California building statutes and applicable federal codes. It is the Division's responsibility to provide to the community minimum standards to safeguard health, property, and public welfare by regulating the design, construction, quality of materials, use occupancy, accessibility, location, and maintenance of all buildings and structures within the City.

## **Engineering Division**

## **Sections 74500-74550**

The Engineering Division provides three major services, among others, that are vital to the community. The Division's first major responsibility is to ensure that private development activities meet all City requirements, conditions, and standards when developing within the City. Included in this is the administration of the development impact fee and reimbursement program for developer-funded improvements. The Division's second primary responsibility is to implement the City's Community Investment Program, thereby enhancing the safety and security of the community through the construction of new infrastructure and the maintenance and repair of existing infrastructure. The third major service is the administration of the traffic management program in concert with the City's Intelligent Traffic System (ITS) project implementation.

## **Department Goals 2014-2015**

- Complete masterplan facilities planning for land uses identified under the newly adopted General Plan.
- Complete the Central Clovis Specific Plan and Urban Greening Grant funded projects.
- Maintain effective communication with citizens, the business community, and interest groups on planning, building, and development-related issues.
- Ensure that new development and construction conform to development standards, design guidelines, ADA requirements, and deliver the projects proposed in the Community Investment Program.
- Plan for long-term fiscal strategies in sustaining the Department under an "enterprise" form of budget accounting.

## **Budgetary Highlights**

- Update and complete the Housing Element for Clovis' new General Plan.
- Provide training and guidance in the new 2013 California Energy, Building, Electrical, Plumbing, and Mechanical Codes.
- Expand the capabilities of the automated building permit system.
- Deliver Community Investment projects in a timely and cost efficient manner.

# PLANNING AND DEVELOPMENT SERVICES DEPARTMENT PERFORMANCE MEASURES

The mission of the Planning and Development Services Department is to develop, maintain, and fulfill the vision of the Clovis General Plan. The Department develops, maintains, and provides information on land and development-related matters. Planning and Development Services performs a regulatory function related to the Clovis Municipal Code, the Uniform Building Codes, and state laws. Delivery of these major services has been increasingly limited by reduced staffing to balance decreasing revenues. Comments are provided to explain performance impacted by staff reductions.

- The Department is charged with carrying out the City's Community Investment Program that implements the General Plan and public facility master plans. The benchmark is to complete construction documents for 85% of the projects within the budget year.

	<u>2012-2013 (actual)</u>	<u>2013-2014 (estimated)</u>	<u>2014-2015 (proposed)</u>
% of CIP projects Final Design	87%	80%	85%

- Communicate with interest groups, organizations, and neighborhoods on matters related to planning, traffic, and development through personal contact meetings outside of normal business hours. The target for time spent in after-hour meetings is five hours per month or 60 hours per year, per manager.

Time spent in after- hour meetings	310 hours	300 hours	260 hours
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*Reduced staffing and overtime have resulted in a limited number of management staff attending evening meetings.*

- Continue training on new codes and systems, which must be implemented with the new codes from the state, in order to perform the regulatory enforcement role of the Department. Increase training in the areas of accessibility, fire suppression, energy, and electrical systems to ensure compliance with new state and federal regulations. The benchmark for Certified Building Division personnel is 16 hrs./person/yr. required by state law. The increase in the training is attributed to mandatory ADA training and new certified accessibility specialist requirements from the state.

Hours of training per Certified Building Division staff	16 hrs./person	16 hrs./person	24 hrs./person
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The citizenry looks to the Department for enforcement of violations of the Clovis Municipal Code. With full staffing, the established goal was to resolve 75% of the violations reported within the budget year. Presently, due to budget mandated staff reductions, the Department provides focused response to code enforcement requests that pose a threat to life or safety.

# PLANNING AND DEVELOPMENT SERVICES DEPARTMENT PERFORMANCE MEASURES

The Department is charged with the timely processing of development application requests. Application processing time includes staff review, any additions or corrections necessary, and notification and public hearing as required. The following benchmarks have been set:

- |  |   |
|--|---|
| 1. Processing of applications for Planning Commission action - | 9 weeks*                                  |
| 2. Processing applications for City Council action -           | 13 weeks*                                 |
| 3. Processing Site Plan Review applications -                  | 6 weeks                                   |
| 4. First submittal review engineering plan check -             | 4 weeks**                                 |
| 5. Subsequent submittal review engineering plan check -        | 2 weeks**                                 |
| 6. Building permit plan check -                                | 3 weeks residential<br>4 weeks commercial |
| 7. Perform building inspections from time of notification -    | Within 8 working hours of request         |

Staff limitations have had an effect on processing of applications and will continue in the coming fiscal year. With reduction in both planning and clerical staff in FY 08-09, the PDS Planning Commission hearings have been reduced to once per month. Public notice regulations require that City Council hearing notices include Planning Commission recommendations, meaning that notice of the Council hearings must take place after Planning Commission hearings.

\* Compliance with SB97, to estimate greenhouse gas (GHG) emissions, and SB18, to consult with Native American tribal representatives, has had the effect of extending processing times after applications have been deemed complete.

\*\* The ability for engineering staff to complete plan reviews will be affected due to the redirecting of some resources to Community Investment Projects. Development projects will continue to be in competition with City projects for available staff to review and may continue to affect plan review turnaround times.

The following are the expected measurement of the above-stated benchmarks:

	<u>2012-2013 (actual)</u>	<u>2013-2014 (estimated)</u>	<u>2014-2015 (proposed)</u>
Applications processed to Planning Commission within goal	65%	76%	80%
Applications processed to City Council within target time	67%	85%	85%
Site Plan Reviews processed within target time	87%	80%	85%
First submittal engineering plan checks within target time	70%	75%	80%
Subsequent submittal engineering plan checks within target time	83%	75%	80%
Building permit plan checks processed within target time	82%	80%	85%
Inspections performed within target time	90%	85%	90%

# PLANNING AND DEVELOPMENT SERVICES DEPARTMENT SUMMARY

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET BY ACTIVITY</b>			
Planning	1,396,818	1,380,400	1,572,100
Building	1,297,874	1,689,800	1,765,500
Engineering	<u>3,774,966</u>	<u>4,059,700</u>	<u>4,332,400</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>6,469,658</u></u>	<u><u>7,129,900</u></u>	<u><u>7,670,000</u></u>
<b>BUDGET BY FUND</b>			
Planning & Development Services Fund	<u>6,469,658</u>	<u>7,129,900</u>	<u>7,670,000</u>
<b>TOTAL ALL FUNDS</b>	<u><u>6,469,658</u></u>	<u><u>7,129,900</u></u>	<u><u>7,670,000</u></u>

### **2014-15 Goals**

The goals of the Planning Division are to implement the current Clovis General Plan; to complete the City infrastructure planning in 2014-2015; to update the Housing Element; to manage the Planning Program activities that support the General Plan; to ensure that all public and private development is consistent with the General Plan, the Development Code, and state law; and to coordinate public and private projects so they result in a high-quality, sustainable community.

Specifically these goals include:

- Perform the activities identified in the Planning Program.
- Provide accurate information to the public regarding land development.
- Complete the Urban Greening Plan.
- Initiate and complete an update to the Central Clovis Specific Plan.
- Within the Division's current limitations, provide timely processing of applications to the Planning Commission and City Council.

### **Objectives to Meet the Goals**

- Manage staff resources on the following priorities:
  - Implement and test the Development Code Update and make modifications as necessary.
  - Update of the Central Clovis Specific Plan.
  - Focus on completion of submitted planning applications.
  - Provide high quality, non-funded citizen services. Continue development of the Geographic Information System (GIS) that is integrated with the Fresno County regional system.

### **Five-Year Outlook**

The completion of the General Plan and Development Code update will facilitate new development in the community. Implementation of these projects will be a major focus of the Planning Division's work during the next year particularly as Loma Vista continues to build-out. The General Plan and its updated environmental impact report will serve as a robust foundation for continued development throughout the City. Planning and Development Services will also manage the work on major infrastructure planning in response to the General Plan Update program to facilitate timely community development.

Economic indicators point toward a stabilizing economy. Residential development is anticipated to remain at the twenty-five year average of 750 dwelling units annually. In the near-term, evolving state regulations largely but not exclusively related to greenhouse gas reduction complicates providing a quick turnaround for planning entitlement applications. Planning staff will be looking for methods of increasing efficiency of application processing in the coming year and will begin a reorganization of staff functions.

Planning staff involvement in neighborhood meetings has remained high, but is likely to continue to be impacted by staffing limitations and the ability to provide overtime. Management staff will continue to be relied upon to attend evening meetings to address community needs.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	346,819	341,800	487,800
Overtime	1,227	6,000	1,000
Extra Help	46,507	27,200	25,000
Benefits	157,487	152,600	204,100
Vehicle Charges	18,189	13,900	20,800
Communications	1,771	3,000	2,000
Professional Services	458,377	426,700	432,100
Repairs & Maintenance	928	3,000	0
Special Events	75	0	0
Office Supplies	462	1,500	1,500
Travel & Meeting Expense	2,541	7,500	2,000
Training	1,591	2,000	2,000
Dues & Subscriptions	1,815	3,000	2,500
Admin & Overhead	358,900	390,700	391,300
Capital Outlays - Computers	129	1,500	0
<b>TOTAL PLANNING</b>	<u><u>1,396,818</u></u>	<u><u>1,380,400</u></u>	<u><u>1,572,100</u></u>

**SOURCES OF FUNDING**

State Grants	85,645	164,000	268,000
User Fees	1,087,032	1,095,400	1,186,100
Interfund Charges	7,078	5,000	2,000
Miscellaneous Income	63	16,000	16,000
<b>Use of Discretionary Funds</b>	<u><u>217,000</u></u>	<u><u>100,000</u></u>	<u><u>100,000</u></u>
<b>TOTAL</b>	<u><u>1,396,818</u></u>	<u><u>1,380,400</u></u>	<u><u>1,572,100</u></u>

**DETAIL OF POSITIONS**

Administrative Assistant	-	-	0.40
Assistant/Associate Planner	-	2.00	2.00
City Planner	-	-	1.00
Deputy City Planner	1.00	1.00	1.00
Dir of Planning & Development Services	0.50	0.40	0.40
Permit Technician	-	0.50	0.50
Planning Technician I/II	1.00	1.00	-
Principal Office Assistant	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00
<b>TOTAL</b>	<u><u>4.50</u></u>	<u><u>6.90</u></u>	<u><u>7.30</u></u>

### **2014-2015 Goals**

The goals of the Building Division are interrelated with the goals of other City departments to serve the public by carrying out the safety checks and inspections required by the California Building Codes and Municipal Code.

- Ensure compliance with all codes for the construction, use, and occupancy of buildings and all of their various components.
- Process all single-family residential plans within three weeks and all submitted commercial projects within four weeks.
- Respond to all field inspection requests within eight working hours.
- Respond to all informational requests and housing complaints from the public within 72 hours.
- To keep pace with the increases in documentation requirements and the retrieval of documents, the Division will expand the use of new technology.
- Keep the community informed about current California Building Code requirements.

### **Objectives to Meet the Goals**

- Provide training and guidance on the new 2013 California Energy, Building, Electrical, Plumbing, and Mechanical Codes along with new state-mandated programs. Continue to work with both the state and stakeholders on the implementation of the new California Green Building codes and complete the implementation of the new energy codes with new building permits.
- The Department has increased its participation in the code adoption process at the state level and is participating in the code implementation process in hopes of decreasing regulatory mandates on the department and the constituents it serves.
- Continue the implementation of the new workflow management system which has included the roll-out of the Citizen Access Portal (CAP). This continued expansion has now made it possible to pay for permits on-line. This also made it possible for clients to request inspection and check the status of applications on-line. Additional functionality will be added as development continues. This comprehensive workflow management system will integrate the functions of the Planning, Engineering, and Building Divisions in the processing of entitlement approvals and the issuance of all regulatory applications.

### **Five-Year Outlook**

Commercial development is expected to remain steady in 2014-2015 due to the continuing expansion of Clovis Medical Center, and the completion of the Herndon/Clovis center. There will be some growth of other businesses that surround the other areas. Growth and reuse will continue on Shaw and Willow Avenues. Building valuation will continue to increase at a steady pace but will not include any large expansion this year.

The residential development market has shown a significant uptick in the last few months and this is creating a great deal of strain on the Division's ability to deliver the service requested by the development industry. We are increasing the inspection staff by adding temporary positions and will continue to look into ways to improve the delivery of these services. Growth this fiscal year could reach 750 units if the current trends continue. As the market continues to recover, we are seeing a return of larger homes and a greater product mix. Because of new code requirements, we will see a significant increase this year in plan check revenues but in order to keep up with the demand, we will also rely more heavily on outside service providers. Demand for attached residential units is growing and should continue to rise for several years. While the fundamental work to be performed is not expected to change, several new code requirements will significantly impact the time inspectors spend on site, the continuing upgrade of the Building Division's permitting, e-mail system, and computerization of the fieldwork will improve the overall service provided to the community.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	524,707	644,000	836,900
Overtime	19,395	38,000	18,000
Extra Help	150,970	188,000	133,000
Benefits	292,434	322,100	370,400
Vehicle Charges	39,229	49,000	54,400
Communications	4,325	7,000	4,000
Professional Services	73,968	200,000	87,000
Office Supplies	6,904	5,000	1,500
Materials & Supplies	3,340	3,800	5,000
Supplies - Shop	323	1,500	1,000
Travel & Meeting Expense	4,265	8,500	6,500
Training	7,340	15,000	40,000
Dues & Subscriptions	24,990	37,000	7,000
Admin & Overhead	144,700	165,900	200,800
Capital Outlay - Computers	984	5,000	0
<b>TOTAL BUILDING</b>	<u>1,297,874</u>	<u>1,689,800</u>	<u>1,765,500</u>

**SOURCES OF FUNDING**

User Fees	1,080,448	1,582,800	1,660,500
Miscellaneous Income	2,426	7,000	5,000
<b>Use of Discretionary Funds</b>	<u>215,000</u>	<u>100,000</u>	<u>100,000</u>
<b>TOTAL</b>	<u>1,297,874</u>	<u>1,689,800</u>	<u>1,765,500</u>

**DETAIL OF POSITIONS**

Administrative Assistant	-	-	0.30
Assistant Dir of Planning & Development Serv	-	0.25	0.25
Building Inspector/Senior Bldg Inspector	4.00	4.00	4.00
Building Official	-	-	1.00
Business Workflow Analyst	-	1.00	1.00
Deputy Building Official/Plan Checker	1.00	1.00	1.00
Dir of Planning & Development Services	0.25	0.30	0.30
Permit Technician	1.00	1.50	1.50
Plans Examiner	2.00	2.00	2.00
<b>TOTAL</b>	<u>8.25</u>	<u>10.05</u>	<u>11.35</u>

### **2014-2015 Goals**

The Engineering Division will concentrate on coordinating orderly construction of public and private projects within the Clovis community. The Division's responsibility for review and approval of proposed development projects ensures that all development meets current City standards. Our quality inspection program assures that public and private developments are being constructed to established City standards. The focus will be to ensure that future maintenance costs will be held to a minimum, and through proper design of the infrastructure projects, enhance the quality of life for the citizens of Clovis. In addition, the Division is committed to providing and maintaining infrastructure that will ensure the health and safety of our citizens.

- Ensure that established City design standards are incorporated into all public and private improvement projects in a timely and efficient manner.
- Establish an updated and fiscally sound annual five-year Community Investment Program to provide for appropriate infrastructure repair and enhancements.
- Develop infrastructure masterplans for sewer, water and recycled water.
- Ensure that public safety and convenience are major considerations with all new development.
- Provide timely and efficient plan reviews of public and private improvement projects.
- Secure all available grant funds for Community Investment Projects.

### **Objectives to Meet the Goals**

- Develop and implement streamlined procedures for review of projects.
- Implement appropriate public safety and convenience through design review measures.
- Evaluate Division costs and update as necessary in order to ensure that the development fees charged are fair, equitable, and representative of the actual costs for the services provided.

### **Five-Year Outlook**

The City's Engineering Division will be tasked with several major community service and public facilities plans in support of the General Plan update and subsequent community master plans. This will include updating the Reclaimed Water Master Plan, the Sewer and Water Master Plans, and transportation plans for the new growth areas. Strategizing on how to fund growth on the northwest area will be a major part of these efforts.

As the City grows, constant efforts are needed to keep increased traffic flowing in an efficient manner. Traffic congestion will increase, and the need for traffic mitigation measures will be even more evident. As traffic volumes increase, signal coordination will be even more necessary on the City's main thoroughfares.

Staff education and training are imperative to enhance overall staff abilities and technical competence. Scarce resources and increased staff workloads require a constant search for ways to increase staff productivity. Increased knowledge and skills will lead to increases in staff efficiency and effectiveness. The City's true resources lie within the skill and ability of its staff.

Engineering will continue to work on maintaining adequate turnaround times for plan check and project reviews, addressing public concerns, looking for ways to streamline and reduce cost for development, and delivering projects in a timely manner.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	1,689,543	1,816,300	2,101,300
Overtime	72,320	90,400	74,000
Extra Help	285,596	325,500	313,000
Benefits	783,066	781,600	846,100
Vehicle Charges	109,526	150,200	132,500
Communications	14,308	26,700	22,000
Professional Services	43,607	85,600	68,500
Repairs & Maintenance	1,860	500	0
Office Supplies	8,853	16,000	16,000
Supplies - Safety	2,265	4,500	5,000
Supplies - Shop	6,272	8,500	8,000
Travel & Meeting Expense	1,584	8,000	7,000
Training	20,680	18,500	25,000
Dues & Subscriptions	6,763	11,100	8,600
Admin & Overhead	612,400	691,300	690,400
Capital Outlays - Computers	116,323	20,000	10,000
Capital Outlays - Public Utilities	0	5,000	5,000
<b>TOTAL ENGINEERING</b>	<u>3,774,966</u>	<u>4,059,700</u>	<u>4,332,400</u>

**SOURCES OF FUNDING**

Taxes	7,500	8,000	8,000
State Grants	16,191	19,000	19,000
User Fees	1,279,633	1,901,700	1,826,400
Interfund Charges	2,239,236	2,005,000	2,369,000
Miscellaneous Income	17,406	26,000	10,000
<b>Use of Discretionary Funds</b>	<u>215,000</u>	<u>100,000</u>	<u>100,000</u>
<b>TOTAL</b>	<u>3,774,966</u>	<u>4,059,700</u>	<u>4,332,400</u>

**DETAIL OF POSITIONS**

Administrative Assistant	-	-	0.30
Assistant Engineer	11.00	9.00	9.00
Assistant Dir of Planning & Development Serv	1.00	0.75	0.75
Associate Civil Engineer	2.00	2.00	2.00
Dir of Planning & Development Services	0.25	0.30	0.30
Engineering Inspector	3.00	4.00	4.00
Engineering Program Supervisor	1.00	1.00	1.00
Engineering Tech/Senior Engineering Tech	1.00	2.00	2.00
Geographic Information Systems Specialist	1.00	1.00	1.00
Junior Engineer	1.00	4.00	4.00
Management Analyst	-	1.00	1.00
Principal Office Assistant	1.00	-	-
Senior Engineering Inspector	1.00	1.00	1.00
<b>TOTAL</b>	<u>23.25</u>	<u>26.05</u>	<u>26.35</u>

# POLICE DEPARTMENT SUMMARY

The responsibility of the Police Department is to provide superior protection and service in a manner that builds public confidence and improves the quality of life in our community. To those we serve, we want to be the best! The Department is organized into three major divisions which are composed of seven budgetary sections as shown below.

The department is actively pursuing state and federal grants for sworn officers and other resources. Existing programs are anticipated to continue. The upgrading and expanding of technological capabilities will continue to the extent that grants and other funding permit.

## **Patrol**

## **Section 51000**

The Patrol section is the most highly visible section of the Police Department. Uniformed Patrol and Community Service Officers respond to calls for service and represent the Police Department in their daily contact with the citizens of Clovis. They also deal effectively and appropriately with the criminals they apprehend. Neighborhood Corporals work closely with other City Departments and businesses and issue alcohol and entertainment permits. They also work closely with the Planning Division on new development in the City. The Community Liaison works closely with the rental management and property owners to resolve any problems within the community. The Police Chaplain Program assists our Department members and the victims of crime during traumatic events or at times of grief. The Traffic Division focuses on traffic safety, investigates traffic collisions and implements DUI check points and DUI patrols. The Patrol Division's effective and proactive approach toward eliminating criminal activity and protecting its citizens has helped create a safe community for the citizens of Clovis.

## **Communications**

## **Section 51100**

The Communications section provides dispatch services for the Police Department and serves as the primary answering point for 9-1-1 calls made from within the City limits. They serve as a resource to Police Officers providing automated information as necessary to officers in the field.

## **Investigations**

## **Section 52000**

The Investigations section is overseen by a Police Captain and is responsible for follow-up on all felony cases, cases of a sensitive nature and preparing the cases for submittal to the District Attorney's Office. The Division is comprised of three main components: general investigations, narcotics investigations and gang investigations. The types of investigations conducted range from computer crime and identity theft cases to sexual assault and sex offender programs, homicide investigations, domestic violence follow-up and tracking, missing persons and crime analysis and predictive policing. The unit also takes on special details when necessary including assistance to the gang unit, internal investigations and officer involved shooting investigations. The focus of the narcotics unit tends to be focused on mid-level drug dealers, and dealers and users causing blight in our City. The unit will also partner with other agencies for larger scale investigations where more detectives are needed for a safe and successful outcome. The narcotics unit will also partner with the gang enforcement unit for cases involving gang members and narcotics trafficking.

## **Youth Services**

## **Section 53000**

The Youth Services Division is committed to providing services and programs that deter juvenile crime and prevent the use of resources in the Patrol Division. Our success has been and will continue to be demonstrated with a low juvenile recidivism rate. We will continue to work closely with the Clovis Unified School District and other agencies to consistently hold juveniles accountable and deter juvenile crime. We are also currently working toward developing a drug education and awareness program to be implemented with the Clovis Unified School District. We have incorporated the use of a number of volunteers who have provided many hours of service within our leadership programs and within the Graffiti Abatement Program.

# POLICE DEPARTMENT SUMMARY

## Support Services/Records, Property and Evidence

## Section 54000

This unit encompasses many diverse duties that focus on providing outstanding service to its customers and the citizens of Clovis. Functions include the Department's records maintenance function, citizen and business services; fleet management; technology; equipment and supplies, report typing, court liaison, service of subpoenas, records requests and maintenance of the department's safe drug drop off box. The Property and Evidence unit processes, catalogues and stores all of the evidence collected in various cases, holds property that has been collected by the department and determines the proper disposition for that property and evidence.

## Administrative Services

## Section 56000

The Administrative Services Unit is the office of Chief of Police which provides leadership and general direction and oversight for the entire department. The Administrative Services Division is responsible for several functions including administrative support to the Chief, special projects, research, internal audits and compliance, Homeland Security, grant administration, public information officer duties, employee injury and oversight of Workers' Compensation issues. The office support staff also performs a variety of personnel functions regarding recruitment and hiring, and also provides support for other division commanders.

## Animal Services

## Section 59100

The Animal Services Division is responsible for responding to calls for service in the community, investigating cruelty to animal cases, operating the Adoption Center and stray animal facility. The Animal Services Division works closely with Clovis veterinarians and rescue groups throughout the state to achieve our primary goal of increasing our pet adoption rate, and educating the public on the importance of reducing the pet population through spaying and neutering of pets.

## 2014-2015 Goals

- Meet Priority One response time goal of less than five minutes on average.
- Meet or exceed our goal of high customer satisfaction (90% or better) ratings.
- Keep California Crime Index Rate at one of the lowest rates in the Valley.
- Increase our efforts at combating gang activity.
- Conduct effective Traffic Safety programs and reduce traffic collisions and injury rates through effective enforcement practices.
- Implement the Command Staff and Divisional reorganization.
- Implement the use of the new CAD system for the Police Department.

## Budgetary Highlights

- The Police Department will be adopting a larger scale Cadet Program. The focus of this program is to hire six to eight part-time employees. These employees will work in the jail, field and Animal Services. Not only do the Cadets provide valuable work to both the community and the Police Department, it allows the cadets themselves to gain experience and knowledge towards being full time Police Officers.

# POLICE

## DEPARTMENT PERFORMANCE MEASURES

The mission of the Police Department is to provide exceptional protection and police-related services in a manner that builds public confidence and enhances the quality of life in Clovis.

- In order to protect the victims of crimes and to maintain the public's confidence, a quick response time to emergency (Priority I) calls for service is critical. The benchmark is an average response time for emergency calls not to exceed 5 minutes.

	<u>2012-2013 (actual)</u>	<u>2013-2014 (estimated)</u>	<u>2014-2015 (proposed)</u>
Priority I Average Response Times	4.45 Min	4.55 Min	5.0 Min

- Public support and satisfaction with our services are essential in maintaining a safe community. As an indicator, we strive to have Citizen Survey responses show either "Above Average" or "Excellent" service ratings at least 90% of the time.

Citizen Surveys (Above Average or Excellent)	84.25%	84.92%	90%
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- The comparative crime rate is a good indicator of how well the prevention and protection efforts are addressing the criminal challenges to the community. We saw our California Crime Index rates decreased by 13.99% from 2012-2013, and early indications are that the crime rate will slightly increase in 2014. Rates for both Fresno County and state-wide are not available for comparison purposes.

### California Crime Index (Crimes/100,000 Population)

	<u>2012 (actual)</u>	<u>2013 (actual)</u>	<u>2014 (proposed)</u>
Clovis	1587	1365	1369

# POLICE DEPARTMENT SUMMARY

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET BY ACTIVITY</b>			
Patrol	12,804,452	14,646,800	15,477,800
Communications	1,851,951	2,001,800	2,195,600
Investigations	2,471,020	2,629,100	3,034,800
Youth Services	744,874	891,600	669,800
Support Services	2,383,174	2,396,900	2,727,100
Administration	2,501,224	2,767,400	2,425,400
Animal Shelter	<u>959,582</u>	<u>1,034,000</u>	<u>1,174,200</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>23,716,277</u></u>	<u><u>26,367,600</u></u>	<u><u>27,704,700</u></u>
<b>BUDGET BY FUND</b>			
General Fund	<u>23,716,277</u>	<u>26,367,600</u>	<u>27,704,700</u>
<b>TOTAL ALL FUNDS</b>	<u><u>23,716,277</u></u>	<u><u>26,367,600</u></u>	<u><u>27,704,700</u></u>

**2014-2015 Goals**

- Meet Priority One response time goal of less than five minutes on average.
- Meet or exceed our goal of high customer satisfaction (90% or better) ratings.
- Keep California Crime Index Rate at one of the lowest rates in the Valley.

**Objectives to Meet the Goals**

- Review crime rates, response times, and officer productivity to assess deployment, shift schedules and beat alignment to provide optimum service.
- Continue to plan and staff DUI checkpoints, increase DUI saturation patrols and improve public awareness.
- Evaluate and respond to neighborhood quality of life issues. Work with other City departments to ensure CSO's enforcement efforts have the greatest impact.
- Analyze vehicle burglary crime data and develop special enforcement plans, including stakeouts, bait vehicles, saturation patrol, and parole and probation searches.
- Increase safety for the youth of our community by sponsoring bike safety education programs and classes funded by a grant from the California Office of Traffic Safety.
- Utilize patrol volunteers to handle non-emergency calls for service (i.e., house checks and Municipal Code violations) to keep patrol officers available to respond to higher priority calls for service.
- Increase enforcement on gang members and gang-related activity.
- Utilize the Beat Corporal Program to continue the monitoring of parolees living in the City.
- Strive to meet all the expectations of our department's mission and philosophy.
- Officers in schools program to enhance relationships between students of all ages and the Police Department.

**Five-Year Outlook**

In accordance with the recommendations contained in the Police Department Master Service Plan, the Police Department will seek funding to maintain a ratio of 1.3 officers per 1000 residents in the City of Clovis.

Population growth and annexations remain a concern because of increased demand on law enforcement services without sufficient resources to meet that need in a timely manner. Leadership development and succession training will be of key importance.

In the coming five years, we will continue to evaluate the need to develop additional patrol sectors to manage resources, meet community expectations, and prepare for growth associated with development within the proposed neighborhood villages.

<b>Police Department</b>	<b>Patrol Section 51000</b>
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	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	6,621,220	7,403,900	7,960,800
Overtime	921,266	819,600	562,000
Extra Help	92,623	137,200	221,000
Benefits	3,993,219	4,433,800	4,806,100
Vehicle Charges	18,180	15,600	6,600
Communications	80,532	92,000	90,000
Professional Services	51,459	204,800	101,000
Repairs & Maintenance	4,557	1,600	5,500
Materials & Supplies	33,557	46,600	50,500
Supplies - Safety	36,696	45,300	41,000
Travel & Meeting Expense	16,734	12,400	11,000
Training	108,077	93,300	67,900
Dues & Subscriptions	2,978	2,400	2,400
Admin & Overhead	738,500	1,222,100	1,449,000
Capital Outlays - Computers	538	3,200	5,000
Capital Outlays - Police Equipment	79,765	81,000	88,000
Capital Outlays - Communications	4,551	32,000	10,000
<b>TOTAL PATROL</b>	<u>12,804,452</u>	<u>14,646,800</u>	<u>15,477,800</u>

<b>SOURCES OF FUNDING</b>			
Taxes	738,430	800,000	871,000
Other Permits	8,915	9,000	9,000
Fines & Fees	191,095	172,000	172,000
State Grants	142,400	229,000	229,000
Federal Grants	4,867	15,000	15,000
State Subventions	124,372	89,000	10,000
Program Participation	1,992	10,000	10,000
Mandated Claims	129,937	150,000	153,000
Planning & Processing Fees	13,205	5,000	5,000
User Fees	39,744	8,000	18,000
Asset Forfeiture	0	162,000	35,000
Miscellaneous Income	6,328	30,000	5,000
<b>Use of Discretionary Funds</b>	<u>11,403,167</u>	<u>12,967,800</u>	<u>13,945,800</u>
<b>TOTAL</b>	<u>12,804,452</u>	<u>14,646,800</u>	<u>15,477,800</u>

<b>DETAIL OF POSITIONS</b>			
Community Service Officer	14.00	14.00	14.00
Management Analyst	1.00	1.00	-
Police Captain	3.00	3.00	3.00
Police Corporal	14.00	14.00	15.00
Police Lieutenant	3.00	3.00	3.00
Police Officer/Recruit	51.00	51.00	54.00
Police Sergeant	8.00	10.00	10.00
Police Service Officer	1.00	1.00	1.00
<b>TOTAL</b>	<u>95.00</u>	<u>97.00</u>	<u>100.00</u>

**2014-2015 Goals**

- Meet our Priority One response time goal of less than five minutes on average.
- Meet or exceed our goal of high customer satisfaction ratings.
- Improve Police radio communications coverage and reliability.
- Strategize with statewide and local agencies to implement and refine agency inter-operability of radio and data systems.
- Expand and refine the City-wide video system.

**Objectives to Meet the Goals**

- Continue hiring and training of qualified communications personnel.
- Implement and train employees on the New World CAD system.
- Continue to add radio receiver sites to enhance coverage in the metropolitan and adjacent rural areas.
- Continue working with the I.T. Division, State, County and product vendors to ensure that the equipment installed in the Communications Center is the latest technology that will meet our growing needs.
- Expand wireless video capabilities.
- Enhance connectivity to CUSD to allow expansion to other campuses in their video system.

**Five-Year Outlook**

The Department will continue to upgrade equipment to meet or exceed state standards and mandates for the future and work to make the work environment a positive and efficient workplace.

As the community grows and calls for service increase, we will need to expand the staffing in the Communications Center to continue the quality of service we provide to the citizens.

Communications will train and implement the new CAD system during this next fiscal year.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	855,016	993,900	1,099,200
Overtime	153,283	144,900	139,500
Extra Help	71,248	67,500	89,000
Benefits	450,749	485,100	541,100
Vehicle Charges	5,460	5,500	5,500
Energy	173	0	0
Communications	56,659	35,300	48,000
Professional Services	23,041	20,100	20,000
Repairs & Maintenance	20,534	42,500	21,500
Office Supplies	10,742	17,000	11,000
Materials & Supplies	1,856	1,300	1,000
Travel & Meeting Expense	1,991	2,000	3,500
Training	9,325	14,000	23,000
Dues & Subscriptions	158	200	1,300
Admin & Overhead	153,300	172,500	192,000
Capital Outlays - Communications	38,416	0	0
<b>TOTAL COMMUNICATION</b>	<u>1,851,951</u>	<u>2,001,800</u>	<u>2,195,600</u>

**SOURCES OF FUNDING**

Miscellaneous Income	210	0	0
<b>Use of Discretionary Funds</b>	<u>1,851,741</u>	<u>2,001,800</u>	<u>2,195,600</u>
<b>TOTAL</b>	<u>1,851,951</u>	<u>2,001,800</u>	<u>2,195,600</u>

**DETAIL OF POSITIONS**

Communication Supervisor	1.00	1.00	1.00
Lead Police Service Officer	2.00	2.00	2.00
Lead Public Safety Dispatcher	1.00	1.00	1.00
Police Service Officer	11.00	11.00	13.00
Public Safety Dispatcher	1.00	1.00	1.00
<b>TOTAL</b>	<u>16.00</u>	<u>16.00</u>	<u>18.00</u>

**2014-2015 Goals**

- Meet or exceed our goal of high customer satisfaction ratings.
- Continue to explore new technology to enhance the functions and goals of investigators.
- Continue using crime analysis to find crime trends, and attack those issues.
- Monitor and analyze criminals associated with AB 109.
- Explore ways to enhance communication within the Department.
- On-going enhancement of knowledge and expertise within the Investigations Unit.
- Continue to ensure that drug and gang activities in the community are not tolerated.
- The Narcotics Unit will continue to focus on the street level dealers within our community.
- Increase tactical expertise of Narcotics, Gangs and General Investigations.
- Increase the number of investigators with high technology investigative experience.
- Work with other agencies to attack the issues related to street gangs within our City.

**Objectives to Meet the Goals**

- Provide advance training opportunities for the High Technology Crime Unit members and recruit new members to ensure long term efficiency. Collaborate with other law enforcement agencies to share resources in targeting high tech criminals.
- Gain, and retain, membership to on-line data bases to increase our sources of information and intelligence.
- Continue providing advanced technology training to investigators, and to disseminate acquired knowledge to patrol officers to combat criminal activity.
- Work with the U.S. Marshal's Service to arrest more criminals.
- Continue to aggressively seek out opportunities to seize assets obtained from the illegal sales of narcotics.
- Train with other units to provide a cohesive base of tactical knowledge for improved officer safety.

**Five-Year Outlook**

The five-year outlook for General Investigations, Gang Unit and Narcotic Investigations will provide both challenges and opportunities. We will need to continue to build our expertise and our investigative preparedness if we are going to meet the challenge of tomorrow.

Our investigators are also seeing a trend in the use of advanced technology by suspects to commit criminal acts. Over the next five years we can expect advanced technology will continue to be used by suspects to manufacture documents that will then be used in criminal activity. Identity theft continues to be one of the fastest growing crimes and by all indications will continue over the next several years.

Drug use is the basis for many property and violent crimes within our community. There is a nexus between drug sales and gang activity as well. We will continue to investigate allegations and utilize officers from other divisions to assist in investigations and operations that are related to drug use and sales.

Gang activity has increased. Much of this has to do with AB 109, prison re-alignment, and overcrowding issues at the local level, The Gang Unit will be focusing on preventing gangs from overtaking neighborhoods and gaining strength or influence in any specific area.

<b>Police Department</b>	<b>Investigations Section 52000</b>		
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	2012-2013	2013-2014	2014-2015
	Actual	Revised Estimate	Budget

**BUDGET DETAIL**

Salaries - Regular	1,206,920	1,143,800	1,534,300
Overtime	133,548	238,000	115,000
Extra Help	34,022	28,500	23,000
Benefits	719,875	691,200	907,600
Vehicle Charges	0	0	6,100
Communications	14,728	16,500	12,000
Professional Services	158,488	269,000	161,500
Materials & Supplies	1,359	3,600	7,500
Supplies - Police	7,137	4,000	10,000
Supplies - Safety	6,607	5,000	8,000
Travel & Meeting Expense	8,140	8,600	9,000
Training	31,690	36,000	19,000
Dues & Subscriptions	1,374	500	1,800
Admin & Overhead	144,000	179,400	216,000
Capital Outlays - Police Equipment	3,132	5,000	4,000
<b>TOTAL INVESTIGATIONS</b>	<u>2,471,020</u>	<u>2,629,100</u>	<u>3,034,800</u>

**SOURCES OF FUNDING**

Project Participation	1,388	0	0
User Fees	17,803	21,000	21,000
Asset Forfeiture	35,878	150,000	37,000
Miscellaneous Income	501	0	0
<b>Use of Discretionary Funds</b>	<u>2,415,450</u>	<u>2,458,100</u>	<u>2,976,800</u>
<b>TOTAL</b>	<u>2,471,020</u>	<u>2,629,100</u>	<u>3,034,800</u>

**DETAIL OF POSITIONS**

Office Assistant	1.00	1.00	-
Police Corporal	1.00	1.00	1.00
Police Officer/Recruit	12.00	12.00	12.00
Police Sergeant	2.00	2.00	2.00
Police Service Officer	1.00	1.00	1.00
Principal Office Assistant	-	-	1.00
<b>TOTAL</b>	<u>17.00</u>	<u>17.00</u>	<u>17.00</u>

**2014-2015 Goals**

- Provide youth-related services that reduce the need to utilize the resources in patrol.
- Deter and prevent juvenile crime by holding youth accountable through the Juvenile Work Program.
- Maintain a fifteen percent recidivism rate for juveniles referred to the Diversion Program.
- Keep the City clean of graffiti.

**Objectives to Meet the Goals**

- Plan and coordinate proactive police operations to identify, prevent, and break up juvenile parties where there is underage drinking and/or drug use.
- Conduct on-going investigations to identify, arrest and prosecute juveniles that commit drug and alcohol-related offenses.
- Provide youth leadership opportunities through the Police Explorer Post and Youth Leadership Institute for City of Clovis Youth.
- Remove graffiti within 24-48 hours after the initial report.

**Five-Year Outlook**

The fiscal issues have forced Youth Services to reduce the number of programs and services. Although this has been difficult, Youth Services will continue to provide services that prevent crime, reduce the calls for service to our patrol unit and encourage youth to engage in positive behavior and activities. Despite the reductions, Youth Services is focused and will continue to deliver meaningful crime prevention and crime reduction services for the next five years.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	302,843	368,400	255,900
Overtime	30,113	54,700	32,000
Extra Help	74,387	79,000	60,000
Benefits	171,999	198,800	140,400
Vehicle Charges	6,060	6,100	6,100
Communications	1,407	2,600	3,100
Professional Services	3,728	6,100	10,000
Office Supplies	486	2,500	1,000
Materials & Supplies	6,497	4,300	2,500
Supplies - Police	1,370	1,800	2,000
Supplies - Shop	14,221	12,300	12,300
Travel & Meeting Expense	2,556	3,600	4,500
Training	4,493	7,500	5,000
Dues & Subscriptions	687	700	1,000
Admin & Overhead	118,500	137,000	128,000
Capital Outlays - Computers	3,913	6,200	6,000
Capital Outlays - Communications	1,614	0	0
<b>TOTAL YOUTH SERVICES</b>	<u>744,874</u>	<u>891,600</u>	<u>669,800</u>

**SOURCES OF FUNDING**

User Fees	3,240	3,000	3,000
Miscellaneous Income	8,024	0	0
<b>Use of Discretionary Funds</b>	<u>733,610</u>	<u>888,600</u>	<u>666,800</u>
<b>TOTAL</b>	<u>744,874</u>	<u>891,600</u>	<u>669,800</u>

**DETAIL OF POSITIONS**

Community Service Officer	1.00	1.00	1.00
Office Assistant	-	1.00	1.00
Police Officer/Recruit	1.00	1.00	-
Police Service Manager	1.00	1.00	1.00
Police Service Officer	2.00	2.00	2.00
Principal Office Assistant	1.00	1.00	-
<b>TOTAL</b>	<u>6.00</u>	<u>7.00</u>	<u>5.00</u>

**2014-2015 Goals**

- Continue to provide a high level of both in-house and off-site training that enhances the professional skills of Police Department personnel by collaborating with supervisors to select the proper and necessary training for individuals.
- Continue to provide a high level of service to both citizens and City staff who require assistance.
- Continue to provide a high level of service to those customers who utilize our permit process and maintain local and state policies and ordinances that apply to our Clovis businesses.
- Continually look for new ways to manage the costs associated with the fleet and to provide the highest visibility of patrol presence in our community.
- Research and implement new products and services to keep the Police Department on the cutting edge of new tools and technologies to provide citizens a greater level of service.
- Continue to work with the District Attorney to provide the best possible cases for prosecution.
- Assist officers when possible with data entry.

**Objectives to Meet the Goals**

- Continue to obtain POST certification for both skills and knowledge training and perishable skills training done at the Police Department.
- Utilize the new Leads software program to create efficiencies and analyze data related to Fleet, Records and Training goals.
- Implement Automated Field Reporting as we deploy the new records management system allowing officers in the field to write and submit police reports electronically.
- Train department personnel and allow them to develop the skills necessary to carry us into the future with technology issues.
- Redeploy personnel to carry out all necessary functions of the records division while servicing all other divisions to the best of our abilities.
- Improve our services to the public under the requirements of the Public Records Act.
- Work with staff to update and create new and useful functions for public access to the Police Department's website allowing public requests for records.
- Continue to audit the property room to employ the best practices.
- Continue the destruction of unnecessary property and evidence.
- Utilize the on-line auctioning of unclaimed property.
- Continue to improve workflow and keep UCR reporting timely.

**Five-Year Outlook**

Technology will continue to drive the majority of the Support Services Division's new initiatives as well as improve on current systems. We must look at obtaining POST certification of many of our in-house training classes to increase training opportunities that would not otherwise exist and to reduce the negative fiscal effect of non-reimbursed training for our personnel.

In order to assist in crime analysis, case management and the transfer of information both in-house and in the field, the Records Section must utilize advanced technology to create efficiencies for the Section and the Department. We will work with the New World system, adapting to new methods of reporting crimes and other incidents, along with the storage of records and the entry of data into the system. This will most certainly cause a major realignment of resources over the next several years.

The Planning and Neighborhood Corporals will become even more involved in City growth and development giving much needed input to City planners. They will also use their expertise in City event planning and will assist the Patrol and Investigative Divisions with criminal investigations and serious neighborhood blight issues that are often products of the economy.

The Community Liaison Corporal will work with beat corporals, officers and CSOs to address blight issues, problem renters and criminals who try to make Clovis their home.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	333,801	374,200	495,900
Overtime	6,067	12,000	6,500
Extra Help	269,259	278,000	170,000
Benefits	201,671	211,400	267,100
Vehicle Charges	1,160,366	1,102,100	1,371,100
Communications	2,079	2,100	2,000
Professional Services	64,926	53,200	60,700
Repairs & Maintenance	47,546	21,600	45,100
Office Supplies	2,141	3,400	2,000
Materials & Supplies	4,721	9,400	7,000
Supplies - Police	62,828	90,200	53,000
Supplies - Safety	748	0	0
Travel & Meeting Expense	1,665	5,200	6,000
Training	7,831	10,300	13,000
Dues & Subscriptions	8,081	5,800	5,700
Admin & Overhead	180,000	180,700	183,000
Liability Insurance Program - ISF	3,000	0	0
Capital Outlays - Office Equip/Furn	9,220	300	0
Capital Outlays - Police Equipment	17,224	37,000	39,000
<b>TOTAL SUPPORT SERVICES</b>	<u>2,383,174</u>	<u>2,396,900</u>	<u>2,727,100</u>

**SOURCES OF FUNDING**

Other Permits	29,257	37,000	36,000
State Grants	68,058	0	0
Project Participation	250	0	0
Mandated Claims	206	0	0
User Fees	55,436	31,000	31,000
Miscellaneous Income	4,649	35,000	15,000
<b>Use of Discretionary Funds</b>	<u>2,225,318</u>	<u>2,293,900</u>	<u>2,645,100</u>
<b>TOTAL</b>	<u>2,383,174</u>	<u>2,396,900</u>	<u>2,727,100</u>

**DETAIL OF POSITIONS**

Office Assistant	3.00	3.00	4.00
Police Service Officer	1.00	1.00	-
Principal Office Assistant	3.00	3.00	4.00
Property & Evidence Technician	1.00	1.00	1.00
Records Supervisor	1.00	1.00	1.00
<b>TOTAL</b>	<u>9.00</u>	<u>9.00</u>	<u>10.00</u>

**2014-2015 Goals**

- Seek ways to minimize overtime department wide.
- Look for solutions to minimize on-duty injuries.
- Implement and encourage new physical fitness activities for Police Department employees.
- Continue to work with and establish public-based relationships, to deter and detect crime.
- Utilize the PIO function to promote the Police Department mission to all segments of the community.
- Prepare a new five year forecast to address growth and strategies within the city.
- Encourage, support and strive for creative ways to do police work.
- Continue to build working relationships and partnerships with Clovis Unified School District.
- Continue to build trust and working relationships with the business community.

**Objectives to Meet the Goals**

- Conduct a study on staffing department wide.
- Through the promotion of leadership training and succession planning within the supervisor ranks.
- PIO will promote the Department through the preparation of the Department's monthly and annual reports.
- PIO will produce public service announcements, news releases and special presentations designed to inform the community about services and programs that the Police Department offers.
- Assist other City departments with public service announcements, new releases and other special presentations designed to inform the community about services and programs that the City of Clovis offers.
- Research new state and federal grants available to local municipalities.
- Network with other public safety agencies regarding grant funding through the existing Department of Homeland Security collaborative group.

**Five-Year Outlook**

Administrative Services Division is essentially the Office of Chief of Police and all of the functions and tasks which are the responsibility of Administrative Services and are in support of the Office of Chief of Police. This office will continue to cast a vision and set a direction for the Department. The goal of this office is to encourage and support the employees of the Police Department to find and implement creative solutions to police work and problem solving.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	504,884	527,600	494,300
Overtime	572,675	756,600	632,500
Extra Help	74,670	60,000	46,000
Benefits	383,737	316,700	365,400
Vehicle Charges	17,520	14,200	10,900
Communications	4,269	4,900	2,600
Professional Services	177,775	172,900	86,500
Materials & Supplies	9,462	17,400	21,600
Travel & Meeting Expense	13,134	10,600	10,000
Training	74,549	65,000	51,000
Dues & Subscriptions	2,694	500	3,300
Admin & Overhead	588,300	722,700	637,300
Capital Outlays - Police	76,842	93,000	60,000
Capital Outlays - Communications	713	5,300	4,000
Capital Outlays - Vehicles	0	0	0
<b>TOTAL ADMINISTRATION</b>	<u>2,501,224</u>	<u>2,767,400</u>	<u>2,425,400</u>

**SOURCES OF FUNDING**

State Grants	35,519	219,000	126,000
Federal Grants	468,578	313,000	130,000
User Fees	28,476	80,000	62,000
Miscellaneous Income	1,000	0	0
<b>Use of Discretionary Funds</b>	<u>1,967,651</u>	<u>2,155,400</u>	<u>2,107,400</u>
<b>TOTAL</b>	<u>2,501,224</u>	<u>2,767,400</u>	<u>2,425,400</u>

**DETAIL OF POSITIONS**

Administrative Assistant	1.00	1.00	1.00
Crime Specialist	-	1.00	1.00
Management Analyst	1.00	1.00	1.00
Office Assistant	-	-	1.00
Police Chief	1.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00
<b>TOTAL</b>	<u>4.00</u>	<u>5.00</u>	<u>6.00</u>

**2014-2015 Goals**

- Implement a coordinated marketing campaign to increase the public awareness about the Miss Winkles Clovis Pet Adoption Center.
- Increase the number of opportunities for citizens to support Clovis Animal Services by volunteering or by making a financial donation. Continue fundraising events to raise money for the Clovis Pet Adoption Center.
- Increase the number of animals adopted from Clovis Animal Services.
- Continue to establish a partnership with citizens and businesses to build the Miss Winkles Clovis Pet Adoption Center.

**Objectives to Meet the Goals**

- Clovis Animal Services will increase the number of citizens and businesses who actively support Clovis Animal Services.
- Clovis Animal Services will provide information about the importance of spaying and neutering pets to help manage the over-population of domestic dogs and cats.
- Clovis Animal Services will develop brochures, presentations and social media sites to provide education, increase adoptions, and create opportunities to financially support the Miss Winkles Clovis Pet Adoption Center.

**Five-Year Outlook**

Clovis Animal Services will work toward increasing our community's understanding about proper care for animals and to increase the number of public-private partnerships to raise money for animal care, and to pay for and complete the Miss Winkles Pet Adoption Center.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	236,403	236,200	402,900
Overtime	23,863	21,300	6,500
Extra Help	151,842	100,000	100,000
Benefits	152,741	145,600	198,500
Vehicle Charges	0	0	6,100
Communications	4,539	4,800	4,700
Professional Services	107,909	69,000	77,500
Repairs & Maintenance	318	1,000	2,000
Materials & Supplies	7,612	12,600	12,500
Supplies - Safety	21,847	47,000	9,000
Travel & Meeting Expense	19	200	1,000
Training	625	3,500	0
Dues & Subscriptions	880	1,300	1,500
Admin & Overhead	240,000	391,500	352,000
Capital Outlays - Office Equip/Furn	10,984	0	0
<b>TOTAL ANIMAL SHELTER</b>	<u>959,582</u>	<u>1,034,000</u>	<u>1,174,200</u>

**SOURCES OF FUNDING**

Licenses	66,307	76,000	69,000
Fines & Fees	(759)	0	20,000
Miscellaneous Income	16,249	76,000	0
<b>Use of Discretionary Funds</b>	<u>877,785</u>	<u>882,000</u>	<u>1,085,200</u>
<b>TOTAL</b>	<u>959,582</u>	<u>1,034,000</u>	<u>1,174,200</u>

**DETAIL OF POSITIONS**

Animal Control Officer	2.00	2.00	2.00
Animal Services Aide	1.00	1.00	1.00
Management Analyst	-	-	1.00
Principal Office Assistant	1.00	1.00	-
Supervisor of Animal Services	1.00	1.00	1.00
<b>TOTAL</b>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>

# FIRE DEPARTMENT SUMMARY

The Fire Department is responsible for providing Fire Suppression, Technical Rescue, Hazardous Materials Spill/Release Mitigation, Emergency Medical Services (EMS), Life Safety and Enforcement Services and Emergency Preparedness for the citizens of Clovis. This responsibility includes the following functions: fire protection, emergency medical services, urban search and rescue, high angle, trench, water and confined space rescue, hazardous condition mitigation, strategic planning, administration, fire cause and origin investigations, code enforcement, public education, emergency preparedness, disaster response and coordination. These responsibilities are distributed through two bureaus and eight divisions. The Department continues to promote sound planning, economic efficiency, and effective use of City resources while providing essential and valuable services.

## **Emergency Services**

## **Section 61000**

The Emergency Services Bureau is responsible for providing the resources needed by Fire Department members who respond daily to requests for emergency and non-emergency services from the citizens of Clovis through four divisions: Operations, Support Services, Training and Communications. The Operations Division activities include: responding to fires, first responder medical services, mutual/automatic aid, mapping, apparatus replacement, etc. The Training Division activities include coordination of recruitment, testing and training of new employees, in-service training for all department employees and coordinated use of the Fire Training Center. Support Services Division activities include: apparatus maintenance, facilities maintenance, station supplies, etc. The Communications Division has the responsibility for coordinating dispatch services to the Fire Department. Fire dispatch services are provided via a contract with the Fresno County Emergency Medical Services Division. Dispatch services coordinate the emergency response of all City fire resources and mutual or automatic aid resources.

## **Life Safety and Enforcement**

## **Section 62000**

The Life Safety and Enforcement Bureau is responsible for providing community risk reduction activities through two divisions: Fire Prevention and Emergency Preparedness. The Fire Prevention Division assists local businesses and building development through activities such as inspections and plan review to ensure safe occupancies comply with fire codes, standards and local ordinances. Additional risk reduction is performed through public education where citizens learn about actions they can take to reduce their fire risk and learn emergency preparedness skills essential during times of crisis. Within the Bureau, the Investigations Team has the responsibility to investigate all fires for cause and origin, and enforce minimum standards to safeguard life, health, property and public welfare.

## **Emergency Preparedness**

## **Section 63000**

The Emergency Preparedness Division has the responsibility for preparing and carrying out emergency plans to protect property and the citizens of Clovis in case of actual or threatened conditions of disaster or extreme peril. This includes having an emergency plan in place, maintaining an Emergency Operations Center (EOC), ensuring policies and procedures are compliant with the National Incident Management System (NIMS) guidelines and exercises are conducted to evaluate system effectiveness. Within the Emergency Preparedness section are the Hazardous Materials Team and Urban Search and Rescue Team. These teams are capable of responding to emergency incidents that require specialized tools, equipment and personnel.

## **Fire Administration**

## **Section 64000**

The Fire Administration Division is responsible for supporting all department operations, administering the Accreditation program, and the development and administration of the Fire Department Budget. Fire Administration provides administrative analysis, report preparation, coordination of programs, incident response data management, timekeeping, and other routine duties performed daily that support the delivery of emergency and non-emergency services. Fire Administration also identifies, writes and manages grants to supplement funding for all Department programs.

# FIRE DEPARTMENT SUMMARY

## 2014-2015 Goals

The major goals of the Department are:

- Continue to provide an effective emergency response delivery system that provides the necessary resources to minimize the loss of life, property damage and damage to the environment;
- Continue to make community risk reduction efforts by enforcing fire and life safety codes;
- Continue to develop an emergency and non-emergency response capability that maximizes public and private resources to deal with human-caused or natural-caused disasters;
- Continue to develop and evaluate community outreach programs focused on education, hazard mitigation and abatement that meet varying needs of our customers;
- Maintain an Accredited status through the Center for Public Safety Excellence (CPSE); and
- Continue to explore all applicable grant sources and private partnerships to fund programs, services, equipment and personnel.

## Budgetary Highlights

- Purchase a new fire apparatus and new command units (staff vehicles) to maintain reliability of fire department fleet;
- Continue the multiple phase construction process as funding permits to accomplish improvements and remodeling of the Fire Department Training Facility;
- Continue to move forward with the consolidation of the Fire Department Logistics Center from 650 Fowler Avenue with the Fire Training Center at 3455 Lind Avenue;
- Purchase property in the Southeast (Loma Vista) area to build Fire Station 6 and service the growth area outside the response distance from existing fire stations;
- Purchase software to analyze emergency response capabilities and ensure the highest level efficiency in terms of fire station locations, apparatus and personnel deployment;
- Continue emergency preparedness activities and training with other departments and community stakeholders within the region to ensure our City is as prepared as possible to respond, mitigate, and recover from both human-caused and natural disasters; and
- Continue the Clovis "Citizen Emergency Response Team" (CERT) Program and coordinate the training and equipping of Clovis citizen volunteers to assist in the provision of emergency and non-emergency assistance.

# FIRE

## DEPARTMENT PERFORMANCE MEASURES

The **Mission** of the Clovis Fire Department is to provide for the fire and life safety of the community in the most professional, courteous and efficient manner possible.

Performance measures that are indicative of the mission of the Clovis Fire Department are as follows:

### Emergency Services

- It is documented that cardiac arrest survival rates decline rapidly with every passing minute. After four (4) minutes, less than 50% of heart attack victims will survive. It is documented that flashover is the point where temperatures in the area (room/building) of the fire reaches 1,500 degrees, causing all combustible materials within the room to suddenly ignite, dramatically reducing a victim's chance of survival and increasing the loss of property. This commonly occurs in five (5) to six (6) minutes after ignition. Therefore, the Fire Department response goal is: *"Provide emergency response of 5 minutes or less, 90% of the time, measured from the time of dispatch to arrival at the emergency incident."*

	<u>2012 (actual)</u>	<u>2013 (actual)</u>	<u>2014 (estimated)</u>
5 Minutes or Less Response Time Goal	83%	83%	83%
Total Number of Calls for Service	9,939	9,232	9,950
Total Number of EMS Calls	5,457	5,446	5,500

- Public support and citizen satisfaction with Fire Department service delivery is essential. As an indicator, most citizens who have received our services receive a questionnaire they may return after evaluating our performance. The Department strives to receive an **"excellent"** service rating 90% of the time.

Percent of Quality Assurance Surveys returned rated as <b>"excellent"</b> the level of emergency services the citizens received	98%	98%	98%
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### Life Safety and Enforcement

- Maintaining property values and protecting the community from significant destruction of property by fire provides a safe and secure environment for the citizens of Clovis. The two areas of activity with the most impact on the future needs of the community are in education and engineering, which includes the installation of fire protection systems. The 2011 requirement for residential sprinklers in new homes is an example of how a simple requirement can have a major impact on community risk reduction. Combined, public education and engineering further reduce the impact for additional emergency services required in a growing municipality. Maintaining the standard of all commercial and industrial buildings over 5,000 square feet equipped with automatic sprinkler systems not only reduces fire loss, but sustains the local economy through continued employment and sales of goods.

Total Dollar Loss	\$ 2,780,000	\$ 3,525,875	\$ 2,500,000
Total Property Value Saved	\$25,000,000	\$19,700,000	\$22,000,000

Number of Children Receiving Life Safety Training	4,000	3,000	4,000
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Number of Adults Receiving Life Safety Information	650	800	600
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# FIRE DEPARTMENT SUMMARY

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET BY ACTIVITY</b>			
Emergency Services	10,747,233	11,412,800	11,719,900
Life Safety and Enforcement	855,230	748,700	775,200
Emergency Preparedness	209,710	118,300	86,400
Fire Administration	<u>514,728</u>	<u>444,300</u>	<u>593,400</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>12,326,901</u></u>	<u><u>12,724,100</u></u>	<u><u>13,174,900</u></u>
<b>BUDGET BY FUND</b>			
General Fund	<u>12,326,901</u>	<u>12,724,100</u>	<u>13,174,900</u>
<b>TOTAL ALL FUNDS</b>	<u><u>12,326,901</u></u>	<u><u>12,724,100</u></u>	<u><u>13,174,900</u></u>

### **2014-2015 Goals**

- Provide the first unit on the scene of an emergency medical call, following dispatch, within five minutes (5:00) 90% of the time, or a Total Response Time of six minutes and ten seconds (6:10) 90% of the time.
- Provide the first unit on the scene of a fire call, following dispatch, within five minutes and twenty seconds (5:20) 90% of the time, or a Total Response Time of six minutes and thirty seconds (6:30) 90% of the time.
- Provide an Effective Response Force (currently 16 to 19 firefighters) on scene of a fire call within a Total Response Time of ten minutes and thirty seconds (10:30) 90% of the time.
- Continue to implement recommendations within the adopted Standards of Cover Plan regarding distribution, concentration and staffing of emergency response resources.
- Provide efficient and effective 911 call processing and dispatch of Fire Department and Emergency Medical Services (EMS) through the contract service agreement with Fresno County EMS.
- Dispatch emergency requests for service within one minute and thirty-five seconds (1:35) of receiving the 911 call 90% of the time. Clovis PD Dispatch to EMS Dispatch: 25 seconds, EMS Dispatch to station alert: 70 seconds.
- Continue to save property and contents at a value greater than the Department's total annual budget.
- Continue with site improvements to the Training Center necessary to become a State Certified Training site and develop a "user fee schedule" as a funding source.
- Continue to focus on attaining a 90% or higher excellent rating on customer service satisfaction surveys through the delivery of professional emergency and non-emergency services to the citizens of Clovis.

### **Objectives to Meet the Goals**

- Maintain minimum staffing of emergency response resources distributed to meet community needs. Provide quality service to the community.
- Confine fires to room of origin for 95% of incidents.
- Lower demand for fire services from above average service users through code amendment processes and other enforcement strategies.
- Maintain minimum staffing to provide service through effective and efficient distribution of Fire Department resources by providing the necessary staff and fire facilities to support the mission as per NFPA 1710.
- Reduce/prioritize activities that pull fire apparatus out of first due response districts.
- Ensure that personnel are adequately trained and prepared to respond to "all risk" emergency situations through ongoing training.
- Maintain dispatch performance standards for the contract period through a Continuous Quality Improvement program.
- Use qualified/certified Clovis Fire personnel to host and teach emergency service related classes for our personnel and other departments, thereby offsetting costs through tuition fees for non-Clovis Fire personnel.
- Extend hours for front counter assistance to citizens and business community.

### **Five-Year Outlook**

The challenge over the next five years continues to be funding the essential fire protection services necessary to support the City's goal of being the Safest City in the Valley. The demand for both non-emergency and emergency services typically increases each year. Planning for organizational growth to provide these services is essential. Developing additional funding for public safety services is important for the continued provision of effective service, but equally important is seeking ways to improve efficiencies such as regional fire protection agreements and shared services.

As growth continues in the southeast and northwest, there will be the need to begin site planning for two additional fire stations. Additional staffing will not be required for a few more years but determining the location for future fire stations is one of the most critical factors in providing cost efficient service once the need begins to peak.

	2012-2013	2013-2014	
	Actual	Revised Estimate	2014-2015 Budget

**BUDGET DETAIL**

Salaries - Regular	4,714,318	5,170,100	5,393,500
Overtime	1,108,613	1,102,900	1,102,800
Extra Help	25,019	24,400	25,000
Benefits	2,599,610	2,649,600	2,679,800
Vehicle Charges	506,973	520,300	608,000
Communications	14,681	16,000	17,000
Professional Services	342,895	345,100	366,900
Repairs & Maintenance	47,192	23,500	35,500
Special Events	1,260	1,500	1,500
Office Supplies	2,736	3,100	3,400
Materials & Supplies	23,876	15,700	19,700
Supplies - Safety	75,029	88,400	83,300
Supplies - Shop	2,209	1,000	1,500
Travel & Meeting Expense	6,973	7,100	12,900
Training	53,154	64,500	98,000
Dues & Subscriptions	2,664	2,000	3,500
Admin & Overhead	1,183,000	1,322,100	1,220,500
Capital Outlays - Office Equip/Furn	1,436	300	300
Capital Outlays - Fire Equipment	30,554	48,200	41,500
Capital Outlays - Communications	2,055	3,000	2,300
Capital Outlays - Vehicles	2,986	4,000	3,000
	<u>10,747,233</u>	<u>11,412,800</u>	<u>11,719,900</u>
<b>TOTAL EMERGENCY SERVICES</b>			

**SOURCES OF FUNDING**

Taxes	237,941	270,000	301,000
State Grants	283,958	370,000	300,000
Federal Grants	318,483	0	0
Project Participation	24,657	27,000	15,000
User Fees	28,829	27,000	26,000
Miscellaneous Income	3,277	3,000	3,000
<b>Use of Discretionary Funds</b>	<u><b>9,850,088</b></u>	<u><b>10,715,800</b></u>	<u><b>11,074,900</b></u>
	<u>10,747,233</u>	<u>11,412,800</u>	<u>11,719,900</u>

**DETAIL OF POSITIONS**

Deputy Fire Chief	-	-	1.00
Battalion Chief	3.00	3.00	3.00
Fire Captain	15.00	15.00	15.00
Fire Engineer	15.00	15.00	15.00
Firefighters	24.00	24.00	24.00
Training Officer (Captain)	1.00	1.00	1.00
<b>TOTAL</b>	<u><b>58.00</b></u>	<u><b>58.00</b></u>	<u><b>59.00</b></u>

**2014-2015 Goals**

- Provide fire and life safety education classes with use of selected on-duty personnel and other community partners targeting youth, seniors and high risk groups such as mobile homeowners.
- Inspect high life hazard occupancies, economically important occupancies, and state mandated facilities.
- Improve workflow for new development plan checking and inspection services.
- Establish a metrics and data maintenance system to target public education efforts and community risk reduction activities.
- Ensure all plan checks are completed within ten (10) days 90% of the time.
- Ensure new construction and tenant improvement inspections are completed within one day of the initial request 90% of the time.
- Provide a weed abatement program to assure that vacant lots/properties meet health, fire hazard and appearance standards with available staff.
- Fully investigate and determine the cause and origin of all fires.
- Research and secure grant opportunities with favorable cost/benefit ratios.
- Participate in at least one fire drill in every elementary school in Clovis.
- Develop and maintain training for staff and the public on residential fire sprinklers, smoke detectors and other life/safety protection equipment.
- Improve tracking, support and customer service for commercial life/safety systems.
- Update the Fire Prevention Manual to reflect changes in state, federal and local codes.

**Objectives to Meet the Goals**

- Return all fire protection system plans for permit issuance within ten (10) days of submittal and provide inspections within 24 hours of request.
- Ensure that vacant lots and properties are cleaned to City weed abatement standards.
- Continue to identify alternative methods to ensure high risk occupancies and low-income populations have an operating smoke detector.
- Continue use of volunteer resources in maintaining public education programs.
- Present life safety messages through various media to raise community awareness during events such as Fire Prevention Week.
- Conduct fire investigations to determine fire cause and origin and maintain skill levels of Fire Investigators.
- Use team approach to enforce code compliance for special events.
- Provide reduced enforcement of illegal fireworks possession and use.
- Evaluate and update fees charged for services provided on an annual basis.

**Five-Year Outlook**

With the addition of a Code Compliance Officer, we are positioned to improve customer service to the development community, improve the depth/breadth of inspections performed by suppression personnel and maximize existing information systems to quantify outputs against established goals. New development plan checks and inspections will continue to be a priority, and we will be improving workflow and personnel training to better meet those demands. Personnel availability for certain state-mandated inspections is limited due to competing priorities. The use of light-duty personnel and/or contract services will address this critical need. After analyzing inspection results for the past three years, it is clear that a focused effort for the near-term will be working with businesses and finding opportunities to install early warning/alerting systems to reduce business losses. Assuring that the many existing fire protection systems operate properly when needed, and the public is able to safely exit any buildings in our community remains our primary focus. Redesigning our public education programs with Suppression personnel, Life Safety Enforcement staff and Community Stakeholders will allow us to reach our 10,000 K-6<sup>th</sup> graders annually, which has a measurable impact on one of our most at risk populations. Thorough fire investigation with prosecution for arson crimes along with juvenile fire setter intervention programs remains a critically important facet to maintain a fire-safe community.

**Fire  
Department****Life Safety and Enforcement  
Section 62000**

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	200,686	376,300	375,400
Overtime	40,515	33,500	39,000
Extra Help	42,777	17,000	10,000
Benefits	113,155	180,600	162,300
Vehicle Charges	58,009	56,200	66,100
Professional Services	36,833	13,800	34,300
Repairs & Maintenance	539	800	300
Office Supplies	2,493	4,800	3,000
Material & Supplies	661	3,000	1,000
Supplies - Safety	79	1,500	1,800
Supplies - Shop	22	200	500
Travel & Meeting Expense	5,891	6,500	6,500
Training	46,598	13,000	11,000
Dues & Subscriptions	2,490	4,600	4,500
Admin & Overhead	29,200	35,300	58,500
Capital Outlays - Communications	272,952	600	0
Capital Outlays - Vehicles	2,330	1,000	1,000
<b>TOTAL LIFE SAFETY AND ENFORCEMENT</b>	<u>855,230</u>	<u>748,700</u>	<u>775,200</u>

**SOURCES OF FUNDING**

Other Permits	10,230	1,000	1,000
Federal Grants	233,351	0	0
Planning & Processing Fees	106,835	98,000	98,000
User Fees	58,114	27,000	27,000
Miscellaneous Income	3,821	8,000	2,000
<b>Use of Discretionary Funds</b>	<u>442,879</u>	<u>614,700</u>	<u>647,200</u>
<b>TOTAL</b>	<u>855,230</u>	<u>748,700</u>	<u>775,200</u>

**DETAIL OF POSITIONS**

Deputy Fire Chief	1.00	1.00	-
Deputy Fire Marshall (Captain)	1.00	1.00	1.00
Fire Code Compliance Officer	1.00	1.00	1.00
Fire Prevention Officer	1.00	1.00	1.00
Special Proj/Life Safety Enforce Mgr	1.00	1.00	1.00
<b>TOTAL</b>	<u>5.00</u>	<u>5.00</u>	<u>4.00</u>

### **2014-2015 Goals**

- Provide mitigation and response planning for large-scale natural and man-made disasters.
- Provide simulated and classroom emergency preparedness training to identified City personnel consistent with the National Incident Management System.
- Provide leadership and training for the coordinated use of civilian volunteers in emergency and non-emergency responses.
- Ensure local hazard mitigation and emergency operations plans are effective and represent current capabilities. Mitigation and emergency operation plans will represent an all-hazard approach based on critical infrastructure, risk analysis of hazards present within the community and functional access population needs.
- Provide the support necessary to ensure the Clovis Emergency Response Team (CERT) continues to improve and expand its capability to serve the citizens whenever necessary.
- Evaluate minimum response capabilities of the Cal EMA Type 1 Hazardous Materials Response Team and Cal EMA Type 1 Urban Search and Rescue Team.
- Interface regionally to coordinate with other Hazardous Material Teams and Urban Search and Rescue Teams.

### **Objectives to Meet the Goals**

- Conduct interdepartmental training sessions related to the City's Emergency Plan, EOC Operations, Incident Command, Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) guidelines.
- Provide essential training to specialty team personnel in the handling and mitigation of hazardous conditions and technical rescue emergencies. Participate in regional training exercises.
- Expand mission and integration of CERT volunteers in supporting field operations and EOC activations.
- Maintain minimum tools and equipment necessary for our specialized teams to respond effectively and safely to hazardous conditions, specialized rescues, building collapses, and other results of natural and man-made disasters.
- Maintain the City of Clovis Hazardous Materials Incident Response Plan, Emergency Operations Plan (EOP) and Municipal Code to reflect SEM/NIMS and real-world operations.
- Expand the use of GIS/FireView data layers to include prevention data, expanded access to all Battalion Chiefs for planning and response analysis, continued use in all-risk assessments and call concentration and responses for planning purposes.

### **Five-Year Outlook**

The City will maintain minimum capabilities for the Emergency Operations Center as mandated by SEMS and NIMS. Alternative funding from various federal/state grants will be targeted to ensure essential staff receives training in EOC operations. Increased volunteer development and deployment throughout the City has helped support emergency response and support activities as appropriate. Specialty team personnel will seek grant funding and other external financial resources to secure equipment and necessary training essential to maintain current capabilities in the handling of Hazardous Materials and Urban Search and Rescue emergencies. Additional team members are crucial to meet the increasing demands for these services and to fill vacancies created by retirements. Expanded use of Fire/RMS and FireView will centralize data collection and assist in measuring outputs against performance level objectives for a majority of department responsibilities.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	86,347	0	0
Overtime	23,590	23,500	29,000
Benefits	40,480	3,900	0
Vehicle Charges	4,095	0	0
Professional Services	4,347	8,500	7,000
Repairs & Maintenance	5,270	6,000	5,000
Materials & Supplies	0	500	0
Supplies - Safety	173	800	2,000
Travel & Meeting Expense	1,448	3,000	4,000
Training	10,655	11,000	10,000
Dues & Subscriptions	0	500	500
Admin & Overhead	16,600	18,100	5,900
Capital Outlays - Fire Equip	16,705	40,500	22,000
Capital Outlays - Vehicles	0	2,000	1,000
<b>TOTAL EMERGENCY PREPAREDNESS</b>	<u>209,710</u>	<u>118,300</u>	<u>86,400</u>

**SOURCES OF FUNDING**

Federal Grants	7,920	28,000	0
Miscellaneous Income	18	0	0
<b>Use of Discretionary Funds</b>	<u>201,772</u>	<u>90,300</u>	<u>86,400</u>
<b>TOTAL</b>	<u>209,710</u>	<u>118,300</u>	<u>86,400</u>

The Fire Administration Division has two primary functions: 1) Administrative support for the Emergency Services and Life Safety and Enforcement Bureaus of the Fire Department, and 2) Planning, development and administration of Fire Department programs, including: the Annual Budget, Accreditation through the Center for Public Safety Excellence (CPSE), and the Fire Department Strategic Plan. Other administrative activities include: coordination of recruitment activities, succession planning, incident response data management, time-keeping, data analysis, recordkeeping, revenue and expenditure accounting, special projects, as well as other routine duties performed daily that support the delivery of emergency and non-emergency services.

### **2014-2015 Goals**

- Maintain Accreditation through the CPSE for the years 2014-2018.
- Improve our ISO rating from a Class 3 to Class 2 or better.
- Maintain a cost per capita ratio of less than \$134 per year.
- Manage the Fire Department budget to maximize revenues and pursue alternative funding sources to maintain services at the highest level possible.
- Identify and implement efficiencies in Fire Department budget, payroll, administrative support and other program activities.
- Attain and manage grants to support all Department activities.
- Assist and monitor the Emergency Services and Life Safety and Enforcement Bureaus with program development and implementation of priority goals and target actions.
- Provide administrative support for the Emergency Services and Life Safety and Enforcement Bureaus.

### **Objectives to Meet the Goals**

- Monitor the Fire Department budget and programs monthly to determine continued need for actions and availability of funding.
- Continue cross-training administrative support personnel in key areas to improve coverage and workflow.
- Develop annual Accreditation Compliance Report to the CPSE to maintain Accreditation status.
- Maintain the Fire Department planning documents including the Self-Assessment document, Strategic Plan, and the Standards of Coverage, Life Safety Services Plan.
- Continue to aggressively investigate, document and recover costs on incidents where cost recovery for services is allowed by law.
- Manage a comprehensive succession plan for the Fire Department.

### **Five-Year Outlook**

Meeting service demands within limited staffing constraints will be the Administration Division's greatest challenge. Developing efficiencies in how the Fire Department provides service is a key factor in mitigating the challenges of reduced personnel and support. Pursuit and management of technology and workflow tools to support Fire Department activities will be a key administrative function. The Department will be seeking a new grading review from the Insurance Services Office that should result in a better rating and help to stabilize or lower local insurance premiums for fire loss, especially for commercial property owners.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	343,533	246,400	263,900
Overtime	6,383	7,000	8,000
Extra Help	0	0	60,000
Benefits	118,893	129,700	138,400
Vehicle Charges	200	600	66,600
Professional Services	5,591	14,000	8,800
Repairs & Maintenance	749	500	500
Special Events	0	2,000	2,000
Office Supplies	3,879	2,700	3,000
Materials & Supplies	1,247	500	1,000
Travel & Meeting Expense	5,210	4,700	7,000
Dues & Subscriptions	1,322	3,500	3,800
Admin & Overhead	26,400	30,800	29,900
Capital Outlays - Fire Equip	0	400	0
Capital Outlays - Vehicles	1,321	1,500	500
	<u>514,728</u>	<u>444,300</u>	<u>593,400</u>
<b>TOTAL FIRE ADMINISTRATION</b>	<b><u>514,728</u></b>	<b><u>444,300</u></b>	<b><u>593,400</u></b>

**SOURCES OF FUNDING**

Miscellaneous Income	4	1,000	0
<b>Use of Discretionary Funds</b>	<b><u>514,724</u></b>	<b><u>443,300</u></b>	<b><u>593,400</u></b>
	<u>514,728</u>	<u>444,300</u>	<u>593,400</u>

**DETAIL OF POSITIONS**

Fire Chief	1.00	1.00	1.00
Principal Office Assistant	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
<b>TOTAL</b>	<b><u>3.00</u></b>	<b><u>3.00</u></b>	<b><u>3.00</u></b>

# PUBLIC UTILITIES DEPARTMENT SUMMARY

The Public Utilities Department is a service and maintenance organization with the principal duty of providing essential municipal services and maintaining the City's investment in infrastructure. These services include water supply, wastewater collection and treatment, solid waste collection and disposal, and street cleaning. The infrastructure maintained by the Department includes the City's street system, traffic signals, street lighting, parks, and street landscaping. Services also include maintenance of the City's fleet of vehicles and equipment. The Department plays a leading role in water and wastewater planning to ensure that these essential services are available when needed.

Organizationally, the Department is divided into two divisions, with operational and budgetary responsibilities as shown below. Traffic Signals, Street Lighting, Storm Drain, Fleet, Wastewater and Water Sections report to one Division Head, while Street Maintenance, Parks, Solid Waste and Street Cleaning Sections report to another Division Head.

## **UTILITIES, SIGNALS, STREET LIGHTING AND FLEET DIVISION**

### **Signals and Street Lighting**

**Section 72000**

Responsible for maintenance of traffic signals, the cost of energy/repairs/replacements for PG&E-owned streetlights within the City, energy and materials for City-owned streetlights, and maintenance of City-owned streetlights.

### **Storm Drain**

**Section 72500**

Provides a funding source separate from the operations budget to pay the overtime costs for after-hours emergency response to storms; providing sandbags, pumping flooded areas, monitoring stream channels, placing warning signage, and pumping temporary storm drainage basins when needed.

### **Fleet Maintenance**

**Section 75000**

Responsible for maintaining the City's fleet of vehicles and equipment.

### **Fleet Acquisition**

**Section 75100**

Acquires vehicles and equipment and administers the fleet depreciation account.

### **Wastewater**

**Section 76500**

Responsible for operating and maintaining the City's sewer collection system consisting of sewer pipelines and lift stations, and manages a contract for maintenance and operation of the City's Water Reuse Facility. Also manages the City's 11.6% of capacity rights in the Fresno-Clovis Wastewater Treatment Plant, and performs rate analysis, and master planning.

### **Water**

**Section 77000**

Responsible for the production and distribution of the City's water supply, via a network of water mains, wells, and a surface water treatment plant, and maintains treatment and/or disinfection facilities on all wells, thus ensuring pure and safe drinking water that meets all state and federal standards. The section also conducts groundwater recharge programs, rate analysis, and master planning. Operation and maintenance of the recycled water system is also performed by this Section.

# PUBLIC UTILITIES DEPARTMENT SUMMARY

## STREET MAINTENANCE, COMMUNITY SANITATION AND PARKS DIVISION

### Street Maintenance

Section 71000

Responsible for providing preventive and corrective maintenance on City streets, sidewalks, and alleys. The unit also maintains lane striping, pavement markings and legends, and regulatory, warning and information signs, as well as street name signs.

### Parks

Section 73000

Responsible for providing maintenance to City parks, trails, street landscaping, City trees, and numerous recreational facilities, including playgrounds and picnic sites; maintains Old Town streetscape; and provides grounds maintenance at City administrative facilities. Some of these areas are maintained by Parks personnel, while others are maintained through contracts administered by the Parks Section. Also provides support for civic activities such as hanging banners and decorating for Christmas, Rodeo Weekend, Big Hat Days, and Farmer's Market. The Parks Section administers the Landscape Maintenance Assessment District, which provides funding for maintenance of certain parks, trails, street landscaping, streetlights, and neighborhood architectural enhancement features for areas within the Landscape Maintenance District.

### Landscape Maintenance District

Section 73200

Provides a source of funds and an account for revenue derived from assessments through the Landscape Maintenance District (LMD). Personnel and expenses for maintaining LMD landscaping, architectural, and recreational features are incorporated in the Parks' budget.

## COMMUNITY SANITATION

### Refuse Collection

Section 76100

Responsible for collecting and disposing of solid waste generated by residential and commercial customers located within the City. For improved cost accounting and control, the Refuse Collection Unit is further organized into four sub-accounts identified as 76100 Administration, 76110 Residential, 76120 Commercial and 76130 Community Cleanup.

### Refuse Landfill

Section 76200

Responsible for all operations necessary to dispose of waste at the City's landfill in accordance with county, state, and federal requirements.

### Refuse Contracts

Section 76300

Provides an account for refuse-related services to the community through contracts with private vendors. These include refuse compactor and roll-off services for larger businesses; and residential curbside recycling and greenwaste programs.

### Street Cleaning

Section 77500

Responsible for providing routine sweeping for all City streets to remove dirt and debris. Residential areas are swept twice per month and downtown areas twice per week. The street cleaning operation contributes greatly towards reducing the particulate matter and hence improves air quality, storm water quality, and the overall quality of life for the residents of Clovis.

# PUBLIC UTILITIES DEPARTMENT SUMMARY

## 2014-2015 Goals

The major goals of the Department are:

- Focus service delivery on the needs of our customers; conduct maintenance activities as effectively and efficiently as possible to provide reliable cost-effective service to our citizens and to prolong the useful life of the City's infrastructure and fleet.
- Keep abreast of county, state, and federal regulations relating to water, recycled water, wastewater, refuse, fleet operations, and storm runoff; monitor changing compliance requirements and adjust operations as needed.
- Conduct landfill operations effectively and efficiently to conserve landfill space and comply with federal and state regulations.
- Enhance recycling programs to maintain the City's diversion rate above the state required minimums and increase it above the current level.
- Maintain the current level of service for the City's landscaped areas that are funded through the LMD; improve the level of service to the General Fund areas through an increased investment in these sites.
- Expand operation of the recycled water distribution system.
- Protect the City's investment in infrastructure by maximizing the condition of the City street network through the use of the City's pavement management system (PMS), as well as taking full advantage of any available street improvement funding sources.

## Budgetary Highlights

- Operate the surface water treatment plant at its new expanded capacity as water supplies will allow.
- Continue contracting of services for streetside and median landscaping, focusing in-house staff on maintenance of City Parks, Old Town, and Civic Center. Utilize temporary employees to meet peak maintenance seasonal demands.
- Utilize existing stockpiled material as cover for the active phase of the landfill. This material was previously excavated during development of the new cell at the Landfill and contains large rocks and granite-like material that is not suitable for cover in its current state. For acceptable use, the material will need to be sorted and refined on site through contract services.
- Increase street sweeping level of service and address growth in the City through the addition of one Street Sweeper Operator position and the reinstatement of the fifth regular street sweeping route.
- Increase street sweeping level of service and address growth in the City through the addition of one Street Sweeper Operator position and the reinstatement of the fifth regular street sweeping route.

# PUBLIC UTILITIES DEPARTMENT PERFORMANCE MEASURES

The mission of the Public Utilities Department is to provide for the well-being and enjoyment of the citizens and businesses of Clovis through the delivery of essential and dependable services. These services include potable and recycled water supply, wastewater and solid waste disposal, beautification of parks and other open spaces, maintenance of streets and traffic systems, and maximization of City infrastructure's useful life through planned preventative maintenance. In addition, it is also the Department's mission to assist all City departments in their service delivery by providing a well-maintained and reliable fleet of vehicles and equipment. It is the Department's goal to provide these services as efficiently and effectively as possible.

## UTILITIES, SIGNALS, STREET LIGHTING AND FLEET DIVISION

### Signals and Street Lighting - 72000

- Provide traffic signal maintenance and strive to keep all 10,479+ streetlights working. Most streetlights are owned and maintained by PG&E although a portion is City-owned. All functioning service requests for PG&E lights are routed to them. The Department maintains the City-owned streetlights.

### Storm Drain - 72500

- Provide off-hour emergency response during significant rainfall events. This is a random function and performed as needed.

### Fleet Maintenance – 75000

	<u>2012-2013 (actual)</u>	<u>2013-2014 (estimated)</u>	<u>2014-2015 (proposed)</u>
• Fleet Availability	96.72%	96.9%	97%
• Preventative maintenance % of work	33.7%	36.9%	40%

### Wastewater - 76500

• Clean all City sewers every two years	95.8%	148%	150%
• Provide high-level of customer satisfaction by keeping system complaints (stoppages) below 2 per 1000 population	0.02	0.01	0.01

### Water Service - 77000

• Meet all demands for water consumption (Acre-feet delivered)	26,939	27,400	28,000
• Monitor system costs for unusual fluctuations (\$/acre foot delivered)	\$487	\$488	\$442
• Provide high level of customer satisfaction by keeping complaints under 2 per 1000 population	1.7	1.6	1.6

# PUBLIC UTILITIES DEPARTMENT PERFORMANCE MEASURES

## STREET MAINTENANCE, SANITATION AND PARKS DIVISION

<u>Street Maintenance – 71000</u>	<u>2012-2013 (actual)</u>	<u>2013-2014 (estimated)</u>	<u>2014-2015 (proposed)</u>
• Weighted Average PCI	77	77	78
• Prepare streets for slurry/cape seal	2,480,600 sf	2,034,000 sf	2,100,000 sf
• Repair AC pavement as needed	187 tons	230 tons	240 tons
• Repair concrete sidewalks as needed	82 cu. yds.	85 cu. yds.	85 cu.yds.
• Repaint all lane striping each year	100%	100%	100%
• Replace/repair/install signs	317 signs	400 signs	400 signs
<b><u>Parks/Landscape Maintenance- 73000/73200</u></b>			
(Includes Landscape Maintenance District)			
• Efficiently use City resources and contract services to maintain an increasing inventory and intensity of parks/landscaping:			
o Total acres maintained (as of July 1)	434	436	439
o Maintenance cost/acre/year	\$10,222	\$10,294	\$10,238
o Gen. Fund acres maintained	209	209	209
o Maintenance cost/acre/year	\$7,163	\$7,323	\$7,461
o LMD acres maintained	225	227	230
o Maintenance cost/acre/year	\$13,054	\$13,036	\$12,801
<b><u>Refuse Collection - 76100</u></b>			
• Perform refuse pickup (exclude CCU: tons collected, % achieved)	37,200 tons 100%	41,000 tons 100%	41,000 tons 100%
• Monitor system costs for unusual fluctuations (\$/ton)	\$168.36	\$152.93	\$164.44
<b><u>Refuse Landfill - 76200</u></b>			
• Landfill refuse received daily (include CCU: tons landfilled, % compliance)	48,893 tons 100%	48,000 tons 100%	48,000 tons 100%
• Monitor system cost for unusual fluctuations (\$/ton)	\$74.78	\$75.37	\$90.07
<b><u>Recycling Contracts - 76300</u></b>			
• Total tons recycled through private vendor contracts for curbside recycling greenwaste programs (does not include all waste diverted from City's landfill)	25,844 tons	27,000 tons	27,000 tons
• Monitor costs for unusual fluctuations (\$/ton)	\$120.60	\$136.07	\$142.01
• City AB939 Diversion Compliance	Yes	Yes	Yes
<b><u>Street Cleaning - 77500</u></b>			
• Sweep 100% of residential streets twice monthly, major street sweeping weekly (total miles swept, % achieved)	52,959 mi 100%	57,416 mi 100%	58,000 mi 100%
• Monitor service costs for unusual fluctuations (\$/mile)	\$18.89	\$20.09	\$19.94

# PUBLIC UTILITIES DEPARTMENT SUMMARY

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET BY CATEGORY</b>			
Street Maintenance	1,822,753	2,052,600	2,107,200
Street Lighting	1,415,388	1,561,400	1,627,500
Storm Drain	18,648	16,900	37,700
Parks	4,227,502	4,357,700	4,438,800
Landscape Maintenance District	2,978,570	2,956,000	2,902,000
Fleet Maintenance	6,724,815	9,179,000	8,579,700
Community Sanitation	14,326,759	15,418,700	17,372,800
Wastewater	8,909,342	11,497,400	11,386,800
Water	<u>13,127,081</u>	<u>13,257,900</u>	<u>12,670,600</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>53,550,858</u></u>	<u><u>60,297,600</u></u>	<u><u>61,123,100</u></u>

<b>BUDGET BY FUND</b>			
General Fund	7,484,291	7,988,600	8,211,200
Landscape Maintenance District	2,978,570	2,956,000	2,902,000
Community Sanitation Fund	14,326,759	15,418,700	17,372,800
Sewer Service Fund	8,909,342	11,497,400	11,386,800
Fleet Maintenance Fund	6,724,815	9,179,000	8,579,700
Water Service Fund	<u>13,127,081</u>	<u>13,257,900</u>	<u>12,670,600</u>
<b>TOTAL ALL FUNDS</b>	<u><u>53,550,858</u></u>	<u><u>60,297,600</u></u>	<u><u>61,123,100</u></u>

### **2014-2015 Goals**

The goals of the Street Maintenance Section are to provide a well-maintained street system for the orderly, safe, and convenient travel of vehicles in and through the City, and to protect the City's infrastructure investment through the application of appropriate preventative maintenance and repair strategies.

Specifically, these goals include:

- Provide efficient maintenance of City streets, sidewalks, and alleys.
- Provide timely and efficient repairs of potholes and tripping hazards in the City's streets and sidewalks.
- Protect the public safety through well-maintained street striping, legends, and street signs.
- Structure the preventative maintenance and repair program to maximize City's average Pavement Condition Index.

### **Objectives to Meet the Goals**

- Re-stripe the entire City street system annually.
- Provide structural repair of streets in preparation for application of slurry seal.
- Crack seal streets included in slurry seal project in addition to selected streets needing treatment.
- Apply slurry seal to streets after 10 years of service.
- Maintain the inventory of the City's signs and computerize the data to manage sign replacement.
- Provide landscape maintenance along street right-of-ways.
- Provide repairs to concrete curb, gutter and sidewalks.
- Provide regular inspections of the City's streets and evaluate the need for maintenance using the pavement management system.
- Utilize new procedures to maintain and repair pavement to maximize return on investment.
- Work with Engineering to identify key priority areas for Capital Improvement Projects.

### **Five-Year Outlook**

Many streets in the City are reaching their maturity and require significant attention over the next five years. These streets were installed in the 60's, 70's and 80's and while preventive maintenance has done much to prolong their life, many need more costly overlay or reconstruction. This will require focused effort by both the Street Maintenance Section and Engineering Division to ensure that all available funds are allocated where the most benefit will be derived. The City's strategy is to allocate these limited resources in a manner that maximizes the average Pavement Condition Index (PCI), rather than fixing the worst streets first. Recent one-time funds (ARRA, Prop 1b, etc.) and local tax increment funds (Measure C) have provided for an increased level of maintenance and repair that has resulted in gains in the City's average PCI. However, the one-time funds have expired and the average Pavement Condition Index has begun to decline. The City will continue to use preventative maintenance methods such as rubberized asphalt cape seals to keep the overall Pavement Condition Index as high as possible and to maximize the limited funds available.

At the currently projected funding level, the overall condition of the City's street system (as measured by the Pavement Condition Index) is predicted to decline over the next 5 years, and will continue to decline unless additional funding sources are identified. The City should explore additional funding methods in order to maintain the existing system as well as the expansion of the system as contemplated in the General Plan.

The Section will continue the preventive maintenance program, continually evaluating both the types of materials used and the frequency of application.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	734,435	808,400	794,400
Overtime	14,004	20,200	15,200
Extra Help	5,006	25,000	20,000
Benefits	381,441	373,700	377,200
Vehicle Charges	271,336	310,200	314,200
Communications	1,748	2,500	3,500
Professional Services	40,608	19,800	144,300
Repairs & Maintenance	9,046	7,100	6,100
Building & Equipment Rental	782	1,000	1,000
Office Supplies	50	300	300
Materials & Supplies	187,636	266,200	217,300
Supplies - Shop	4,664	6,000	6,000
Travel & Meeting Expense	611	2,000	3,000
Training	2,594	3,700	3,800
Dues & Subscriptions	320	500	500
Admin & Overhead	126,231	138,000	151,400
Capital Outlays - Public Utilities	36,824	44,000	24,000
Capital Outlays - Vehicles	443	14,000	15,000
Capital Outlays -Miscellaneous	4,974	10,000	10,000
<b>TOTAL STREET MAINTENANCE</b>	<u>1,822,753</u>	<u>2,052,600</u>	<u>2,107,200</u>

**SOURCES OF FUNDING**

Taxes	462,241	549,000	553,000
Planning & Processing Fees	2,375	12,000	10,000
Engineering Processing Fees	18,492	31,000	27,000
User Fees	14,674	0	0
Interfund Charges	1,262,000	1,390,000	1,426,000
Miscellaneous Income	14,126	30,000	32,000
<b>Use of Discretionary Funds</b>	<u>48,845</u>	<u>40,600</u>	<u>59,200</u>
<b>TOTAL</b>	<u>1,822,753</u>	<u>2,052,600</u>	<u>2,107,200</u>

**DETAIL OF POSITIONS**

Assistant Engineer	-	-	0.15
Assistant Public Utilities Director	0.10	0.10	0.10
Construction Manager	0.35	0.35	0.35
Maintenance Leadworker	2.00	2.00	2.00
Maintenance Worker/Senior Maint Worker	10.00	10.00	9.00
Management Analyst	0.10	0.10	0.10
Office Assistant	0.05	0.05	0.05
Principal Office Assistant	0.20	0.20	0.20
Street Maintenance Manager	1.00	1.00	1.00
<b>TOTAL</b>	<u>13.80</u>	<u>13.80</u>	<u>12.95</u>

### **2014-2015 Goals**

The goal of the Signals and Street Lighting Section is to provide functional traffic signals and a well illuminated street system for the safety of motorists and pedestrians.

Specifically, these goals include:

- Maximize the public's convenience and safety.
- Aid law enforcement in crime prevention.

### **Objectives to Meet the Goals**

- Ensure that all City owned traffic signals are properly maintained by contractor or City staff.
- Ensure that PG&E properly maintains all streetlights with the exception of City-owned streetlights.
- Ensure that City-owned streetlights are properly maintained by contractor or City staff.
- Pay energy costs for all streetlights, including City-owned streetlights.
- Partner with Law Enforcement and Engineering to prevent theft of electrical wiring from installations throughout the City.
- Continue to evaluate opportunities to retrofit selected lights with LED light fixtures to reduce maintenance expenses.

### **Five-Year Outlook**

Costs to fund street light maintenance will continue to increase due to the ever-increasing number of lights that are installed with new development and City Capital Improvement Projects as well as increasing PG&E energy and maintenance costs. Costs increases will be moderated however with the retrofitting of existing lights to LED fixtures and the use of LED lights for new installations. Due to the continuing tight revenues in the General Fund, it may be necessary in the future to evaluate and potentially fund street light energy and maintenance through a City-wide assessment district or some other alternative means. Traffic signal maintenance costs also will continue to increase with the addition of new signals as the City expands.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	2,676	68,700	77,300
Overtime	0	5,000	10,000
Benefits	1,096	27,700	32,200
Vehicle Charges	18,492	17,000	42,000
Energy	1,227,133	1,250,000	1,300,000
Repairs & Maintenance	141,103	141,700	106,000
Materials & Supplies	10,088	27,400	27,400
Training	0	500	1,000
Admin & Overhead	14,800	23,400	31,600
	<u>1,415,388</u>	<u>1,561,400</u>	<u>1,627,500</u>
<b>TOTAL STREET LIGHTING</b>	<b><u>1,415,388</u></b>	<b><u>1,561,400</u></b>	<b><u>1,627,500</u></b>

**SOURCES OF FUNDING**

Taxes	536,172	479,000	435,000
User Fees	3,900	10,000	10,000
Miscellaneous Income	5,935	31,000	6,000
<b>Use of Discretionary Funds</b>	<b><u>869,381</u></b>	<b><u>1,041,400</u></b>	<b><u>1,176,500</u></b>
<b>TOTAL</b>	<b><u>1,415,388</u></b>	<b><u>1,561,400</u></b>	<b><u>1,627,500</u></b>

**DETAIL OF POSITIONS**

Electrician	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>TOTAL</b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>	<b><u>1.00</u></b>

### 2014-2015 Goals

The goal of the Storm Drain Section is to protect the health, welfare, safety, and property of Clovis residents, to protect storm water quality, and to protect property from the hazards of flooding.

Specifically, these goals include:

- Provide a well-maintained storm drain system by performing annual maintenance.
- Prevent flooding of private and public property by quick response to emergency situations.
- Protect storm water quality through the National Pollutant Discharge Elimination System (NPDES) program compliance and implementation.

### Objectives to Meet the Goals

- Maintain temporary storm water basins.
- Provide sandbags and assistance to residents during flooding.
- Set up pumps in flooded areas.
- In cooperation with the Fresno Metropolitan Flood Control District (FMFCD), ensure maintenance of all storm drain systems.
- Continue to work with the FMFCD on NPDES issues.

### Five-Year Outlook

The transfer of all permanent flood control facilities to the Fresno Metropolitan Flood Control District was completed in 1991-92. Implementation of the Storm Drain Master Plan is a joint activity between Clovis and FMFCD. FMFCD is included in the preliminary review of development projects to provide advice on appropriate conditions necessary to implement the master plan and the NPDES regulations. The City is a co-permittee with FMFCD, the City of Fresno, Fresno County and CSUF in the Municipal Permit for storm water discharge. A new permit was adopted during 2013. Implementation of the new permit will require additional staff time and resources to deal with increased requirements. Additionally, the fees paid to the State for the City's permit have grown and discussions will be taking place with FMFCD on their continued payment. The City's role under the permit includes implementation of development design conditions, inspection during construction, annual reporting, employee training, and cooperation with FMFCD in program enforcement. Most costs in this budget activity are largely a function of the rainfall amounts received during each winter, as overtime costs are funded from this budget. Lighter rainfall years usually result in lower expenditures.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Overtime	239	1,000	5,000
Benefits	3	0	0
Vehicle Charges	11,205	10,000	10,000
Professional Services	4,772	2,500	9,000
Repairs & Maintenance	0	100	100
Office Supplies	0	0	100
Materials & Supplies	2,129	2,200	12,000
Admin & Overhead	300	1,100	500
Capital Outlays - Public Utilities	0	0	1,000
<b>TOTAL STORM DRAIN</b>	<u>18,648</u>	<u>16,900</u>	<u>37,700</u>

**SOURCES OF FUNDING**

Miscellaneous Income	13	0	0
<b>Use of Discretionary Funds</b>	<u>18,635</u>	<u>16,900</u>	<u>37,700</u>
<b>TOTAL</b>	<u>18,648</u>	<u>16,900</u>	<u>37,700</u>

### **2014-2015 Goals**

- The goal of the Parks Section is to maintain recreational facilities, streetscape, parks and other landscaped open space areas, City trees, and building grounds at a reasonable cost and in reasonable condition commensurate with available funding.
- Maintain 439 acres consisting of:
  - 60 parks totaling 173 acres. Two of these parks include active recreational areas with lighted baseball diamonds, lighted soccer fields, snack bars, restroom buildings, and volleyball and basketball courts. Nine are medium size parks that include picnic areas, play lots, restrooms and open spaces. The remaining 49 parks are passive neighborhood and mini-parks with tot lots that are scattered throughout the community.
  - 241 acres of green belts and street gardens, trails, paseos, and landscaped median islands.
  - Architectural neighborhood entry lighting and structural features.
  - 6 acres of building grounds at the Civic Center, Old Town Clovis, Senior Center, the Los Altos Corporation Yard, the new Police/Fire Headquarters and miscellaneous City properties.
  - 19 acres of undeveloped park land, undeveloped medians, concrete-capped median islands and temporary storm water retention basins.
  - Approximately 39,450 City street trees.
- Participate in landscape plan review and landscape construction inspection services to ensure quality landscapes at reasonable maintenance costs.
- Participate in master planning for future growth and infill areas to implement sustainable and maintainable landscape that is consistent with operational constraints and limited budgets.
- Coordinate and schedule park facility use for recreational sports, picnics, and special park events.
- Reduce water use on public open spaces through deployment of water-wise landscape plans and drought tolerant plantings and improved irrigation systems.

### **Objectives to Meet the Goals**

- Continue to implement productivity-enhancing landscape design standards.
- Continue contracting for maintenance services for streetside and median landscaping, focusing in-house staff on maintenance of City Parks, Old Town, and Civic Center and Tree Hazard Pruning.
- Employ maintenance practices and strategies that include automated pesticide application and weather station controlled irrigation systems.
- Maintain a cost accounting system for maintenance activities that will assist with cost containment, future design of facilities and landscapes, and cost recovery.
- Implement efficient strategies and defer some periodic maintenance activities in order to maximize the level of service consistent with funding levels.
- Continue to implement a program to address the need for the maintenance and training of young street trees within the LMD areas, but utilize a reduced program within the General Fund areas.
- Utilize volunteers and community service personnel to assist City forces when available.
- Improve the maintainability of currently landscaped areas through specific revisions to the planting palette and irrigation systems.
- Develop and implement new landscape designs to comply with water efficient landscape standards.

### **Five-Year Outlook**

City parks and recreational facilities will continue to be heavily used by the public creating a demand for additional facilities. Fortunately, the level of funding available for the General Fund areas is increasing in the budget year, which will provide for an increased level of service than the previous few years. The level of service in the LMD areas will continue to be high, consistent with the LMD funding levels. There will continue to be a noticeable difference between the level of service in the LMD areas and the General Fund areas, but the increased budget in the General Fund areas should allow some of the deferred maintenance tasks in the General Fund areas to be addressed. Cost savings measures have been implemented to postpone the need for an increase in LMD assessments as long as possible, but two benefit zones will need increases in a year or two.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	707,670	824,500	1,040,500
Overtime	30,247	24,600	19,500
Extra Help	38,817	70,000	60,000
Benefits	382,427	418,200	526,700
Vehicle Charges	324,781	317,700	373,700
Energy	917,608	954,800	947,000
Communications	4,712	5,000	5,000
Professional Services	1,380,485	1,227,700	995,500
Repairs & Maintenance	11,208	9,500	7,500
Office Supplies	660	1,000	1,000
Materials & Supplies	141,411	150,800	151,000
Supplies - Safety	2,635	6,000	4,000
Supplies - Shop	1,673	2,000	2,000
Travel & Meeting Expense	1,629	3,000	3,000
Training	5,363	7,000	23,000
Dues & Subscriptions	1,349	1,000	1,000
Admin & Overhead	273,212	334,900	270,900
Liability Insurance Program - ISF	500	0	0
Capital Outlays - Public Utilities	1,115	0	7,500
<b>TOTAL PARKS</b>	<u><u>4,227,502</u></u>	<u><u>4,357,700</u></u>	<u><u>4,438,800</u></u>

**SOURCES OF FUNDING**

Facility Reimbursements	63,050	61,000	61,000
Planning & Processing Fees	23,408	36,000	10,000
Engineering Processing Fees	10,336	4,000	4,000
User Fees	2,971,824	2,991,000	2,943,000
Interfund Charges	20,000	60,000	40,000
Miscellaneous Income	12,332	18,000	12,000
<b>Use of Discretionary Funds</b>	<u><u>1,126,552</u></u>	<u><u>1,187,700</u></u>	<u><u>1,368,800</u></u>
<b>TOTAL</b>	<u><u>4,227,502</u></u>	<u><u>4,357,700</u></u>	<u><u>4,438,800</u></u>

**DETAIL OF POSITIONS**

Assistant Engineer	-	-	0.10
Assistant Public Utilities Director	0.10	0.10	0.10
Maintenance Worker/Senior Maint Worker	8.00	8.40	8.40
Management Analyst	0.25	0.25	0.25
Office Assistant	1.00	1.20	1.20
Parks Maintenance Leadworker	3.00	3.00	3.00
Parks Manager	1.00	1.00	1.00
Principal Office Assistant	0.15	0.15	0.15
Utility Worker	6.00	6.00	6.00
<b>TOTAL</b>	<u><u>19.50</u></u>	<u><u>20.10</u></u>	<u><u>20.20</u></u>

### **2014-2015 Goals**

The City's Landscape Maintenance District (LMD) goal is to keep the parks, greenbelts, streetscape, urban forest, and lighting systems located within the District in good condition for the enjoyment of the citizens of Clovis, at reasonable costs to property owners in the District. Approximately 52% of the City's landscaped acreage is within the LMD.

Specific goals include:

- Provide quality, cost-effective maintenance services for District parks, landscape, and other District facilities.
- Properly manage the benefit zone fees and budgets to ensure that charges are adequate to provide the required level of service along with adequate replacement reserves, while at the same time ensuring that excessive funds are not collected.
- Reduce water use on public open spaces through deployment of water wise landscape plans and drought tolerant plantings and irrigation delivery technology.

### **Objectives to Meet the Goals**

- Apply design and productivity strategies that provide aesthetically pleasing facilities and landscaping at a reasonable cost.
- Apply cost accounting measures that accurately identify costs, effect full cost recovery, and identify inefficiencies.
- Annually adjust LMD assessments consistent with the covenants.
- Manage Benefit Zone reserves such that they are adequate to provide for replacement of enhancement features as required.
- Continue contracting for maintenance services for streetside and median landscaping, focusing in-house staff on maintenance of City Parks, Old Town, and Civic Center and Tree Hazard Pruning.

### **Five-Year Outlook**

Development activity is increasing due to the improved economy and the Loma Vista area is showing signs of growth with new housing tracts springing up around the future planned Loma Vista City Center. The Landscape Maintenance District will continue to grow at a corresponding rate. Several of the benefit zones have accumulated sufficient reserves to begin addressing backlogged rehabilitation and repair projects.

The LMD as a whole continues to have adequate reserves to carry it through 2015. However, annual expenditures within some zones exceed annual revenues. Assessments in these zones were last increased in 2004. At that time, the City committed to not increase these zones for at least 5 years. During the intervening 10 years, cost savings measures, including the contracting out of much of the maintenance activities in these areas, have been implemented to delay the need to increase the assessments as long as possible. Some zones are approaching or have reached the point where an increase is necessary in order to maintain the current level of service. These benefit zones will need increases in a year or two.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET DETAIL</b>			
Professional Services	<u>2,978,570</u>	<u>2,956,000</u>	<u>2,902,000</u>
<b>TOTAL LANDSCAPE MAINTENANCE DISTRICT</b>	<u><u>2,978,570</u></u>	<u><u>2,956,000</u></u>	<u><u>2,902,000</u></u>
<b>SOURCES OF FUNDING</b>			
User Fees	<u>2,978,570</u>	<u>2,956,000</u>	<u>2,902,000</u>
<b>TOTAL</b>	<u><u>2,978,570</u></u>	<u><u>2,956,000</u></u>	<u><u>2,902,000</u></u>

**2014-2015 Goals**

The goal of the Fleet Maintenance Section is to cost effectively maintain the City's vehicles and related equipment to a safe and dependable level.

**Objectives to Meet the Goals**

- Maximize useful life of vehicles and equipment.
- Minimize callbacks.
- Provide quality and competitive services to City departments.
- Monitor and evaluate vehicle/equipment operational costs.
- Consider life-cycle costs when adding or replacing vehicles.
- Administer the capital depreciation account to ensure timely replacement of all equipment and vehicles.
- Utilize private vendors as appropriate for specific fleet servicing needs.

**Five-Year Outlook**

As the state and federal governments adopt more stringent pollution control regulations, especially as they relate to diesel-fueled on-road and off-road heavy equipment, the City will be tasked with installing new emission control devices or replacing vehicles with new vehicles with compliant engines. The Section will pursue grants to fund the retrofits as they become available; however, once the regulations become effective, the grants will no longer be available.

The Fleet Maintenance Section will continue participation in cooperative purchasing arrangements for fleet parts and services in order to save money and to improve efficiency. The City's current joint purchasing program with the City of Fresno, Fresno County, Fresno and Clovis Unified School Districts continues to provide the City with quality parts at significantly reduced prices.

Due to the General Fund revenue and expenditure imbalance, the Police and Fire Departments are not contributing funds to the vehicle renewal account. This requires that vehicles be retained longer than is ideal and may result in increased maintenance costs in the future. These Departments have begun to replace vehicles utilizing lease purchase financing which is slightly more expensive.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	865,694	868,900	1,053,500
Overtime	13,860	15,000	15,000
Extra Help	18,213	54,700	30,500
Benefits	476,042	399,800	515,800
Vehicle Charges	51,685	70,900	50,200
Communications	40	100	100
Professional Services	56,365	57,000	60,000
Repairs & Maintenance	452,623	427,000	427,500
State Mandates	7,197	6,000	9,000
Office Supplies	1,263	600	1,000
Materials & Supplies	1,426	2,200	2,000
Supplies - Safety	10,027	7,500	7,500
Supplies - Shop	2,580,484	2,602,000	2,900,000
Travel & Meeting Expense	871	3,000	6,000
Training	5,353	5,200	10,200
Dues and Subscriptions	262	400	1,100
Admin & Overhead	761,700	830,900	850,900
Debt Service	74,293	61,100	76,600
Lease Purchases	616,934	636,700	872,000
Capital Outlays - Computers	21,748	12,500	4,000
Capital Outlays - Public Utilities	48,617	27,000	102,500
Capital Outlays - Vehicles	660,118	3,090,500	1,584,300
<b>TOTAL FLEET MAINTENANCE</b>	<u><u>6,724,815</u></u>	<u><u>9,179,000</u></u>	<u><u>8,579,700</u></u>

**SOURCES OF FUNDING**

State Grants	0	97,000	0
Long-Term Proceeds	0	1,690,000	1,795,000
Fleet Maintenance Charges	6,609,455	7,320,000	6,784,700
Miscellaneous Income	115,360	72,000	0
<b>TOTAL</b>	<u><u>6,724,815</u></u>	<u><u>9,179,000</u></u>	<u><u>8,579,700</u></u>

**DETAIL OF POSITIONS**

Assistant Public Utilities Director	0.10	0.10	0.10
Equipment Mechanic	5.00	6.00	6.00
Assistant Mechanic/Service Worker	5.00	4.00	4.00
Fleet Maintenance Leadworker	2.00	2.00	2.00
Fleet Maintenance Service Writer	1.00	1.00	1.00
Fleet Manager	1.00	1.00	1.00
Management Analyst	0.10	0.10	0.10
Office Assistant	1.00	1.00	1.00
Parts Clerk	1.00	1.00	2.00
<b>TOTAL</b>	<u><u>16.20</u></u>	<u><u>16.20</u></u>	<u><u>17.20</u></u>

**2014-2015 Goals**

- Provide a clean and healthy environment for the community by efficiently collecting refuse generated by City commercial and residential customers at competitive costs and by the routine removal of dirt and debris from all City streets, curbs and gutters.
- Collect, haul, and dispose of refuse in compliance with county/state/federal regulations.
- Increase the City's waste diversion rate.
- Maintain accurate records and monitor all outsourced services (commercial compactor, and curbside recycling and greenwaste) contracts.
- Provide resources for superior customer service and operational efficiency.
- Identify additional recycling opportunities.
- Provide assurance for the landfill closure costs, post-closure maintenance costs, and corrective action costs.

**Objectives to Meet the Goals**

- Provide recycling services to residential customers and encourage recycling by commercial customers by implementing a public outreach to inform commercial customers of the new state regulations mandating commercial recycling.
- Provide collection of all residential and commercial/industrial waste at competitive rates by continuing to evaluate and monitor the operational processes.
- Sweep all residential streets twice per month and the Downtown Central Business District twice per week.
- Conduct leaf removal from City streets during Fall months.
- Continue to conduct the Community Cleanup program twice annually for Clovis residential neighborhoods.
- Continue to utilize professional consultants and contractors to assist the City with compliance to county, state, and federal regulations.
- Implement and operate programs to comply with state regulations relating to the control of groundwater and surface water degradation and landfill gas migration.
- Provide customer service representatives to meet with new commercial customers to discuss their individual needs in an effort to provide the most economical and logical service available.
- Maintain compliance with the landfill gas regulations.
- Meet financial test requirements established by the State of California, Title 27.

**Five-Year Outlook**

The new landfill cell was completed in spring of 2013 and the Department is currently placing waste in the new cell as planned. The new cell is anticipated to provide disposal capacity for the City until the year 2027. Implementation of new efficiency techniques in operations may extend the timeline by a few years. Current projections of the five-year funding outlook indicate that all known operational and environmental compliance issues can be dealt with without an increase in rates beyond the current 4% per year. It is not anticipated that the full 4% increase will be required in each year of the five year forecast. Solid waste operations will continue to require the services of professional consultants/vendors, as many facets of solid waste management require expertise and resources not available in-house. This will particularly be true for state regulation compliance and the use of specialized contract services to refine unsuitable stockpiled material to use as cover on the active phase of the landfill. Private consultants or vendors will be utilized throughout the next five years to provide needed services. Methods to extend the life of the landfill will continue to be pursued. The City continues to comply with the state's waste diversion goals including an outreach program to notify businesses of the state's mandatory commercial recycling requirements. Solid waste revenues have not yet declined significantly as a result of these new regulations, but it is possible that they could decline in the future if more businesses begin recycling and reduce their refuse service. The sweeping operation is affected by current and pending federal storm water regulations and air quality regulations. Increased street cleaning is being viewed as a good management practice to reduce pollutants entering the air and storm water runoff. The Street Sweeping Enterprise Fund was merged with the Refuse Fund in the previous budget year, but Street Sweeping operations will continue to be managed under a separate budget section for accountability and control.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	2,382,540	2,508,600	2,912,100
Overtime	152,595	200,800	216,800
Extra Help	79,922	116,900	113,000
Benefits	1,384,694	1,273,200	1,484,300
Vehicle Charges	3,076,066	3,344,300	3,620,100
Energy	13,862	0	0
Communications	14,756	10,600	13,700
Professional Services	3,273,883	3,675,600	3,773,000
Repairs & Maintenance	26,727	25,900	36,800
State Mandates	614,971	628,000	698,500
Building & Equipment Rental	0	0	10,000
Office Supplies	31,285	63,000	65,000
Materials & Supplies	77,425	74,800	81,300
Supplies - Safety	21,511	20,500	20,900
Supplies - Shop	9,259	14,800	14,800
Travel & Meeting Expense	700	4,500	7,000
Training	9,837	17,700	31,000
Dues & Subscriptions	4,092	3,200	3,200
Admin & Overhead	1,910,700	2,193,900	2,308,100
Debt Service	781,885	792,400	793,200
Capital Outlays - Public Utilities	342,204	330,000	410,000
Capital Outlays - Vehicles	117,845	120,000	760,000
<b>TOTAL COMMUNITY SANITATION</b>	<b>14,326,759</b>	<b>15,418,700</b>	<b>17,372,800</b>

**SOURCES OF FUNDING**

User Fees	14,326,759	15,418,700	17,372,800
<b>TOTAL</b>	<b>14,326,759</b>	<b>15,418,700</b>	<b>17,372,800</b>

**DETAIL OF POSITIONS**

Assistant Engineer	-	-	0.75
Assistant Public Utilities Director	0.90	0.90	0.90
Associate Civil Engineer	0.25	0.25	0.25
Construction Manager	0.10	0.10	0.10
Disposal Leadworker	3.00	3.00	3.00
Equipment Operator	2.00	2.00	2.00
Landfill Leadworker	1.00	1.00	1.00
Maintenance Worker/Senior Maint Worker	2.00	2.00	2.00
Management Analyst	0.25	0.25	0.25
Office Assistant	0.65	1.35	1.35
Principal Office Assistant	1.00	1.00	1.00
Public Utilities Director	0.50	0.50	0.50
Sanitation Operator/Sr Sanitation Operator	21.00	21.00	21.00
Solid Waste Manager	1.00	1.00	1.00
Street Sweeper Operator	4.00	4.00	5.00
Utility Worker	9.00	9.00	10.00
<b>TOTAL</b>	<b>46.65</b>	<b>47.35</b>	<b>50.10</b>

### **2014-2015 Goals**

The goals of the Wastewater Section are to collect, treat, and dispose of all wastewater generated within the City and to ensure compliance with all appropriate local, state, and federal regulations.

Specifically, these goals include:

- Provide adequate maintenance of the City's sewer mains which allows for the efficient collection of wastewater.
- Provide for the treatment of the wastewater generated within the City.

### **Objectives to Meet the Goals**

- Operate, clean, and repair approximately 366 miles of sanitary sewer mains and six sewer lift stations within the City.
- Video the City sewer mains to identify problems and to make recommendations for capital improvement projects.
- Provide accurate underground service alert marking of sewer facilities.
- Utilize up-to-date telemetry to monitor sewer lift station operations in the most efficient and economical manner.
- Operate the wastewater treatment/water reuse facility for the City's new growth areas through the City's design, build and operate contractor (CH2MHill).
- Monitor and report to the Regional Water Quality Control Board data from the discharges from the Water Reuse Facility to the recycled water use areas, and the NPDES permitted discharge points.
- Operate the sewer lift stations and the recycled water pump station and distribution system constructed to serve the new growth areas of the City.
- Work with consultants on the Wastewater System Master Plan and the Recycled Water Master Plan Updates to evaluate service delivery to future growth associated with the new General Plan.

### **Five-Year Outlook**

The Fresno-Clovis Regional Wastewater Treatment Plant continues to upgrade and replace various components and facilities. Clovis will continue to share in most of these costs. In the future when the hydraulic capacity at the plant is increased, the City may also want to purchase additional capacity for new development within its current trunk sewer areas. New growth areas that are outside the current service areas will be served by the Clovis Water Reuse Facility. This facility provides water that is reused in the City as an additional source of non-potable water. The NPDES permit for the facility was renewed in early 2014. Additional monitoring will occur during the five-year permit term and may result in additional requirements in the next permit term. Due to increasing expenses related to both the capital improvements at the regional facility, operational expenses for the new Clovis facility, and debt service payments on the developer constructed capital facilities, user rate increases are scheduled through 2015.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	637,162	678,000	732,300
Overtime	7,985	9,100	16,800
Extra Help	1,524	4,500	13,000
Benefits	323,749	308,000	348,500
Vehicle Charges	243,200	248,800	230,100
Energy	687,099	750,000	780,000
Communications	1,992	1,800	2,700
Professional Services	3,468,615	4,678,700	4,243,500
Repairs & Maintenance	41,053	33,000	53,100
Office Supplies	421	9,500	10,000
Materials & Supplies	20,210	39,000	138,700
Supplies - Shop	2,340	4,900	5,000
Travel & Meeting Expense	688	2,000	7,000
Training	1,856	3,200	5,200
Dues and Subscriptions	1,523	2,000	2,000
Admin & Overhead	1,801,800	1,966,800	1,993,500
Debt Service	1,228,345	1,241,600	1,240,400
Capital Outlays - Office Equip/Furn	19,187	0	2,500
Capital Outlays - Public Utilities	39,850	16,500	62,500
Capital Impr - Sewer	380,743	1,500,000	1,500,000
<b>TOTAL SEWER</b>	<u><u>8,909,342</u></u>	<u><u>11,497,400</u></u>	<u><u>11,386,800</u></u>

**SOURCES OF FUNDING**

User Fees	<u>8,909,342</u>	<u>11,497,400</u>	<u>11,386,800</u>
<b>TOTAL</b>	<u><u>8,909,342</u></u>	<u><u>11,497,400</u></u>	<u><u>11,386,800</u></u>

**DETAIL OF POSITIONS**

Assistant Public Utilities Director	0.35	0.35	0.35
Associate Civil Engineer	0.50	0.50	0.50
Construction Manager	0.25	0.25	0.25
Engineering Tech/Senior Engineering Tech	0.75	0.75	0.75
Maintenance Leadworker	1.00	1.00	1.00
Maintenance Worker/Senior Maint Worker	6.00	6.00	6.00
Management Analyst	0.10	0.10	0.10
Office Assistant	0.15	0.15	0.15
Principal Office Assistant	0.20	0.20	0.20
Public Utilities Director	0.20	0.20	0.20
Utility Manager	0.50	0.50	0.50
Utility Worker	1.25	1.25	1.25
<b>TOTAL</b>	<u><u>11.25</u></u>	<u><u>11.25</u></u>	<u><u>11.25</u></u>

### **2014-2015 Goals**

The goal of the Water Section is to deliver pure and safe drinking water, meeting or exceeding state and federal standards.

Specifically, these goals include:

- Producing and efficiently delivering enough water to serve our customers and ensuring that the water delivered meets or exceeds all state and federal standards.
- Providing a high-level of customer satisfaction with regard to complaint response and meter reading; maintaining a level of system pressure for adequate fire flow and to meet peak customer demands.
- Preserving and managing our groundwater supplies to meet the future needs of our customers.
- Implement appropriate demand reduction methods to both preserve our supplies and to minimize costs for our customers.

### **Objectives to Meet the Goals**

- Continue monitoring production wells and the distribution system for constituents as required by state and federal regulations; utilize up-to-date telemetry to monitor demands and program well operations in the most efficient and economical manner.
- Maintain and rehabilitate wells to provide a stable water supply; restore and increase treatment capacity at the SWTP; protect the quality of the water provided to our customers by aggressively implementing the backflow prevention program.
- Increase utilization of the surface water treatment plant and decrease reliance on groundwater; continue to expand radio read meters in the system.
- Provide treatment facilities for wells which do not meet state standards; expand delivery of recycled water to select customers in lieu of potable water.
- Maximize use of the City's dedicated recharge facility to preserve the groundwater aquifer.
- Encourage water conservation through various programs and rate structures.
- Work with consultants on the Water System Master Plan Update to evaluate service delivery to future growth associated with the new General Plan.

### **Five-Year Outlook**

New state and federal regulations are expected to continue to be adopted. This makes it increasingly challenging and costly to furnish water that meets standards. Unregulated Contaminant Monitoring Rule Phase 3 monitoring will be conducted during 2014/15. The results of this monitoring or previous monitoring will likely result in additional water quality standards that the City's sources may not meet without additional treatment. The Surface Water Treatment Plant was expanded from its previous design capacity of 15 MGD to 22.5 MGD during 2013 to better utilize the City's surface water supply. Water agencies are mandated as a requirement of receiving grant funds to reduce water consumption on a per-capita basis. One major challenge associated with reductions in demands is reductions in revenue that exceed the reductions in expenses. As the City's demands decline to state-mandated 20% reductions, rate adjustments may be required. While this is a positive trend from a water management perspective, it does cause some concern with revenues. It appears that the current rate structure will be sufficient to meet operating expenses and contribute to debt service obligations. However, lower-than-projected revenues may require rescheduling of anticipated capital improvement projects. Further, should development remain stagnate, the funds collected for payment of developer account debt service obligations may not be sufficient at some point in the outlook period. Another potential expense is associated with drought conditions. The Waldron Pond banking project provides the City with excellent drought protection; however, use of this water will be more costly than normal supplies. The Water Enterprise account has built-in reserves to pay for these costs when needed. However, a sustained drought could overtax the Enterprise Fund's ability to pay for this water.

	2012-2013 Actual	2013-2014 Revised Estimate	2014-2015 Budget
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**BUDGET DETAIL**

Salaries - Regular	1,933,003	1,980,800	2,239,100
Overtime	91,708	89,800	72,700
Extra Help	23,514	58,000	58,000
Benefits	1,029,178	932,500	1,075,100
Vehicle Charges	386,818	465,700	447,900
Energy	2,426,594	2,500,600	2,625,000
Communications	8,431	8,000	16,500
Professional Services	1,135,238	1,208,600	1,341,700
Repairs & Maintenance	297,916	1,625,500	506,000
Office Supplies	7,989	20,500	21,000
Materials & Supplies	842,714	838,700	1,049,700
Supplies - Shop	13,796	25,500	28,000
Travel & Meeting Expense	1,884	3,000	5,000
Training	7,932	12,800	21,700
Dues and Subscriptions	4,060	5,000	5,800
Admin & Overhead	1,999,065	2,168,400	2,251,900
Liability Insurance - ISF	995	0	0
Capital Outlays - Office Equip/Furn	19,187	3,000	3,000
Capital Outlays - Public Utilities	476,177	713,500	726,500
Capital Outlays - Vehicles	2,420,882	598,000	176,000
<b>TOTAL WATER</b>	<u>13,127,081</u>	<u>13,257,900</u>	<u>12,670,600</u>

**SOURCES OF FUNDING**

State Grants	1,639,962	1,442,000	0
User Fees	11,487,119	11,815,900	12,670,600
<b>TOTAL</b>	<u>13,127,081</u>	<u>13,257,900</u>	<u>12,670,600</u>

**DETAIL OF POSITIONS**

Assistant Public Utilities Director	0.45	0.45	0.45
Assistant Water Systems Technician	5.00	4.00	4.00
Associate Civil Engineer	0.25	0.25	0.25
Construction Manager	0.30	0.30	0.30
Engineering Tech/Senior Engineering Tech	1.25	1.25	1.25
Junior Engineer	1.00	1.00	1.00
Maintenance Leadworker	3.00	3.00	3.00
Maintenance Worker/Senior Maint Worker	10.00	10.60	10.60
Management Analyst	0.20	0.20	0.20
Meter Reader/Utility Worker	4.00	4.00	4.00
Office Assistant	0.15	0.25	0.25
Principal Office Assistant	0.45	0.45	0.45
Public Utilities Director	0.30	0.30	0.30
Utility Manager	0.50	0.50	0.50
Utility Worker	2.75	2.75	2.75
Water Production Manager	1.00	1.00	1.00
Water System Technician	1.00	1.00	1.00
Water Treatment Plant Operator	3.00	3.00	4.00
<b>TOTAL</b>	<u>34.60</u>	<u>34.30</u>	<u>35.30</u>

# CLOVIS SUCCESSOR AGENCIES TRUST FUND SUMMARY

The purpose of the Clovis Successor Agencies is to wind down the activities of the former Redevelopment Agency. The Successor Agencies' activities are reported as a trust fund and are therefore not included in the City of Clovis' budget. These schedules are presented for informational purposes.

In April 2008 the former Clovis Community Development Agency issued tax allocation bonds in the amount of \$19,100,000 at interest rates varying from 3.25% to 4.75%. The proceeds are being utilized to aid in the financing of the former Clovis Community Development Agency's projects and were used for the refunding of \$7,170,000 aggregate principal amount of the Agency's outstanding 1996 tax allocation bonds. Due to the elimination of redevelopment, the City is acting as the Successor Agency. The City has completed the necessary requirements, and applied to the State Department of Finance for the "finding of completion". Upon award of the finding of completion from the Department of Finance, the remaining bond proceeds will be used for the original intended purposes. The last debt service payment is scheduled for the fiscal year 2037/38. Included in the 2014/15 budget is \$630,000 for principal and \$716,000 for interest.

The following is a schedule of debt service payments for the 2008 Tax Allocation Bonds:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
14/15	630,000	715,798	1,345,798
15/16	655,000	693,704	1,348,704
16/17	675,000	667,054	1,342,054
17/18	710,000	635,891	1,345,891
18/19	735,000	603,379	1,338,379
19/20	770,000	569,901	1,339,901
20/21	805,000	535,251	1,340,251
21/22	845,000	498,951	1,343,951
22/23	880,000	461,001	1,341,001
23/24	915,000	421,511	1,336,511
24/25	960,000	379,181	1,339,181
25/26	995,000	333,972	1,328,972
26/27	1,050,000	286,681	1,336,681
27/28	1,095,000	237,078	1,332,078
28/29	1,150,000	185,163	1,335,163
29/30	1,205,000	130,703	1,335,703
30/31	230,000	97,375	327,375
31/32	240,000	86,213	326,213
32/33	250,000	74,575	324,575
33/34	265,000	62,344	327,344
34/35	275,000	49,519	324,519
35/36	290,000	36,100	326,100
36/37	300,000	22,088	322,088
37/38	315,000	6,820	321,820
Total	<u>\$16,240,000</u>	<u>\$7,790,253</u>	<u>\$24,030,253</u>

# CLOVIS SUCCESSOR AGENCIES TRUST FUND SUMMARY

Per AB 1X26, the City of Clovis became the Successor Agency for the purpose of winding down the activities of the former Redevelopment Agency. The operational activities are limited to administering the housing and urban development loans, a tax sharing agreement with Sierra Vista Mall, and the administrative costs associated with the oversight of the elimination of the former Redevelopment Agency.

	2012-2013 Actual	2013-2014 Estimated	2014-2015 Projected
<b>ADDITIONS</b>			
Redevelopment Property Tax Trust Fund	1,778,711	1,713,200	1,719,800
Program Participation	64,390	162,000	160,000
<b>TOTAL SUCCESSOR AGENCIES</b>	<b>1,843,101</b>	<b>1,875,200</b>	<b>1,879,800</b>
<b>DEDUCTIONS</b>			
Admin & Overhead	88	0	7,000
Professional Services	269,231	350,000	350,000
Building & Equipment Rental	44,488	0	0
Debt Service	1,529,294	1,525,200	1,522,800
<b>TOTAL SUCCESSOR AGENCIES</b>	<b>1,843,101</b>	<b>1,875,200</b>	<b>1,879,800</b>

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## COMMUNITY INVESTMENT PROGRAM

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The Community Investment Program is presented for each of the community investment funds. Each proposed project for the current budget year is listed.



The City of Clovis has everything you can imagine to “Buy Local” at our many safe, convenient, and diverse neighborhood shopping Centers. Photos: Clovis Crossroads Center and the Clovis Commons Shopping Center.

# COMMUNITY INVESTMENT PROGRAM BUDGET SUMMARY

The 2014-2015 Community Investment Program represents a major portion of the total recommended budget and is devoted to improvements to the physical infrastructure that supports and sustains continued community development.

Some of the more noteworthy proposed projects in the 2014-2015 Community Investment Program are:

- Ongoing American with Disabilities Act (ADA) improvements throughout the City of Clovis.
- Construction of the Centennial Plaza on the old DMV site in Downtown Clovis.
- Design and development of the Dry Creek Industrial Park.
- Design and construction of a new Transit Station.
- Design and construction of asphalt overlays and roadway rehabilitation for arterial, collector and local neighborhood streets.
- Continue securing water for current climate conditions and future development in accordance with the General Plan.
- Continued assistance in the repair and rehabilitation of affordable housing.

The projects included in the proposed 2014 - 2015 budget are summarized on the following pages. The prior and future year expenditures are shown only for those specific projects that are phased over multiple years. Prior and future year expenditures for nonspecific, recurring projects, such as miscellaneous extensions and preventative maintenance are not typically shown. The Five-Year Community Investment Program follows the budget summary.

**2014 - 2015 COMMUNITY INVESTMENT PROGRAM  
GENERAL GOVERNMENT FACILITIES**

The capital projects for the General Government Services Facilities Program are comprised of acquisition of new facilities, improvements to existing facilities, and maintenance of existing improvements required by City departments to enable them to adequately carry out their mission.

The major projects proposed for 2014 - 2015 are:

- Design and construction of a new Transit Station.
- Accessibility, irrigation and landscape improvements for the Civic Center Campus and City Hall area.
- Rehabilitation of existing City facilities for compliancy with ADA.

The proposed General Government Facilities budget continues to be significantly reduced from prior years due to funding constraints in the General fund for the 2014 – 2015 fiscal budget year. The proposed government facilities projects should have a minimal effect on the cost of general services and other departmental operations.

**SUMMARY**

**2014 - 2015 COMMUNITY INVESTMENT PROGRAM**

**GENERAL GOVERNMENT FACILITIES**

<u>General Government Facilities:</u> <i>Section 90000</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Public Safety Services</i>			
Fire Station 2 Modifications	5,000	60,000	4,550,000
Fire Station 3 Modifications	0	30,000	260,000
Fire Station 4 Modifications	0	30,000	200,000
Fire/Police Training Site	35,500	30,000	6,185,000
<i>Public Services and Utilities</i>			
Corporation Yard Lighting, Safety, & Security	10,000	70,000	0
Civic Center Hydronic Waterline Replacement	0	80,000	0
ADA Master Planning	101,000	50,000	200,000
Civic Center Plaza	155,000	85,000	255,000
Civic Center ADA Improvements	110,000	60,000	240,000
Transit Station - New Facility	0	1,082,000	0
Fiber Security/Fiber Optics	30,000	80,000	565,000
<b>TOTAL</b>	<u>446,500</u>	<u>1,657,000</u>	<u>12,455,000</u>

Budget Year Revenues:

General Fund	505,000
Proposition 1B	<u>1,152,000</u>
<b>TOTAL</b>	<u>1,657,000</u>

**2014 – 2015 COMMUNITY INVESTMENT PROGRAM  
SEWER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER**

The Sewer Capital Projects - Enterprise budget includes projects that will repair and/or replace existing sanitary sewer mains that are severely deteriorated or are not adequately sized for the flows now being experienced. These sewer mains present continual maintenance problems.

The Sewer Capital Projects - Developer budget includes the debt service payments for the 2007 Sewer Revenue Bond for the Sewage Treatment and Water Reuse Facility (ST-WRF) and related components, the 2005 Wastewater Revenue Bond, and the 2013 Wastewater Revenue Bond which is the previous 1998 Sewer Revenue Bond that has been refinanced. Also included in this budget are improvements associated with the Recycled Water System and construction of sewer projects driven by new development.

The sewer capital projects planned for 2014 – 2015 include:

- Design and reconstruction of sanitary sewer mains in various alleys and streets.
- Work on the Sewer and Recycled Water Master Plans.
- Design and construction for the Recycled Water System transmission pipelines and pump stations.

The sewer main improvement projects for 2014 - 2015 are intended to repair the existing mains that have the highest maintenance or service call frequency. It is expected that repairing these mains will result in a reduction in the time spent by City maintenance personnel, thereby reducing the maintenance cost to the sewer enterprise operation.

**SUMMARY**

**2014 - 2015 COMMUNITY INVESTMENT PROGRAM**

**SEWER PROJECTS**

<u>Sewer Capital Projects - Enterprise:</u>	<u>PRIOR</u>	<u>BUDGET</u>	<u>FUTURE</u>
<u>Section 91000</u>	<u>YEARS</u>	<u>YEAR</u>	<u>YEARS</u>
<i>Preventative Maintenance</i>			
Paula Avenue	31,000	83,000	0
Subtotal	<u>31,000</u>	<u>83,000</u>	<u>0</u>
 <u>Sewer Capital Projects - Developer:</u>			
<u>Section 92000</u>			
<i>Extensions</i>			
Miscellaneous Extensions	40,000	50,000	200,000
<i>Master Planning</i>			
Wastewater Master Plan	200,000	25,000	100,000
<i>Sewer System Improvements</i>			
Alluvial Avenue: Ash to Armstrong	0	110,000	0
<i>Debt Services</i>			
Bond Handling Charges	38,100	26,300	200,000
2007 Sewer Revenue Bond	4,352,000	4,370,000	106,773,000
2005 Wastewater Revenue Bond	1,329,900	1,333,000	45,627,000
2013 Wastewater Revenue Bond	294,500	1,021,000	17,328,000
Subtotal	<u>6,254,500</u>	<u>6,935,300</u>	<u>170,228,000</u>
TOTAL	<u><u>6,285,500</u></u>	<u><u>7,018,300</u></u>	<u><u>170,228,000</u></u>

Budget Year Revenues:

Sewer Enterprise	2,287,300
Major Sewer Fees	4,726,000
Sewer Connections	<u>5,000</u>
TOTAL	<u><u>7,018,300</u></u>

**2014 - 2015 COMMUNITY INVESTMENT PROGRAM  
PARK IMPROVEMENTS**

The Park program consists of master planning, design and construction of park improvements. Community park improvements are funded by development fees and state grants when available. Neighborhood parks are installed by development. Park development fees are paid by all new developments constructed within the City of Clovis.

Major projects planned for 2014 - 2015 include:

- Acquire property for the development of future parks and trails designated in the General Plan.
- Continued development of and/or updating Master Plans for City Parks.
- Design and construction of a restroom at Sierra Meadows Park.
- Continued preliminary Master Planning for a Regional park.

It is anticipated that the currently scheduled park improvements will not increase the annual operational costs in the Parks General Fund account.

This year's budgeted projects will continue to make major contributions to the development of park facilities throughout the City.

**SUMMARY**

**2014 - 2015 COMMUNITY INVESTMENT PROGRAM**

**PARK IMPROVEMENT PROJECTS**

<u>Park Improvements:</u> <i>Section 93000</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Park Improvements</i>			
Park Property Acquisition	0	1,000,000	4,000,000
Parks Master Plans	3,000	25,000	0
Miscellaneous Park Improvements	0	100,000	400,000
Sierra and Temperance Park	72,000	215,000	3,002,000
Regional Park Master Planning	0	25,000	0
Pedestrian Trails Master Plan Update	0	45,000	0
<b>TOTAL</b>	<b>75,000</b>	<b>1,410,000</b>	<b>7,402,000</b>

Budget Year Revenues:

Measure "C" Extension	200,000
Park Fees	<u>1,190,000</u>
<b>TOTAL</b>	<b><u>1,410,000</u></b>

**2014 – 2015 COMMUNITY INVESTMENT PROGRAM  
STREET IMPROVEMENTS**

Street Improvement Projects are funded by state and federal gas taxes, state and local sales taxes, major street development fees, Community Development Block Grants, and reimbursements from other agencies for work completed in their jurisdictions. Funding for street projects is also provided by federal transportation grants.

Traffic signal installations are partially determined by a traffic signal priority list. The highest priority projects are based on traffic volumes, accidents, pedestrian numbers, vehicle speeds, and congestion.

Not all of the street programs that are ranked high on a priority list are placed in the current year budget. Many of these facilities are tied to funding sources or to other programs that are required to occur prior to, or concurrently with, the needed street improvement (such as underground improvement installation, new development and right of way purchase constraints).

Project priorities and street locations were determined using the Pavement Management System (PMS). Arterial, collector and local street reaches throughout the City were given a Pavement Condition Index (PCI) rating. The PMS was then used to develop a long term maintenance solution using the designated PCI values. Technical and Management teams evaluated the PMS recommendations to validate project necessity. Many of the recommended projects were shifted to later years due to funding constraints in the street improvement account.

Major projects planned for 2014 - 2015 include:

- Improvements of City owned public right of way for compliancy with the American with Disabilities Act (ADA).
- Sealing and rejuvenation programs of the various street surfaces to increase longevity and reduce deterioration.
- Continued installation of pedestrian and bicycle improvements at various locations.
- Design and reconstruction of local streets.
- Construction of traffic signal improvements at various intersections.
- Reconstruction and street widening of various streets to improve safety and traffic flow. These streets have been identified as part of the City's Pavement Management System (PMS).

This budget provides for an aggressive schedule of street repair, overlay and reconstruction. Street overlay projects as identified in this year's budget and five-year plan have provisional estimated costs for construction. Some of the projects may not be of acceptable condition for overlaying and may be considered for street reconstruction. Estimated funding for these projects will be re-evaluated as street reconstruction is more costly than a street overlay. This may have an impact on the delivery of projects that have been identified in the Community Investment Program for street improvements.

Staff continues to investigate alternative construction methods for street rehabilitation to reduce project expenditures. The alternative construction methods will be administered through pilot projects in which a rigorous inspection program will be used to evaluate project success. The success factors include projects costs, pavement condition, pavement resilience and pavement longevity.

With the reconstruction of some of the proposed streets, new paved lanes may be added to the street maintenance inventory. However, those same projects will be designed with a minimum twenty-year life expectancy and may involve reconstructing older, lower standard streets. Overall, the impact on the street maintenance fund is expected to be nominally reduced.

**SUMMARY**

**2014 - 2015 COMMUNITY INVESTMENT PROGRAM**

**STREET IMPROVEMENT PROJECTS**

<u>Street Improvements:</u>	<u>PRIOR YEAR</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Section 95000</i>			
<i>Reimbursement</i>			
Miscellaneous Street Widening	200,000	250,000	1,000,000
<i>Surveys</i>			
Street Lighting and Fiber Optic Plats	25,000	25,000	0
<i>Preventative Maintenance</i>			
Slurry Seals and Reclamite	350,000	440,000	1,860,000
<i>Bridge and Stream Crossings</i>			
Leonard/Enterprise Canal	175,000	250,000	1,000,000
Bridge Maintenance Plan	2,000	40,000	0
<i>Pedestrian Facilities</i>			
Bicycle, Pedestrian and Handicap Facilities	155,000	465,000	660,000
ADA Survey and Projects	640,000	440,000	1,620,000
Peach Avenue Sidewalk Access	0	25,000	475,000
<i>Traffic Signal/Intersection Improvements</i>			
Synchronization:Shaw & Temperance Avenues	135,000	1,300,000	0
Ashlan/Armstrong Traffic Signal	25,000	310,000	0
Clovis/Gettysburg Traffic Signal	25,000	235,000	0
Dewolf/Shaw Traffic Signal	175,000	425,000	0
Shaw/Locan Traffic Signal	0	620,000	0
Shepherd/Minnewawa Traffic Signal	165,000	200,000	430,000
Shaw/Sunnyside Traffic Signal	3,000	30,000	140,000
Shepherd/Temperance Traffic Signal	15,000	375,000	0
Shaw/Cole Traffic Signal	5,000	175,000	0
Fowler/Shepherd Traffic Signal	40,000	355,000	0
<i>Reconstruction, Overlay and Widening Projects</i>			
Miscellaneous Repairs & Alleys	175,000	75,000	470,000
Fowler/Shepherd Intersection Improvements	480,000	625,000	725,000
San Jose/Beverly Alley Improvements	0	100,000	0
Clovis Avenue Improvements	1,320,000	475,000	183,000
Fowler Avenue Improvements	70,000	1,310,000	1,253,000
Railroad Avenue Improvements	0	100,000	0
Shaw Avenue Improvements	1,510,000	4,550,000	9,445,000
Temperance Avenue Improvements	4,069,000	100,000	1,103,000
Willow Avenue Improvements	80,000	645,000	6,520,000
Local Streets	1,360,000	1,300,000	5,200,000
<b>TOTAL</b>	<b>11,199,000</b>	<b>15,240,000</b>	<b>32,084,000</b>

Budget Year Revenues:

Proposition 111	474,000
Measure "C" Extension	5,308,000
Proposition 42	1,031,000
Developer Participation	625,000
Federal/State/Other Agency Grants	5,734,000
Fund Balance	2,068,000
<b>TOTAL</b>	<b>15,240,000</b>

**2014 - 2015 COMMUNITY INVESTMENT PROGRAM  
WATER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER**

The proposed Water Capital Projects budget for 2014 - 2015 contains projects that will improve the water distribution system. Projects are also scheduled to improve water quality by the addition of treatment facilities at existing wells and increase the reliability of the water supply by the addition of auxiliary power generators.

The Water Capital Projects - Developer budget includes the debt service payments for the Water Revenue Bond. Projects include installation of well facilities, well site development and surface water treatment plant enhancements. Also included is reimbursement for developer constructed projects serving new areas of the community.

Major projects planned for 2014 - 2015 include:

- Investment for Water Development.
- Construction of new water mains, install/replace water services, and make new connections to improve the City's water distribution system at various locations throughout the City.
- Partial reimbursement for construction of the 24" water transmission main in Nees Avenue.
- Construction and improvements at various well sites.
- Continued design and construction of the Southern and Northern Water Intertie.
- Continued examination and development for new well sites throughout the City of Clovis.

The projects included in the proposed budget are necessary in order to maintain adequate service, accommodate continued growth, and comply with state and federal regulations. These projects further enhance the overall supply and distribution system.

The new facilities proposed in the 2014 - 2015 programs are anticipated to impact the water enterprise operation budget. The impacts consist of the increased load on human resources, energy costs, and material costs (adding salt to chlorinators and back washing the carbon in the new GAC plant), which are anticipated to be approximately \$50,000 in the first year of operation.

<b>SUMMARY</b>
<b>2014 - 2015 COMMUNITY INVESTMENT PROGRAM</b>
<b>WATER PROJECTS</b>

<u>Water Capital Projects - Enterprise Fund:</u>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Section 96000</i>			
<i>Water Mains</i>			
Various Water Main Replacement	155,000	25,000	100,000
<i>Well Site Improvements</i>			
Well No. 14	8,000	595,000	0
Well No. 6 Replacement	2,000	450,000	398,500
Subtotal	<u>165,000</u>	<u>1,070,000</u>	<u>498,500</u>
 <u>Water Capital Projects - Developer:</u>			
<i>Section 97000</i>			
<i>Extensions</i>			
Miscellaneous Extensions	75,000	50,000	200,000
<i>Surface Water Treatment Plant Improvements</i>			
Nees Transmission Main	200,000	200,000	200,000
<i>Water Storage Facilities</i>			
Water Revenue Bond - Debt Service	2,295,100	3,028,600	39,170,000
Water Development	500,000	500,000	2,500,000
<i>Water Mains</i>			
Water Intertie - South Leonard	1,000	1,050,000	0
<i>Water Well Improvements</i>			
Various Well Site Development	50,000	70,000	215,000
Subtotal	<u>3,121,100</u>	<u>4,898,600</u>	<u>42,285,000</u>
<b>TOTAL</b>	<u><u>3,286,100</u></u>	<u><u>5,968,600</u></u>	<u><u>42,783,500</u></u>

Budget Year Revenues:

Other Agency Contributions	1,050,000
Water Enterprise	2,992,600
Water Major Facilities	1,921,000
Water Connections	<u>5,000</u>
<b>TOTAL</b>	<u><u>5,968,600</u></u>

**2014 - 2015 COMMUNITY INVESTMENT PROGRAM  
COMMUNITY SANITATION**

The capital projects for the Community Sanitation Program consist of improvements to the existing landfill site as mandated by state law, and expansion of the landfill.

The projects proposed for 2014 - 2015 are:

- Beginning design and land acquisition for the Landfill Transfer Station.
- Construction of the Landfill office and storage area.

The community sanitation projects for 2014 - 2015 will have a minimal effect on the cost of the community sanitation operation.

<p><b>SUMMARY</b></p> <p><b>2014 -2015 COMMUNITY INVESTMENT PROGRAM</b></p> <p><b>COMMUNITY SANITATION PROJECTS</b></p>
---

<u>Community Sanitation Improvements:</u> <i>Section 99500</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Community Sanitation Improvements</i>			
Landfill Greenwaste Transfer Station	30,000	470,000	1,000,000
Landfill Office	<u>475,000</u>	<u>250,000</u>	<u>0</u>
 TOTAL	 <u><u>505,000</u></u>	 <u><u>720,000</u></u>	 <u><u>1,000,000</u></u>

Budget Year Revenues:

Community Sanitation Enterprise Fund	<u>720,000</u>
 TOTAL	 <u><u>720,000</u></u>

**2014 - 2015 COMMUNITY INVESTMENT PROGRAM  
HOUSING AND COMMUNITY DEVELOPMENT**

The Housing and Community Development budget consists of projects related to self-help and low to moderate income home building.

Major expenses for 2014 - 2015 include:

- Assistance in the repair and rehabilitation of affordable housing.
- Assist Low-Moderate income families with first home purchase.
- Construct single-family owner occupied homes in the Rialto Rancho subdivision.

The Agency continues to focus resources on owner-occupied single-family housing projects for housing rehabilitation and new construction through the Low and Moderate Income Housing Program. These projects will have no operational cost impacts.

**SUMMARY**

**2014 - 2015 COMMUNITY INVESTMENT PROGRAM**

**HOUSING & COMMUNITY DEVELOPMENT**

<u>Housing and Community Development:</u> <i>Section 42750/49210</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
Home Repair Loans	60,000	150,000	400,000
Down Payment Assistance	200,000	500,000	0
Home Improvement Grants	30,000	125,000	500,000
Rialto Rancho Subdivision	202,000	775,000	0
<b>TOTAL</b>	<b>492,000</b>	<b>1,550,000</b>	<b>900,000</b>

Budget Year Revenues

Bonds	775,000
Federal/State/Other Agency Grants	775,000
<b>TOTAL</b>	<b>1,550,000</b>

**2014 - 2015 COMMUNITY INVESTMENT PROGRAM  
CLOVIS SUCCESSOR AGENCY**

The Successor Agency was formed as a result of the elimination of Redevelopment Agencies effective February 1, 2012 due to the Governor's passage of ABx1 26. The Successor budget reflects its continued efforts to provide incentives for development in our community.

Major expenses for 2014 – 2015 include:

- Land and environmental studies for the proposed northern Civic Center District.
- Improvements in Old Town at the previously occupied DMV site.
- Improvements for the Dry Creek Industrial Park.
- Preparation of tentative and final maps for improvement areas.

<p><b>SUMMARY</b></p> <p><b>2014 - 2015 COMMUNITY INVESTMENT PROGRAM</b></p> <p><b>SUCCESSOR AGENCIES</b></p>
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<u>Successor Agency - Administration:</u> <i>Section 49110</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
Civic Center North District	10,000	1,000,000	0
DMV Property Improvement	60,000	2,500,000	0
Dry Creek Industrial Park Entry Feature	20,000	250,000	0
Dry Creek Industrial Park Expansion	60,000	2,250,000	0
<b>TOTAL</b>	<b><u>150,000</u></b>	<b><u>6,000,000</u></b>	<b><u>0</u></b>

Budget Year Revenues

Bonds	<u>6,000,000</u>
<b>TOTAL</b>	<b><u>6,000,000</u></b>

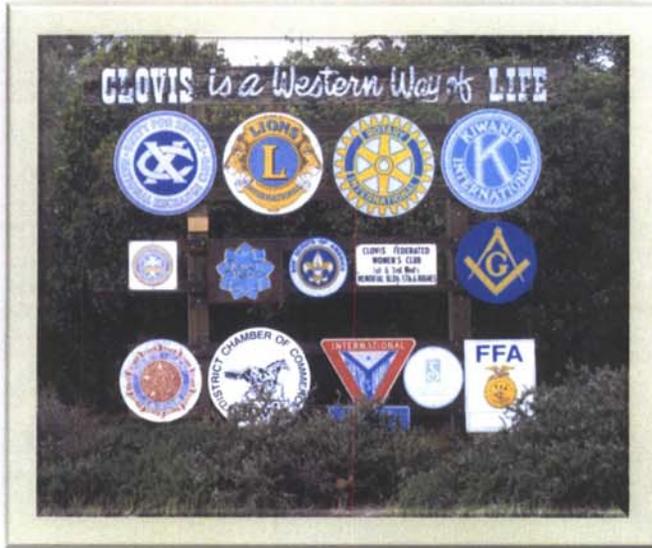
The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

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## FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

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The Five-Year Community Investment Program is presented for each of the community investment funds. The projects are listed for the current year, for the next four years, and beyond. Information is presented for acquisition of land or right-of-way (r), engineering or architectural design (d), construction (c), and development fees (f).



Clovis is growing and thriving thanks to an involved community. Photos: Community Service Organizations and Serve Clovis Volunteers improving the Old Town Trail.

# FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

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## FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

The Five-Year Community Investment Program represents an effort to identify major capital needs and schedule projects consistent with community priorities and available funding. The Capital Program will continue to provide major investments into the community within the identified funding. Most of the funding for these projects will come from grants, development fees and tax revenues. The implementation of the parks and open space master plan is contingent on obtaining new funding sources.

Major projects include:

- Accessibility, irrigation and landscape improvements for the Civic Center Campus and City Hall area.
- Construction of the Centennial Plaza on the old DMV site in Downtown Clovis.
- Design and development of the Dry Creek Industrial Park.
- Design, construction and replacement of water mains and wells to serve the current capacity and new development.
- Site acquisition in the Southeast and Northwest areas for future City parks and master planning for a Regional Park in the Northeast area.
- Continuing design and construction of the trail system within the Clovis area.
- Assisting the Community in the development, repair and rehabilitation of affordable housing.
- Continued improvement to the City's infrastructure including street reconstruction and sewer and water collection/distribution facilities.
- Street Projects:
  - Design and construction of various traffic signals throughout the City.
  - Construction of bike lanes on various streets throughout the City.

Implementation of the Five-Year Community Investment Program will require new sources of financing. Several important projects are identified in the Government Facilities, Streets and Water Programs for which there is no assured funding. Without increased participation by local, state and federal governments and agencies, accomplishment of these projects will be delayed.

A summary of revenue and expenditures for the Five-Year Program is presented on the facing page, followed by individual project sheets with greater detail on scope and financing.

**SUMMARY OF  
FIVE-YEAR COMMUNITY INVESTMENT PROGRAM**

<u>Projects</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-2019 or Later</u>
General Services	1,657,000	1,270,000	7,892,000	5,035,000	20,045,000
Sewer	7,018,300	10,098,000	6,829,000	6,817,000	258,149,000
Parks	1,410,000	1,265,000	1,730,000	1,100,000	8,582,000
Streets	15,240,000	14,612,000	10,166,000	7,949,000	34,054,000
Water	5,968,600	5,372,500	4,607,000	4,216,000	54,333,100
Community Sanitation	720,000	195,000	100,000	1,200,000	15,155,000
Housing and Community Development	1,550,000	225,000	225,000	225,000	225,000
TOTAL	<u>33,563,900</u>	<u>33,037,500</u>	<u>31,549,000</u>	<u>26,542,000</u>	<u>390,543,100</u>

Sources of Funding

Fund Balance	4,985,600	4,428,000	5,174,000	1,115,000	1,949,436
Revenue from Agencies	14,219,000	12,545,000	7,050,000	2,747,000	23,083,000
Developer Capital Fees	8,977,000	10,485,000	11,685,000	10,768,000	15,331,564
Enterprise Revenues	4,607,300	4,314,500	1,483,000	1,026,000	1,560,000
Long-Term Financing	775,000	0	0	0	0
Property Sale Proceeds	0	100,000	100,000	100,000	100,000
*Unfunded	0	1,165,000	6,057,000	10,786,000	348,519,100
TOTAL	<u>33,563,900</u>	<u>33,037,500</u>	<u>31,549,000</u>	<u>26,542,000</u>	<u>390,543,100</u>
**Successor Agencies	<u>6,000,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

\*Unfunded projects in future years will require adjustments in rates and changes, or savings in prior year projects.

\*\* The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

**GENERAL GOVERNMENT FACILITIES**

90000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>PUBLIC SAFETY SERVICES</u></b>							
71057	<b>Facilities Administration Master Plan</b>					80,000	d Master plan for relocation of Fire Administration headquarters. (General Government Services Fund)
71096	<b>Clovis Explorers/Youth Leadership Facility Improvements</b>			5,000	75,000		d c Building improvements for the Clovis PD Explorer/Youth Leadership facility. (General Government Services Fund)
71075	<b>Fire Station 2 Minnewawa, S/O Shaw Rebuild Fire Station</b>					500,000 4,000,000 50,000	d c s Demolish and rebuild or refurbish fire station to meet new construction standards. (General Government Services Fund)
71077	Repair Drive Approach and Parking Area	5,000					d c Repair concrete drive approach and adjacent asphalt in street and replace asphalt driveway w/ concrete. (General Government Services Fund)
71076	<b>Fire Station 3 Herndon and Villa Remodel</b>				20,000		d c Remodel needed for ongoing maintenance and the health and safety of occupants. (General Government Services Fund)
	Fencing and Camera System		15,000				d c Construct a wall, fencing, and entry gate along with a camera monitoring system. (General Government Services Fund)
71071	Emergency Alerting System	30,000					c Install new soft tone emergency alert system. (General Government Services Fund)

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## GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
	<b>Fire Station 4 Armstrong and Gettysburg Remodel</b>				10,000 d 190,000 c		Remodel needed for ongoing maintenance and the health and safety of occupants. (General Government Services Fund)
71078	Emergency Alerting System	30,000 c					Install new soft tone emergency alert system. (General Government Services Fund)
71435	<b>Fire Station 6 Southeast Area Leonard/Loma Vista</b>		450,000 d	4,000,000 c 100,000 f			Design and construction of a new fire station in the southeast area. (Developer Fees)
71440	<b>Fire Station 7 Northwest Area</b>					350,000 a 500,000 d 4,500,000 c 100,000 f	Design and construction of a new fire station in the northwest area. Adjacent to a major street. (General Government Services Fund)
	<b>Fire / Police Training Site</b>						
71029	<b>Door &amp; HVAC Replacement</b>	30,000 c	35,000 c				Replace existing roll up doors and replace existing HVAC unit. (General Government Services Fund)
71434	<b>Phase 2 Continued site improvements, training props and Flood Control fees</b>		150,000 d	2,000,000 c			Continue design and civil improvements for multi-discipline training facility. Includes confined space and trench rescue props, driving course, tower, and pump test pit, security cameras and fiber optics. Construct Fire Logistics Center. (General Government Services Fund)

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## GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
	<b>Phase 3</b> Administration offices, classroom, and training props				100,000 d 3,900,000 c		Construct classrooms, offices, and burn building phased over multiple years. (General Government Services Fund)
	<b>Police/Fire Headquarters</b>						
71437	Security Fencing					5,000 d 55,000 c	Install 2 feet (additional height) of wrought iron fencing to existing police and fire administration yard for security purposes. (General Government Services Fund)
	<b>Shooting Range</b>						
71380	Locate Site					10,000 d 250,000 a	Conduct a feasibility study for a shooting range and acquire land. (General Government Services Fund)
	Site Development					175,000 d	Develop site for shooting range.
	Phase I					1,150,000 c	Phase I: pistol range, Phase II: Civil
	Phase II					2,900,000 c	improvements, shotgun and rifle ranges. (General Government Services Fund)
	<b><u>Villa Yard Reorganization</u></b>						
	<b>Police Storage Facilities</b>					120,000 d 1,200,000 c	Design and construction of facilities for impounding and storage of evidence including an area for the Community Service Work Program. (General Government Services Fund)

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## GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>PUBLIC SERVICES AND UTILITIES</u></b>							
71535	Winery Property Demolition			1,200,000 c			Demolish all buildings on site with exception to front annex building and Clovis Recreation. (General Government Services Fund)
71359	Civic Center Expansion			200,000 a	200,000 a	800,000 a	Acquisition of County facility for office expansion. (General Government Services Fund)
71232	Civic Center Hydronic Waterline Replacement	10,000 d 70,000 c					Replace hot and cold underground supply returns from PDS building to Council Chambers and Library (General Government Services Fund)
<b>Civic Center Plaza</b>							
71361	Landscape/Irrigation Replacement Phase Approach	10,000 d 75,000 c	10,000 d 75,000 c	10,000 d 75,000 c	10,000 d 75,000 c		Develop master plan, design and install replacement irrigation and landscaping for the Civic Center including the Courthouse, Senior Center, PDS, City Hall and Library. (General Government Services Fund)
71362	Bollard Replacement Phase Approach		5,000 d 40,000 c	5,000 d 40,000 c	5,000 d 40,000 c		Remove/replace all existing pedestrian light bollards w/higher density & efficiency for night security. (General Government Services Fund)
71392	ADA Improvements Phase Approach	10,000 d 50,000 c	Address ADA compliancy standards in the Civic Center campus. (General Government Services Fund)				

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**GENERAL GOVERNMENT FACILITIES**

90000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
71363	Tree Planter Rehabilitation Parking Lot				5,000 d 70,000 c		Rehabilitate parking lot tree planters between the library and I.S. building. (General Government Services Fund)
	<b>Corporation Yard</b> Parking Improvement					1,300,000 a 150,000 d	Improvements to Public Utilities parking facilities. (Sewer, Water, and Refuse Fund)
71417	Yard lighting, safety and security	70,000 c					Improve the lighting for the transit bus area for safety and security purposes. (Proposition 1B funded)
71397	<b>ADA Master Planning</b>	50,000 c	50,000 c	50,000 c	50,000 c	50,000 c	Continue ADA Master Plan compliance and upgrades. (General Government Services Fund)
	<b>Senior Center</b> Parking Lot		5,000 d 45,000 c				Repair Senior Center parking lot area including asphalt, curb, sidewalk and irrigation/landscaping. (General Government Services Fund)
	<b>Transit Station</b> Tenant Improvements on New Facility	32,000 d 1,050,000 c					Tenant Improvements on existing facility to be acquired for New Transit Station. (Prop 1B Funding)

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**GENERAL GOVERNMENT FACILITIES**

90000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>Park Maintenance</u></b>							
<b>Sierra Bicentennial Park Sunnyside and Sierra</b>							
75031	Accessibility Improvements		5,000 d 70,000 c				ADA Master Plan Improvements. (Contingent on CDBG Grant)
	Play Field Improvements					35,000 d 250,000 c	Remove and replace existing infield soil with suitable material for maintenance and use. Install drainage for field area. (General Government Services Fund)
75030	Play Field and Lighting					30,000 d 750,000 c	Construct a baseball/soccer field and install sports lighting. (Contingent upon a future grant and General Government Services Fund)
	Parking Lot Lighting					8,000 d 30,000 c	Install additional lights to improve security. (Contingent upon a future grant and General Government Services Fund)
	Stadium Lighting					4,000 d 40,000 c	Install additional lighting to existing poles to increase visibility on the playing field. (General Government Services Fund)
<b>Letterman Park W/S of Villa, S/O Bullard</b>							
71413	Wrought Iron Fence (West)				15,000 d 135,000 c		Construct a fence on west side of park bordering canal. (General Government Services Fund)

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## GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
	<b>Letterman Park</b>		15,000				Replace existing irrigation system to minimize future maintenance costs. (General Government Services Fund)
	Irrigation System Replacement		50,000				
	<b>Deauville Park</b>						Replace existing play surface with poured-in-place surfacing material. (LMD Funded)
	Temperance/Shepherd Surfacing Improvements		2,500				
	<b>Kiwanis Park Tenth and DeWitt</b>						Remove and replace irrigation system and install security lighting. (Community Donations)
75540	Irrigation and Lighting					5,000 35,000	
	<b>Temperance/Gettysburg</b>						Remove and replace existing landscape and irrigation of greenbelt. (General Government Services Fund)
	Northwest Corner-Greenbelt					15,000 125,000	
	<b><u>Fiber Optics/Communications</u></b>						
71408	Citywide Public Safety Fiber Optics System			5,000		10,000	Installation of fiber and hubs for Public Safety connection throughout the City. (General Government Services Fund)
				50,000		100,000	

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**GENERAL GOVERNMENT FACILITIES**

90000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
71450	Miscellaneous Fiber Optic Installation	40,000	c				Miscellaneous fiber optic repair and installation. (General Government Services Fund)
71401	Fiber Security	40,000	c				Installation of security devices to the City's fiber optic vaults to protect the system from theft and vandalism. (General Government Services Fund)
	Fire station No.2 to Letterman Park Water Tower					15,000 d 86,000 c	Upgrade existing limitation of fiber system for camera's and City network. (General Government Services Fund)
71422	Trailhead Terminus Sunnyside and Shepherd		15,000 d 65,000 c				Installation of fiber optics to the proposed trailhead terminus for public safety. Future service for the Northwest area. (General Government Services Fund)
71399	Lind Yard Connection			2,000 d 15,000 c			Install fiber optic connection to the Lind Yard/Pelco for security purposes. (General Government Services Fund)
	Shaw Avenue - Clovis to Fowler Clovis Avenue - Shaw to Fourth					19,000 d 183,000 c	Current system is limited due to all lines being used, a link is needed to Sierra Vista Mall Camera's for public safety. (General Government Services Fund)
<b>TOTAL- GENERAL GOVERNMENT FACILITIES</b>		<b><u>1,657,000</u></b>	<b><u>1,270,000</u></b>	<b><u>7,892,000</u></b>	<b><u>5,035,000</u></b>	<b><u>20,045,000</u></b>	

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**SEWER CAPITAL PROJECTS - ENTERPRISE FUND**

91000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>PREVENTATIVE MAINTENANCE</u></b>							
<b><u>STREET LOCATIONS</u></b>							
72582	<b>Paula Avenue</b> Gettysburg to 530 feet south	83,000 c					Replace 6 inch VCP sewer with 8 inch PVC and modify MH 30-38 and 31-2.
<b>TOTAL - SEWER CAPITAL PROJECTS - ENTERPRISE</b>		<b>83,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

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**SEWER CAPITAL PROJECTS - DEVELOPER**

92000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>EXTENSIONS</u></b>							
72010	Miscellaneous Extensions	50,000 c	Install sewer mains and laterals at various locations.				
<b><u>MASTER PLANNING</u></b>							
73200	Wastewater Collection System Master Plan	25,000 d	Master planning for the conveyance of wastewater and required facilities for new General Plan update. (Development Fees)				
<b><u>SEWAGE TREATMENT - WATER REUSE FACILITY</u></b>							
<b>Sewage Treatment - Water Reuse Facility</b>							
	Phase 2					1,500,000 d 22,000,000 c	Increase plant capacity from 2.84 MGD to 5.68 MGD.
	Phase 3					2,500,000 d 32,500,000 c	Increase plant capacity from 5.68 MGD to 8.34 MGD.
<b>Clovis Sewage Treatment - Water Reuse Facility - Offsite Improvements</b>							
73205	Shepherd Pump Station W/Force Main, DeWolf Sewer					1,000,000 d 14,500,000 c	Needed to serve the Northwest area.

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**SEWER CAPITAL PROJECTS - DEVELOPER**

92000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>RECYCLED WATER SYSTEM IMPROVEMENTS</u></b>							
	<b>Pump Station No. 1</b> Phase 2					100,000 d 700,000 c	Construct pump station at ST-WRF. Upgrade plant capacity. (Development Fees)
73320	<b>Pump Station No. 2</b> Temperance/Sierra					1,500,000 d 8,500,000 c	Construct pump station at Temperance and Sierra Avenues. (Development Fees)
73225	<b>Pump Station No. 3</b> DeWolf/Owens Mountain		40,000 d 285,000 c				Construct pump station at DeWolf Avenue and Owens Mountain Parkway. (Pending Grant Funding)
<b>Recycled Water Mains</b>							
73370	Sierra Avenue Temperance to Peach					3,000,000 d 18,500,000 c	Install recycled water transmission main in Sierra Avenue. (Development Fees)
73380	Nees/DeWolf/Teague Pipelines		210,000 d 1,350,000 c			24,000 d 1,300,000 c	Install recycled water distribution mains to supply recycled water to northeast area. (Pending Grant Funding)
73360	Temperance Avenue Nees to Big Dry Creek Diversion Channel		1,000,000 a				Acquire right of way or easements to discharge recycled water to the Dry Creek Diversion Channel.
	Ashlan Avenue DeWolf to Leonard		30,000 d 200,000 c				Complete missing section of distribution main. (Pending Grant Funding)

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**SEWER CAPITAL PROJECTS - DEVELOPER**

92000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>SEWER SYSTEM IMPROVEMENTS</u></b>							
	<b>Wastewater Pump Station</b> Herndon/Clovis					100,000 d 266,000 c	Partial construction of pump station and related connection to sewer main. (Development Fees)
<b><u>SEWER MAINS</u></b>							
73400	<b>Alluvial Avenue</b> Ash to Armstrong	5,000 d 105,000 c					Install new 8 inch PVC main in conjunction with federally funded street project. (Development Fees)
	<b>Nees Avenue</b> Dry Creek to Sunnyside		20,000 d 150,000 c				Install new 8 inch PVC main with wyes to serve properties on the south side of Nees.
	<b>Heritage Avenue</b> E/O Temperance					15,000 d 180,000 c	Install new 8 inch PVC sewer main and services. (Reimbursement from property owners)
	<b>Enterprise Avenue</b> W/O Locan					15,000 d 180,000 c	Install new 8 inch PVC sewer main and services. (Reimbursement from property owners)
<b><u>DEBT SERVICES</u></b>							
67201	<b>Bond Handling Charges</b>	26,300	50,000	50,000	50,000	50,000	Handling Charges.
<b><u>2007 Sewer Revenue Bond</u></b>							
67735	<b>Principal</b>	1,340,000	1,390,000	1,480,000	1,535,000	59,620,000	Debt Service Principal.
67835	<b>Interest</b>	3,030,000	2,945,000	2,875,000	2,805,000	34,123,000	Debt Service Interest.

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**SEWER CAPITAL PROJECTS - DEVELOPER**

92000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>2005 Wastewater Revenue Bond</u></b>							
67731	Principal	75,000	75,000	75,000	85,000	24,725,000	Debt Service Principal.
67831	Interest	1,258,000	1,256,000	1,252,000	1,249,000	16,910,000	Debt Service Interest.
<b><u>2013 Wastewater Revenue Bonds</u></b>							
67750	Principal	455,000	465,000	480,000	495,000	10,605,000	Debt Service Principal.
67850	Interest	566,000	557,000	542,000	523,000	3,661,000	Debt Service Interest.
<b>TOTAL - SEWER CAPITAL PROJECTS - DEVELOPER</b>		<b><u>6,935,300</u></b>	<b><u>10,098,000</u></b>	<b><u>6,829,000</u></b>	<b><u>6,817,000</u></b>	<b><u>258,149,000</u></b>	

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## PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
75600	<b>Park Property Acquisition</b>	1,000,000 a	1,000,000 a	1,000,000 a	1,000,000 a	1,000,000 a	Acquire property for the future development of City park sites and trails.
75010	<b>Parks Master Plans</b>	25,000 d					Complete development and update of Master Plans for City of Clovis park sites.
75015	<b>Misc. Park Improvements</b>	100,000 c	100,000 c	100,000 c	100,000 c	100,000 c	City participation in miscellaneous projects and miscellaneous unforeseen expenses that are development related.
<b><u>COMMUNITY PARKS (15 acres or greater)</u></b>							
	<b>Sierra Bicentennial Park Sunnyside and Sierra Sports Field Area Modifications</b>					25,000 d 160,000 c	Modification and improvement of existing sports field per Master Plan.
	<b>Sierra and Temperance Parking Lot, Security Lighting, Landscaping, Irrigation</b>					60,000 d 750,000 c	Continued site grading and installation of turf, trees, irrigation, security lighting and parking lot. (Contingent upon Grant Funding, Prior Year's Savings and Community Contributions)
	Classroom Facilities					233,000 d 1,784,000 c	Construct building for classroom facilities. (Contingent upon Grant Funding, Prior Year's Savings and Community
	Amphitheater					31,000 d 144,000 c	Construct amphitheater. (Contingent upon Grant Funding, Prior Year's Savings and FMFCD Participation)
75081	Restroom	10,000 d 165,000 c					Construct public restroom.
75046	Maintenance	40,000 c					Park landscape & irrigation maintenance.

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**PARK IMPROVEMENTS**

93000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b>Regional Park Northeast area</b>							
75065	Master Plan	25,000					Continue development of master plan for a City of Clovis regional park site.
	Sports Complex Located within Regional Park					65,000 1,250,000 1,000,000	d Develop facilities, including lighting, for a soccer fields and baseball diamonds. c
<b><u>BASIN PARKS</u></b>							
<b>Basin 1E Ashlan and Gould Canal</b>							
75122	Landscaping and Play Fields			40,000 450,000			d c Construction of baseball and soccer facilities, irrigation, trees, and turf. (Prior Year's Savings and FMFCD Participation)
75123	Recreation Facilities					17,000 114,000	d Install recreation fields, parking lot ramps. c (Prior Year's Savings and FMFCD)
75124	Restroom			15,000 125,000			d c Construct restroom. (Contingent upon Grant Funding and Prior Year's Savings)
75125	Field "Sports" Lighting					25,000 208,000	d Construct sports lighting. c (Contingent upon Grant Funding and Prior Year's Savings)
<b><u>TRAILS</u></b>							
75145	<b>Pedestrian/Trails</b> Update Master Plan	45,000					d Update master plan for pedestrian trails. (Measure C Funded)

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**PARK IMPROVEMENTS**

93000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
	<b>Clovis Old Town Trail</b>						
71415	Restroom		15,000 d 150,000 c				Construct a handicap unisex restroom adjacent to Fire Station 3 for trail users to alleviate use of Station restrooms. (Contingent on a Clovis Community Foundation Grant and Development Fees)
	<b>Dry Creek Trail</b>						
	Willow to Old Town Trail					83,000 d 455,000 a 828,000 c	d Complete unfinished portion of trail. a (Contingent upon Grant Funding and Prior c Year's Savings)
	<b>Gould Canal Trail</b>						
75580	Fowler to DeWolf					250,000 a	a Purchase property for the future development of the Gould Canal Trail.
	<b>TOTAL - PARKS</b>	<u>1,410,000</u>	<u>1,265,000</u>	<u>1,730,000</u>	<u>1,100,000</u>	<u>8,582,000</u>	

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>REIMBURSEMENTS</u></b>							
74010	Misc. Street Widening	250,000 c	City participation in miscellaneous projects and provisions for miscellaneous unforeseen expenses. (Proposition 111 and Proposition 42 Funded)				
<b><u>SURVEYS</u></b>							
74128	Fiber Optic Plats	25,000					Maintain plats of fiber optics and conduit of City owned services. Validate current system for maintenance purposes. (Proposition 111 Funded)
<b><u>PREVENTATIVE MAINTENANCE</u></b>							
74020	Slurry Seals and Pavement Rejuvenation	40,000 d 400,000 c	40,000 d 410,000 c	40,000 d 420,000 c	40,000 d 430,000 c	40,000 d 440,000 c	Asphalt/sand slurry sealing and pavement rejuvenation of various City streets. Locations prioritized on a yearly basis using Pavement Management System. (Measure C Funded)
<b><u>BRIDGE AND STREAM CROSSINGS</u></b>							
74529	Leonard/Enterprise Canal	250,000 a		1,000,000 c			Replace and widen bridge section at Leonard and Enterprise Canal. (HBRR Grant Funded)
	Dry Creek/Barstow Bridge					15,000 d 35,000 a	Reconstruction of the bridge. (Street Fee Reimbursement)
74559	Bridge Maintenance Plan	40,000 d					Establish Plan for Bridge Maintenance. (HBRR Grant Funded)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>RESEARCH AND TECHNOLOGY PARK</u></b>							
	<b>Phase 2 Alluvial, E/O Armstrong</b>					372,000 25,000 3,082,000	a Westerly extension of Phase 1 d improvements along Alluvial Avenue, c including Armstrong Avenue. (Street Fee Reimbursement)
<b><u>PEDESTRIAN / BICYCLE FACILITIES</u></b>							
74110	<b>Bicycle and Pedestrian Facilities</b>	55,000 c	c Construct pedestrian and bicycle facilities at various locations. (LTF Article 3)				
74210	<b>Misc. Concrete Improvements</b>	10,000 d 100,000 c	d Curb, gutter, sidewalk improvements and c repairs at various locations. Includes ADA compliance. (Proposition 111 Funded)				
74214	<b>Sidewalk Improvements Shaw - Temperance to Sunnyside</b>	25,000 d 275,000 c					Sidewalk Improvements to in-fill areas along Shaw Avenue. (CMAQ Grant Funded)
74211	<b>ADA Survey</b>	50,000 d	d Citywide survey of City facilities located within the City's public right-of-way. (Proposition 111 Funded)				
74886	<b>Misc. Wheelchair Ramps Various Locations</b>	390,000 c	300,000 c	300,000 c	300,000 c	300,000 c	c Install wheelchair accessible (ADA) ramps at various locations. (CDBG & Measure C ADA Funding)
74016	<b>ADA Transit Various Locations</b>		15,000 d 95,000 c		15,000 d 95,000 c		Improve existing Bus Stop locations to meet ADA compliance. (LTF & Measure C Flexible Funded)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
74216	<b>Peach Avenue Sidewalk</b> Herndon to Stuart	25,000 d			25,000 d 450,000 c		Construct sidewalk access on Peach Avenue from Herndon to Stuart. (Contingent on SR2S Funding)
	<b>Santa Ana Sidewalk Repair</b> Peach to Villa		15,000 d 75,000 c				Replace sidewalk for ADA compliance and accessibility concerns. (Contingent on CDBG funding)
	<b>Villa Avenue Sidewalk Repair</b> Gettysburg to Santa Ana			20,000 d 90,000 c			Replace sidewalk for ADA compliance and accessibility concerns. (Contingent on CDBG funding)
<b><u>LANDSCAPING IMPROVEMENTS</u></b>							
74023	<b>LMD Landscape Improvements</b> Sunnyside - Fwy 168 to Alluvial Alluvial - Clovis to Sunnyside					5,000 d 75,000 c	Modify soil and re-landscape to improve the current median and outside travel lane areas. (LMD Funded)
74866	<b>Landscape Maintenance District - Area 2</b> Fowler Landscaping Gettysburg to Ashlan					19,000 d 188,000 c	Evaluate existing landscaping, design and install new landscaping and irrigation. (General Government Services Fund and LMD Reserves)
74024	<b>Shaw Avenue Improvements</b> Willow - Clovis					25,000 d 115,000 c	Modify soil and re-landscape to improve the current median and outside travel lane areas. (LMD Funded)
74564	<b>LMD - Benefit Zone 1 &amp; 3</b> Clovis Center Median Sierra to Herndon					5,000 d 75,000 c	Remove and replace existing landscape and irrigation. (LMD Reserves)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>TRAFFIC SIGNALS</u></b>							
<b><u>Communication Systems</u></b>							
74217	<b>Shaw Avenue Synchronization</b> Willow to Temperance	900,000					Install fiber optic cabling, controllers and operating system for signal coordination. (CMAQ Grant Funded)
74407	<b>Temperance Avenue</b> Shaw to Herndon	400,000					Install fiber optic cabling for signal coordination. Coordinate with street improvements. (CMAQ Grant Funded)
<b><u>Traffic Signal/Intersection Improvements</u></b>							
74525	<b>Ashlan/Armstrong</b> Traffic Signal	310,000					Install traffic signal. (CMAQ Grant Funded)
74534	<b>Clovis/Gettysburg</b> Traffic Signal	235,000					Signal modifications for left-turn phasing in all directions. (CMAQ Grant Funded)
74388	<b>Dewolf/Shaw</b> Traffic Signal	425,000					Install traffic signal and intersection improvements. (CMAQ Grant Funded)
74039	<b>Shaw/Locan</b> Traffic Signal	125,000					Install traffic signal and construct adjacent improvements. (Regional Measure Funded)
		495,000					
74547	<b>Shepherd/Minnewawa</b> Traffic Signal	200,000					Install traffic signal. (CMAQ Grant Funded)
			430,000				

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
74839	<b>Clovis/Seventh Street</b> Traffic Signal					59,000 500,000 430,000	d Install traffic signal and acquire right-of-a way. c (Contingent upon Funding)
74393	<b>Shaw/Sunnyside</b> Traffic Signal	30,000		140,000			Signal modifications to improve traffic flow and congestion. (CMAQ Grant Funded)
74389	<b>Shepherd/Temperance</b> Traffic Signal	375,000					Install traffic signal. (CMAQ and Measure Funded)
74391	<b>Shaw/Cole</b> Traffic Signal	20,000					Modify traffic signals and left turn lane. (HSIP Grant Funded)
74392	<b>Fowler/Shepherd</b> Traffic Signal						Install traffic signal. (HSIP Grant Funded)
	<b>Peach/Herndon Quad Intersection</b>					250,000	c Completion of improvements to facilitate the quadrant intersection design and operation.
	<b>Willow/Herndon Quad Intersection</b>					750,000	c Completion of improvements to facilitate the quadrant intersection design and operation.
<b><u>RECONSTRUCTION AND WIDENING PROJECTS</u></b>							
74215	<b>Miscellaneous Repairs</b>	75,000	75,000	75,000	75,000	75,000	c Perform miscellaneous repairs at various locations. (Proposition 42 and 111 Funded)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
74727	<b>Fowler/Shepherd</b> Intersection Improvements Phase 3 Phase 4	625,000 c	725,000 c				Improve trail west of Fowler (Phase 1), widen culvert at intersection (Phase 2), build ultimate intersection (Phase 3), and widen travel lanes (Phase 4). (Developer Funded)
<b><u>Alley Improvements</u></b>							
74639	<b>San Jose/Beverly</b> Minnewawa to Harvard	15,000 d 85,000 c					Alley reconstruction. (CDBG funded)
	<b>Beverly &amp; Dennis</b> Cherry to Harvard		15,000 d 70,000 c				Alley reconstruction. (Contingent on CDBG funding)
	<b>Santa Ana Alley</b> East of Peach			10,000 d 75,000 c			Alley reconstruction. (Contingent on CDBG funding)
<b><u>Armstrong Avenue Improvements</u></b>							
	<b>Ashlan to Gould Canal</b>					13,000 d 125,000 c	Overlay street. (Contingent upon Funding)
	<b>Shaw to Barstow</b>					22,000 d 243,000 c	Overlay street. (Contingent upon Funding)
	<b>Barstow to Bullard</b>					50,000 d 500,000 c	Reconstruct street. (Contingent upon Funding)
	<b>Polson to Sierra</b>				22,000 108,000		d Reconstruct street. c (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
	Tollhouse to Herndon			13,000 d 125,000 c			Overlay street. (Contingent upon Funding)
	Herndon to Alluvial				45,000 415,000		d Reconstruct/overlay street. c (Contingent upon Funding)
	Alluvial to Nees			30,000 d 300,000 c			Overlay street. (Contingent upon Funding)
	<b><u>Ashlan Avenue Improvements</u></b>						
74554	Willow to Peach					35,000 d 375,000 c	Overlay street. (Contingent upon Funding)
	Temperance to Locan					43,000 d 425,000 c	Overlay street. (Contingent upon Funding)
	<b><u>Barstow Avenue Improvements</u></b>						
	Minnewawa to Harvard				13,000 d 125,000 c		Overlay street. (Contingent upon Funding)
	Helm Canal E/O Peach					86,000 d 440,000 c	Remove constriction at the Dry Creek crossing and the hump at the Helm Canal crossing. Coordinate with sewer project. (Contingent upon Funding)
	Locan to Redington					25,000 d 125,000 c	Street widening. (Contingent upon FMFCD Funding)
	<b><u>Bullard Avenue Improvements</u></b>						
	Armstrong to Temperance				15,000 d 150,000 c		Overlay street. (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
	Villa to Minnewawa					33,000	d Overlay street.
						325,000	c (Contingent upon Funding)
	<u>Clovis Avenue Improvements</u>						
74507	Shaw to Pico	475,000					Reconstruct/overlay street. (RSTP Grant Funded)
	Nees to El Paso			18,000			Overlay street.
				165,000			(Contingent upon Funding)
	<u>Escalon Avenue Improvements</u>						
	E/O Tollhouse					10,000	d Overlay street.
						87,000	c (Contingent upon Funding)
	<u>Fifth Street Improvements</u>						
	Woodworth to Clovis					15,000	d Overlay street.
						120,000	c (Contingent upon Funding)
	<u>Fowler Avenue Improvements</u>						
74055	Shaw to Gettysburg	400,000					Reconstruct/overlay street. (RSTP Grant Funded)
74056	Herndon to Fwy 168	340,000					Reconstruct/overlay street. (RSTP Grant Funded)
	Herndon to Tollhouse			45,000			Reconstruct/overlay street.
					590,000		(RSTP Grant Funded)
74042	Alluvial to El Paso					15,000	d Overlay street.
						120,000	c (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
	Vartikian to Escalon				21,000 d 77,000 c		Overlay street. (Contingent upon Funding)
	Barstow to Shaw			35,000 d 350,000 c			Overlay street. (Measure C Funded)
74927	Gettysburg to Ashlan	55,000 d 515,000 c					Overlay street. (Measure C and Proposition 111 Funded)
<b><u>Gettysburg Avenue Improvements</u></b>							
	Temperance to Armstrong					18,000 d 196,000 c	Overlay street. (Contingent upon Funding)
	Sierra Vista Pkwy to Clovis					30,000 d 290,000 c	Overlay street. Joint project with Fresno County. (Contingent upon Funding)
<b><u>Herndon Avenue Improvements</u></b>							
	Fowler to Tollhouse				25,000 d 295,000 c		Thick overlay. (Contingent upon Funding)
	Temperance to DeWolf					1,250,000 d 4,000,000 a 12,000,000 c	Widen, install dual lefts, traffic signal, sidewalk and other improvements. (Regional Measure C Funded)
<b><u>Holland Avenue Improvements</u></b>							
	Winery to Willow and National Avenue Winery to Willow					24,000 d 147,000 c	Overlay streets. (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>Locan Avenue Improvements</u></b>							
	<b>Bullard to Browning</b>				15,000 d		Thick overlay.
					109,000 c		(Contingent upon Funding)
	<b>Robinwood to Barstow</b>				10,000 d		Thin overlay.
					63,000 c		(Contingent upon Funding)
74872	<b>Gettysburg to Alamos</b>					25,000 d	Overlay street.
						200,000 c	(Contingent upon Funding)
74873	<b>Gettysburg to Richert</b>					25,000 d	Thin overlay.
						187,000 c	(Contingent upon Funding)
	<b>Barstow to San Jose</b>					25,000 d	Street widening.
						225,000 c	(Contingent upon FMFCD Funding)
<b><u>Minnewawa Avenue Improvements</u></b>							
	<b>Alluvial to Villa Diagonal</b>					15,000 d	Thin overlay.
						119,000 c	(Contingent upon Funding)
	<b>S/O Herndon</b>				8,000 d		Reconstruct street.
					42,000 c		(Contingent upon Funding)
	<b>Powers to Teague</b>		15,000 d				Thick overlay.
			120,000 c				(Contingent upon Funding)
	<b>Nees to Teague</b>				40,000 d		Overlay street.
					365,000 c		(Contingent upon Funding)
	<b>Barstow to Bullard</b>					35,000 d	Thin overlay.
						275,000 c	(Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>Nees Avenue Improvements</u></b>							
	Magnolia to Temperance				15,000 d		Thin overlay.
					120,000 c		(Contingent upon Funding)
<b><u>Peach Avenue Improvements</u></b>							
	Vartikian to Polson			15,000 d			Street reconstruction and widening.
					212,000 c		(RSTP Grant Funded)
	HWY 168 to Sierra				50,000 d		Street reconstruction and widening, curb
					409,000 c		and gutter, wheelchair ramp, and paving.
							(Street Fee Reimbursement)
	Shepherd to Powers		10,000 d				Thin overlay.
			95,000 c				(Contingent upon Funding)
	Powers to Teague		13,000 d				Thin overlay.
			116,000 c				(Contingent upon Funding)
74729	Ashlan to Dakota				18,000 d		Overlay east side of street.
					175,000 c		(Contingent upon Funding)
<b><u>Pollasky Avenue Improvements</u></b>							
	Third to Sierra					19,000 d	Overlay street. Coordinate with water
						161,000 c	main construction.
							(Contingent upon Funding)
<b><u>Railroad Avenue Improvements</u></b>							
74934	Hoblitt to Barstow	15,000 d					Reconstruct Street.
		85,000 c					(Proposition 42 and 111 Funded)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>Shaw Avenue Improvements</u></b>							
74924	Clovis to Sunnyside	750,000					Reconstruct/overlay street. (RSTP Grant Funded)
	Sunnyside to Fowler			70,000			Overlay street. (Contingent upon Funding)
				675,000			
74844	Armstrong to Temperance					55,000	d Thick overlay.
						585,000	c (Measure C Funded)
	Temperance to Carson					25,000	d Thin overlay.
						225,000	c (Contingent upon Funding)
	Carson to Locan					35,000	d Overlay and pulverize-in-place.
						350,000	c (Contingent upon Funding)
74049	Locan to DeWolf	1,750,000					Construct 6-lane divided expressway, traffic signal, curb and gutter, and other improvements. (Regional Measure C Funded)
74057	DeWolf to McCall	2,050,000					Construct 6-lane divided expressway, traffic signal, curb and gutter, and other improvements. (Regional Measure C Funded)
			7,425,000				
<b><u>Sierra Avenue Improvements</u></b>							
	Villa to Clovis				30,000		Thin overlay.
					342,000		(Contingent upon Funding)
<b><u>Sunnyside Avenue Improvements</u></b>							
	Highway 168 to Alluvial					15,000	d Reconstruct street.
						159,000	c (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
	Bullard to Jefferson				18,000 d 232,000 c		Thick overlay. (Contingent upon Funding)
	<u>Temperance Avenue Improvements</u>						
	Barstow to Shaw				55,000 d 525,000 c		Overlay street. (Contingent upon Funding)
	Bullard to Barstow		48,000 d 475,000 c				Overlay street. (Contingent upon Funding)
74581	Frontage Road south of Sierra	20,000 d 80,000 c					Construct Temperance Frontage Road fronting City property. (Measure C Funds)
	<u>Third Street Improvements</u>						
74286	Hughes to Tollhouse					25,000 d 400,000 c	Replace curb & gutter. Coordinate with installation of water main. (Highway 168 Relinquishment Funds)
	<u>Tollhouse Improvements</u>						
	Herndon to Temperance					13,000 d 138,000 c	Thick overlay. (Contingent upon Funding)
	<u>Villa Avenue Improvements</u>						
	Bullard to Barstow					25,000 d 245,000 c	Thin overlay. (Contingent upon Funding)
	Herndon to Minnewawa					15,000 d 143,000 c	Thin overlay. (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
	<b>Shaw to Barstow</b>			40,000 d 390,000 c			Reconstruct/overlay street. (Measure C Funds)
	<b>Gettysburg to Swift</b>					18,000 d 145,000 c	Reconstruct street. (Contingent upon Funding)
	<b><u>Willow Avenue Improvements</u></b>						
74058	<b>Safety Wall Abutment</b> At Clovis Old Town Trail	15,000 d 105,000 c					Construct concrete wall abutment at grade separated crossing. (HSIP Grant Funded)
	<b>Sierra to Herndon</b>					28,000 d 267,000 c	Thin overlay. (Contingent upon Funding)
74051	<b>North of Alluvial</b>	525,000 c					Complete outside travel lane north of Alluvial. (CMAQ and Regional Measure C Funded)
	<b>Shepherd to Copper</b>		625,000 d 1,500,000 a		4,100,000 c		Construct additional northbound lanes, traffic signal, and other improvements. (Regional Measure C Funded)
	<b><u>Local Streets</u></b>						
74995	<b>Local Street Improvements</b> Various Streets Cape Seal Program Rehabilitation Program	50,000 d 1,250,000 c	50,000 d 1,250,000 c	50,000 d 1,250,000 c	50,000 d 1,250,000 c	50,000 d 1,250,000 c	Overlay various streets in local neighborhoods as programmed through the Pavement Management System (PMS) - per separate document.
	<b>TOTAL - STREET IMPROVEMENTS</b>	<b>15,240,000</b>	<b>14,612,000</b>	<b>10,166,000</b>	<b>7,949,000</b>	<b>34,054,000</b>	

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**WATER CAPITAL PROJECTS - ENTERPRISE FUND**

96000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
76010	<b>Various Water Main Replacement</b>	25,000	25,000	25,000	25,000	25,000	Replace water mains within the City that need to be upsized, relocated, or replaced.
	<b><u>WATER MAINS</u></b>						
76508	<b>Third Street</b> Sunnyside to Pollasky				45,000 d 450,000 c 50,000 a		Install 18 inch main in accordance with the Water Master Plan.
	<b>Sierra Avenue</b> DeWitt to SR168			20,000 d 140,000 c			Replace 12 inch main in the current alignment.
	<b>Hughes/Osmun Alley</b> south of Fourth Street		10,000 d 50,000 c				Replace existing 4 and 6 inch mains in the current alignment.
	<b><u>SURFACE WATER SUPPLY</u></b>						
	<b>Rotary Park</b> Pump, Motor, Electrical and Piping					25,000 d 225,000 c	Install pump, motor, electrical facilities and purple piping to provide surface water for park irrigation from Dry Creek.
76615	<b>Railroad Park (Peach/Alluvial)</b> Pump, Motor, Electrical and Piping					30,000 d 350,000 c	Extend purple piping from Cottonwood to Peach/Alluvial Park.
	<b>Cottonwood Park &amp; Dry Creek Trail</b> Pump, Motor, Electrical and Piping					25,000 d 225,000 c	Install pump, motor, electrical facilities and purple piping to provide surface water for irrigation from Basin 7C at Alluvial and Clovis Avenues.

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**WATER CAPITAL PROJECTS - ENTERPRISE FUND**

96000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>WELL SITE IMPROVEMENTS</u></b>							
77572	<b>Well 14 - Peach N/O Sierra</b>	45,000					Install GAC facilities. (DBCP Settlement Fund)
	GAC	550,000					
<b><u>WELL REPLACEMENT</u></b>							
77650	<b>Well 6 Replacement</b>						Acquire property, drill and develop well.
	<b>Willow/Barstow Avenues</b>						
	Drill and Develop	25,000					Install pump and motor.
		25,000					
		400,000					
	Pump and Motor		25,000				Install pump and motor.
			300,000				
	Chlorination Facilities		13,500				Install chlorination facilities.
			60,000				
	<b>Various Well Replacement</b>			45,000		45,000	Replacement of various wells within the City to maintain water production.
				730,000		730,000	
	<b>TOTAL - WATER CAPITAL PROJECTS - ENTERPRISE</b>	<b>1,070,000</b>	<b>483,500</b>	<b>960,000</b>	<b>570,000</b>	<b>1,680,000</b>	

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**WATER CAPITAL PROJECTS - DEVELOPER**

97000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>EXTENSIONS</u></b>							
76010	Miscellaneous Extensions	50,000	50,000	50,000	50,000	50,000	Install water mains and services at various locations.
76184	Nees Tie-in Clovis to 500' East					50,000	c Connect existing 12 inch water main in Nees and install fire hydrant, check valve and air release valves.
<b><u>WATER STORAGE FACILITIES</u></b>							
<b>2013 Water Revenue Bond Debt Service</b>							
67729	Principal	1,630,000	1,685,000	1,755,000	1,825,000	23,460,000	Debt Service Principal.
67201	Bond Handling Charges	9,600	10,000	10,000	10,000	10,000	Handling Charges
67851	Interest & Handling Charges	1,389,000	1,324,000	1,257,000	1,186,000	6,638,000	Debt Service Interest.
	Water Storage Reservoir #2 Villa N/O Barstow					25,000	d Install a 500 GPM pump station to boost
						450,000	c water pressure during peak hour demands. Install 18 inch water main in Villa to Bullard Avenue per Water Master Plan.
77725	Water Development	500,000	500,000	500,000	500,000	1,000,000	c Secure water to serve areas within the City of Clovis General Plan.

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**WATER CAPITAL PROJECTS - DEVELOPER**

97000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>SURFACE WATER TREATMENT PLANT IMPROVEMENTS</u></b>							
77531	<b>SWTP Process Addition</b>			25,000 d	25,000 d	1,975,000 c	Add treatment process to alleviate taste and odor concerns based on pilot testing.
77538	<b>Nees Transmission Main</b> Locan to DeWolf	200,000 c	200,000 c				Install 24 inch main from Locan to Harlan Ranch. Reimbursement in accordance with the approved Reimbursable Agreement. Remaining reimbursement is \$400,000.
	<b>SWTP Expansion</b>					100,000 d 15,000,000 c	Expand capacity of plant from 22.5 MGD to 37.5 MGD. Project need established in the Urban Water Management Plan.
<b><u>WELL IMPROVEMENTS</u></b>							
77605	<b>Landscape Improvements</b> Well 29, 31, 36, 38, 42 and Reservoir 4					125,000 c	Install water service, backflow devices, irrigation valves and landscaping at Reservoir 4, Well 29, 31, 36, 38 and 42.
77587	<b>Well 34 - Teague/Willow</b> Auxiliary Power		10,000 d 85,000 c				Install auxiliary power.
77670	<b>Well 36 - Nees E/O Willow</b> Auxiliary Power					75,000 c	Install auxiliary power.
77600	<b>Well 35 - DeWitt/Santa Ana</b> Drill and Develop					7,500 d 125,000 c	Drill and develop well.
	<b>Pump and Motor</b>					15,000 d 285,000 c	Install pump and motor, water main and site improvements.

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**WATER CAPITAL PROJECTS - DEVELOPER**

97000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
	Chlorination					13,500 d	Install chlorination facilities.
						60,000 c	
	Auxiliary Power					15,400 d	Install auxiliary power.
						122,400 c	
77680	<b>Well 39 - Willow/Magill</b> Pump and Motor					15,000 d	Install pump and motor, water main and
						285,000 c	site improvements.
	Chlorination					13,500 d	Install chlorination facilities.
						60,000 c	
	<b>Southeast Area Well</b> Drill and Develop					7,500 d	Drill and develop well.
						125,000 c	
	Pump and Motor					15,000 d	Install pump and motor, water main and
						285,000 c	site improvements.
	Chlorination					13,500 d	Install chlorination facilities.
						60,000 c	
	<b>Well at Armstrong/Hwy 168</b> Drill and Develop					7,500 d	Drill and develop well.
						125,000 c	
	Pump and Motor					15,000 d	Install pump and motor, water main and
						285,000 c	site improvements.
	Chlorination Facilities					13,500 d	Install chlorination facilities.
						60,000 c	

a = acquisition, c = construction, d = design, f = development fees  
See glossary at the end of this section for an explanation of acronyms and abbreviations.

## WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b><u>WATER MAINS</u></b>							
77760	Water Intertie - South Leonard - Gettysburg to Gould Canal	50,000 d 1,000,000 c					Complete connection of a 16 inch water main that tie's into the City of Fresno's water system to increase the security and reliability of the water supply. (Funds Reimbursed by the City of Fresno)
77750	<b>Water Intertie - North</b> Willow - Shepherd to Behymer		25,000 d 950,000 c				Install a 24 inch water main and flow meter and tie into City of Fresno's water system to increase the security and reliability of the water supply.
	<b>Barstow Avenue</b> Peach to Minnewawa					8,000 d 125,000 c	Upgrade to 12 inch main including valves in accordance with the Water Master Plan.
76635	<b>Villa Avenue</b> Barstow to Ninth					7,500 d 75,000 c	Install 12 inch main in accordance with the Water Master Plan.
	<b>Heritage Avenue</b> E/O Temperance					15,000 d 160,000 c	Install 8 inch water main and services. (Reimbursement from property owners)
	<b>Enterprise Avenue</b> W/O Locan					15,000 d 160,000 c	Install 8 inch water main and services. (Reimbursement from property owners)
	<b>Saginaw Avenue</b> W/O DeWolf					15,000 d 159,000 c	Install 8 inch water main and services. (Reimbursement from property owners)

a = acquisition, c = construction, d = design, f = development fees  
See glossary at the end of this section for an explanation of acronyms and abbreviations.

**WATER CAPITAL PROJECTS - DEVELOPER**

97000 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b>77090 Various Well Site Development</b>							
1.	Test Hole	30,000 d 40,000 c	15,000 d 35,000 c	15,000 d 35,000 c	15,000 d 35,000 c	20,000 d 45,000 c	Drill test hole.
2.	Land Banking					130,000	a Land acquisition of acceptable sites.
3.	Well Construction					20,000 d 500,000 c	Construct well.
4.	Construct Chlorination Facilities					13,500 d 60,000 c	Construct chlorination unit and building.
5.	Auxiliary Power					15,400 d 122,400 c	Install generator.
<b>TOTAL - WATER CAPITAL PROJECTS - DEVELOPER</b>		<u><u>4,898,600</u></u>	<u><u>4,889,000</u></u>	<u><u>3,647,000</u></u>	<u><u>3,646,000</u></u>	<u><u>52,653,100</u></u>	

a = acquisition, c = construction, d = design, f = development fees  
See glossary at the end of this section for an explanation of acronyms and abbreviations.

**COMMUNITY SANITATION IMPROVEMENTS - ENTERPRISE FUND**

99500 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
81130	<b>Clovis Landfill</b> Corrective Action Program					150,000 c	Construction of monitoring equipment, evaluation of groundwater extraction pumps, gas extraction pumps, and water filtration system. (Refuse Enterprise Fund)
81180	<b>Landfill Wireless Link</b>			5,000 d 20,000 c			Install wireless communication from City network capable of receiving/transmitting phone, fax and internet services. (Refuse Enterprise Fund)
81120	<b>Landfill Site Acquisition</b>					20,000 a	Purchase remnant parcel to avoid private development in close proximity to vicinity of landfill. (Refuse Enterprise Fund)
81125	<b>Landfill Left Turn Lane</b> Entrance Northeast Bound on Auberry Road at Landfill Entrance		50,000 a 15,000 d 130,000 c				Acquire approximately 1.5 acres of right-of-way and widen street for left turn lane eastbound with storage for two solid waste trucks. (Refuse Enterprise Fund)
	<b>Landfill Access Road</b> Pave Bridge Access Road			10,000 d 65,000 c			Pave access road with asphalt concrete from bridge approach to landfill property line. (Refuse Enterprise Fund)
	<b>Landfill Security System</b> Install Chain Link Fence, Interior Lighting and Video				15,000 d 185,000 c		Install chain link fence, interior lighting and video to prevent unauthorized entry and protect equipment and facilities from vandalism. (Refuse Enterprise Fund)

a = acquisition, c = construction, d = design, f = development fees.  
See glossary at the end of this section for an explanation of acronyms and abbreviations.

**COMMUNITY SANITATION IMPROVEMENTS - ENTERPRISE FUND**

99500 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
81205	<b>Landfill Transfer Station</b> Green Waste	470,000	a		50,000 950,000	d c	Acquire land and build green waste transfer station. (Refuse Enterprise Fund)
81126	<b>Landfill Office</b> Onsite Utilities, Furnishings, and Communication	250,000	c				Supplemental funds for construction of the landfill office to be located on the west side of landfill near the weigh station. (Refuse Enterprise Fund)
81200	<b>Villa Corporation Yard</b> Master Plan					5,000 80,000	d c Develop short and long range Master Plans for the ongoing use of the corporation yard and make grading and drainage improvements. (Refuse Enterprise Fund)
81147	<b>Clovis Landfill Liner</b> Liner System (Stage II)					300,000 3,000,000	d c Landfill expansion as needed for City growth. Expansion estimated to occur in 2025 - 2026. (Refuse Enterprise Funds)
	Liner System (Stage III)					100,000 1,000,000	d c Landfill expansion as needed for City growth. Expansion estimated to occur in 2043 - 2044. (Refuse Enterprise Funds)
	<b>Clovis Landfill Closure</b>					300,000 7,200,000	d c Place impermeable cover over entire landfill, complete drainage system, and install gas vents. Estimate closure to occur in 2050. (Landfill Closure/Post Closure Reserve)

a = acquisition, c = construction, d = design, f = development fees.  
See glossary at the end of this section for an explanation of acronyms and abbreviations.

**COMMUNITY SANITATION IMPROVEMENTS - ENTERPRISE FUND**

99500 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
	Clovis Landfill Post Closure					3,000,000	c 30-year post closure monitoring and maintenance. Estimate post closure to occur in 2050. (Landfill Closure/Post Closure Reserve)
	<b>TOTAL - REFUSE</b>	<u>720,000</u>	<u>195,000</u>	<u>100,000</u>	<u>1,200,000</u>	<u>15,155,000</u>	

a = acquisition, c = construction, d = design, f = development fees.  
See glossary at the end of this section for an explanation of acronyms and abbreviations.

## HOUSING & COMMUNITY DEVELOPMENT

42750/49210 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
80100	Home Repair Loans	150,000 c	100,000	100,000	100,000	100,000	Agency participation in the repair and rehabilitation of affordable housing. (CalHome)
80101	Down Payment Assistance	500,000 c					Assist Low/Mod Families with first home purchase. (HOME)
80105	Home Improvement Grants	125,000 c	125,000	125,000	125,000	125,000	Home improvement and repair grants for senior citizens in mobile home parks. (CDBG)
80195	Rialto Rancho Subdivision	775,000 c					Fees, improvement plans, and infrastructure for the Rialto Rancho subdivision. (Housing Bond)
<b>TOTAL - HOUSING AND COMMUNITY DEVELOPMENT</b>		1,550,000	225,000	225,000	225,000	225,000	

a = acquisition, c = construction, d = design, f = development fees.  
See glossary at the end of this section for an explanation of acronyms and abbreviations.

**SUCCESSOR AGENCIES**

49110 ACCT	PROJECT LOCATION	2014-15	2015-16	2016-17	2017-18	2018-19 or Later	DESCRIPTION
<b>ADMINISTRATION</b>							
71325	<b>Civic Center North District</b>	150,000 d 850,000 c					Conduct land and environmental studies to determine feasibility of developing the Northern Civic Center District area. (Bond Funds)
71423	<b>DMV Property Improvement</b>	100,000 d 2,400,000 c					Improvements of the DMV Property located at 533 Pollasky Avenue which include alley rehabilitation, public parking, and the Centennial plaza. (Bond Funds)
71426	<b>Dry Creek Industrial Park</b> Entry Feature	30,000 d 220,000 c					Construct entry feature on Herndon Avenue for the Dry Creek Industrial Park. (Bond Funds)
71427	Expansion	100,000 d 2,150,000 c					Expand the Dry Creek Industrial Park infrastructure for future growth. (Bond Funds)
<b>TOTAL - SUCCESSOR AGENCY ADMINISTRATION</b>		6,000,000	0	0	0	0	

a = acquisition, c = construction, d = design, f = development fees.  
See glossary at the end of this section for an explanation of acronyms and abbreviations.

## COMMUNITY INVESTMENT PROGRAM GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS

a	Property Acquisition		
c	Construction		
d	Design		
f	Development Fees		
s	Construction Supervision		
u	Underground Service Alert		
n/o	North of		
s/o	South of		
e/o	East of		
w/o	West of		
ADA	Americans with Disabilities Act. A federal act requiring accessibility for the disabled to all facilities.		
BTA	Bicycle Transportation Account		
CalHome	A program to enable low and very-low income households to become or remain homeowners.		
CDBG	Community Development Block Grant. A source of federal funding for improvements in low income or blighted areas.		
CIP	Community Investment Program		
CHIP	Clovis Housing Improvement Program		
		CMAQ	Congestion Mitigation and Air Quality Program. A federal source of funding under "SAFETEA-LU" for projects that reduce air pollution emissions caused by transportation activities through increased efficiency of transportation systems.
		CUSD	Clovis Unified School District
		DBCP	Dibromochloropropane Pesticide used in the past by farmers for Nematodes. Has now been found in the groundwater.
		Fibar	Processed wood fibers blended together to form a firm, stable, and cushioned surface used for playground surfaces
		FID	Fresno Irrigation District
		FMFCD	Fresno Metropolitan Flood Control District
		GAC	Granular Activated Carbon. Large (20,000 gallon ±) vessels filled with Granular Activated Carbon for removal of DBCP.
		GPM	Gallons per Minute
		Hardscape	Landscaping such as patios, sidewalks, and paths
		HSIP	Highway Safety Improvement Program
		HBRR	Highway Bridge Rehabilitation and Repair. A federal funding source for repair and replacement of bridges.
		HOPE	Housing Opportunities through Education
		LMD	Landscape Maintenance District

## COMMUNITY INVESTMENT PROGRAM GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS, CONT.

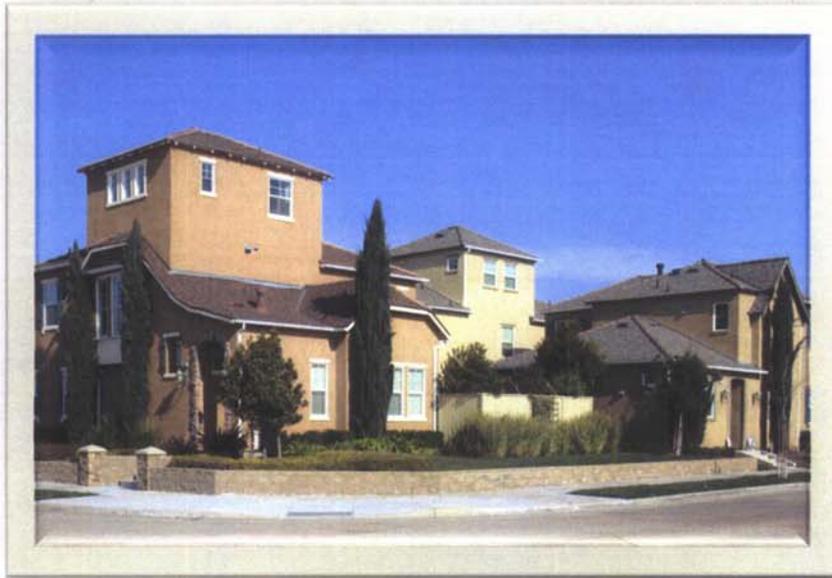
NSP	Neighborhood Stabilization Program. A source of federal funding under the Housing and Economic Recovery Act of 2008 for assisting in the redevelopment of abandoned and foreclosed homes.	RTU	Remote Terminal Unit
LTF	Local Transportation Fund. A state funding source for street and transit projects- Article 3 is for bicycle and pedestrian facilities, Article 8 is for street construction.	SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users. A federal act that authorizes the Federal surface transportation programs for highways, highway safety, and transit.
MH	Manhole	RSTP	Regional Surface Transportation Program
MCC	Motor Control Center	STP	Surface Transportation Program. A federal source of funding under "SAFETEA-LU" for street construction and reconstruction activities.
MGD	Million Gallons per Day	Streetscape	The visual elements of a street that defines its character, include building façade, landscaping, sidewalks, street furniture, signs, lighting, etc.
NFPA	National Fire Protection Association	ST-WRF	Sewage Treatment and Water Reuse Facility
PCI	Pavement Condition Index	TE	Transportation Enhancement Activity. A federal source of funding under "SAFETEA-LU" for enhancement of transportation facilities through beautification or restoration of historic facilities.
PD	Police Department	UGOH	Underground Overhead. The undergrounding of overhead facilities such as electric, phone and cable.
PDS	Planning and Development Services Department	VCP	Vitrified Clay Pipe. A pipe material used for sewer main construction.
PMS	Pavement Management System. A computer-based pavement management and inventory system, which helps staff, identify street project priorities.		
PVC	Polyvinyl Chloride. A pipe material used for sewer and water main construction.		
REMOVE	Reduce Motor Vehicle Emissions. A state source of funding for projects that reduce motor vehicle emissions.		
R&T Park	Research and Technology Park		

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## APPENDIX

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The Appendix Section provides demographic information, phone numbers of City offices, listing of elected officials, and miscellaneous statistics.



Clovis is an affordable place to live. Clovis has a big range of housing types for people of all income levels, with exceptional value. Photos: new “affordable” neighborhood and a custom home.

# OFFICIALS

## CLOVIS CITY COUNCIL

The City Council meets regularly on the first, second, and third Mondays of each month in the Council Chamber, City Hall, 1033 Fifth Street at 6:00 p.m. Council meetings are open to the public and citizens are encouraged to attend and participate.

Lynne Ashbeck, Mayor  
[lynnea@cityofclovis.com](mailto:lynnea@cityofclovis.com)

Nathan Magsig, Mayor Pro Tem  
[nathanm@cityofclovis.com](mailto:nathanm@cityofclovis.com)

Bob Whalen, Council Member  
[bobw@cityofclovis.com](mailto:bobw@cityofclovis.com)

Harry Armstrong, Council Member  
[harrya@cityofclovis.com](mailto:harrya@cityofclovis.com)

Jose Flores, Council Member  
[josef@cityofclovis.com](mailto:josef@cityofclovis.com)

## FRESNO COUNTY BOARD OF SUPERVISORS

(District #5)  
Debbie Poochigian, Supervisor  
Room 300, Hall of Records  
2281 Tulare Street  
Fresno, CA 93721-2198  
(559) 600-5000

(District #2)  
Andreas Borgeas, Supervisor  
Room 300, Hall of Records  
2281 Tulare Street  
Fresno, CA 93721-2198  
(559) 600-2000

## STATE

### ASSEMBLY MEMBER

(23<sup>rd</sup> District)  
Jim Patterson  
6245 N. Fresno St., Suite 106  
Fresno, CA 93710  
(559) 446-2029

### SENATOR

(14th District)  
Tom Berryhill  
6215 N. Fresno St., Ste. 104  
Fresno, CA 93710  
(559) 253-7122

## UNITED STATES

### REPRESENTATIVE

(21st District)  
Devin Nunes  
264 Clovis Avenue, #206  
Clovis, CA 93612  
(559) 323-5235

### SENATORS

(District Offices)  
Barbara Boxer  
2500 Tulare St., Ste. 5290  
Fresno, CA 93721  
(559) 497-5109

Dianne Feinstein  
2500 Tulare St., Ste. 4290  
Fresno, CA 93721  
(559) 485-7430

## FREQUENTLY CALLED NUMBERS (Area Code 559)

Emergency	911	Utility Billing	324-2130
City Hall Information	324-2000	Personnel Job Line	324-2733

## CITY OF CLOVIS DEPARTMENTS (Area Code 559)

Administration	324-2060	Senior Services	324-2750
Animal Control Officer	324-2450	Fire (Information)	324-2200
Building Inspection	324-2390	General Services	324-2700
Business License	324-2112	Personnel	324-2725
City Clerk	324-2072	Planning/Development Services	324-2340
Clovis Area Recreation	324-2780	Police (Information)	324-2400
Clovis Branch Library	299-9531	Solid Waste	324-2600
		Parks/Streets/Sewer/Water	324-2600

# MISCELLANEOUS DEMOGRAPHIC INFORMATION

POPULATION	Year	City of Clovis	Fresno County	Year	City of Clovis	Fresno County
		1950	2,766	276,550	2005	86,015
	1960	5,546	365,945	2006	89,924	899,514
	1970	22,133	413,329	2007	92,269	917,515
	1980	33,021	514,621	2008	94,278	931,098
	1990	49,300	667,490	2009	95,128	942,298
	2000	70,746	805,005	2010	95,480	923,373
	2001	70,834	823,900	2011	96,848	940,220
	2002	72,808	826,550	2012	98,377	938,467
	2003	75,977	841,400	2013	99,983	952,166
	2004	80,884	862,642	2014	102,188	964,040

Source: City of Clovis, U.S. Bureaus of the Census, State Department of Finance

## CLIMATE

	Average Daily Temperature (Degrees)			Precip. (Inches)
	Maximum	Minimum	Average	
January	78.0	35.0	53.2	0.57
February	80.0	36.0	56.8	2.11
March	85.0	45.0	62.4	0.62
April	95.0	42.0	67.6	0.09
May	102.0	49.0	73.0	0.07
June	109.0	56.0	80.9	0.00
July	109.0	61.0	87.1	0.00
August	110.0	61.0	83.0	0.00
September	103.0	51.0	77.8	0.01
October	90.0	45.0	66.6	0.03
November	81.0	42.0	58.5	0.54
December	69.0	27.0	47.3	0.15
YEAR	110.0	27.0	68.5	4.19

Source: <http://www.wrh.noaa.gov/hnx/fatmain.php>

## AREA (SQUARE MILES)

Year	City of Clovis	Year	City of Clovis
1950	1.05	2004	19.20
1960	2.88	2005	19.75
1970	4.22	2006	20.66
1980	9.02	2007	22.77
1990	14.34	2008	23.14
1999	16.93	2009	23.14
2000	17.28	2010	23.14
2001	17.67	2011	23.14
2002	18.40	2012	23.14
2003	18.60	2013	23.42

Source: City of Clovis

# RETAIL SALES INFORMATION

<b>2012</b>	<u>Type of Business</u>	<u>City of Clovis</u>	<u>Fresno County</u>
<b>RETAIL SALES</b> <i>(In Thousands of Dollars)</i>	Motor Vehicle and Parts	243,492	1,509,475
	Furniture and Home Furnishings	0	195,988
	Electronics and Appliances	0	195,302
	Home Furnishings and Appliances	48,841	0
	Bld. Matrl. And Garden Equip. and Supplies	103,099	658,996
	Food and Beverage	74,951	613,060
	Health and Personal Care	0	207,262
	Gasoline Stations	134,163	1,344,675
	Clothing and Clothing Accessories	59,454	496,625
	Sporting Goods, Hobby, Book and Music	0	213,066
	General Merchandise	302,040	1,286,415
	Miscellaneous Store Retailers	0	347,723
	Nonstore Retailers	0	64,735
	Food Services and Drinking Places	150,838	1,031,598
	Other Retail Group	120,834	0
	Retail Stores Total	1,237,712	8,164,920
	All Other Outlets	135,357	3,855,710
	<b>TOTAL ALL OUTLETS</b>	<b>1,373,070</b>	<b>12,020,630</b>

Source: State Board of Equalization - [www.boe.ca.gov/news/tsalescont.htm](http://www.boe.ca.gov/news/tsalescont.htm)

<b>ANNUAL TAXABLE SALES (In Thousands of Dollars)</b>	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>
		1970	25,012	883,810	2004	1,228,225
	1980	165,377	3,131,515	2005	1,333,463	11,888,436
	1990	448,565	5,739,359	2006	1,434,872	12,560,649
	1998	753,424	7,089,166	2007	1,376,902	12,308,257
	1999	860,498	7,771,284	2008	1,284,915	11,729,171
	2000	930,608	8,472,055	2009	1,158,887	9,966,448
	2001	987,182	8,592,575	2010	1,201,964	10,154,265
	2002	1,039,125	9,038,725	2011	1,278,684	11,179,478
	2003	1,089,523	9,742,637	2012	1,373,070	12,020,630

Source: State Board of Equalization

# MISCELLANEOUS BUILDING INFORMATION

<b>DWELLING UNITS</b>	<u>Year</u>	<u>City of Clovis</u>	<u>Year</u>	<u>City of Clovis</u>
		1970	4,347	2004
	1980	13,357	2005	32,282
	1989	18,585	2006	33,538
	1990	19,379	2007	34,256
	1998	24,533	2008	34,780
	1999	25,108	2009	35,227
	2000	25,494	2010	35,701
	2001	26,315	2011	36,131
	2002	27,404	2012	36,609
	2003	29,001	2013	37,170

Source: City of Clovis, County of Fresno

<b>NEW DWELLING UNITS AUTHORIZED</b>	<u>Year</u>	<u>City of Clovis</u>		<u>Total</u>
		<u>Single</u>	<u>Multiple</u>	
	1999	397	178	575
	2000	386	0	386
	2001	821	0	821
	2002	1007	82	1089
	2003	1510	87	1597
	2004	1542	490	2032
	2005	1144	105	1249
	2006	954	302	1256
	2007	688	30	718
	2008	408	116	524
	2009	431	16	447
	2010	474	0	474
	2011	370	60	430
	2012	378	100	478
	2013	501	60	561

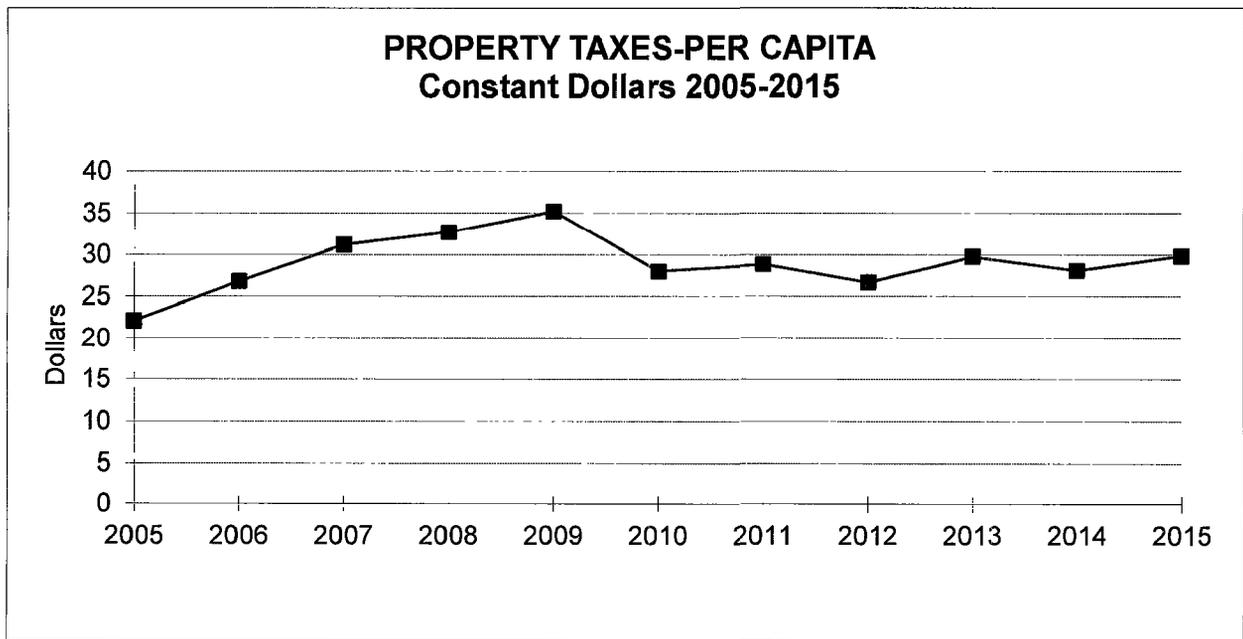
Source: City of Clovis

<b>BUILDING PERMITS --- VALUATIONS</b>	<u>Year</u>	<u>City of Clovis</u>
		1999
	2000	116,031,000
	2001	218,682,000
	2002	274,932,000
	2003	424,038,000
	2004	475,212,000
	2005	413,927,000
	2006	381,429,000
	2007	275,057,000
	2008	208,250,000
	2009	190,479,000
	2010	193,394,000
	2011	130,706,000
	2012	155,097,000
	2013	196,675,000

Source: City of Clovis

# REVENUE BY CATEGORY GENERAL FUND PROPERTY TAXES

	<u>AMOUNT RECEIVED</u>	<u>% OF TOTAL REVENUE</u>	<u>PER CAPITA</u>	<u>PER CAPITA (ADJUSTED FOR INFLATION)</u>
2004-05	5,289,881	11.53%	65.40	22.09
2005-06	7,122,967	14.74%	82.81	26.80
2006-07	8,972,385	17.06%	99.78	31.18
2007-08	10,162,991	18.45%	107.80	32.67
2008-09	11,087,333	20.44%	116.55	35.21
2009-10	9,118,596	18.02%	94.13	28.02
2010-11	9,619,834	18.18%	98.95	28.85
2011-12	9,230,690	17.15%	93.61	26.67
2012-13	10,671,135	20.39%	106.73	29.73
2013-14 (EST)	10,402,000	18.65%	102.00	28.10
2014-15 (EST)	11,265,000	19.75%	108.34	29.84

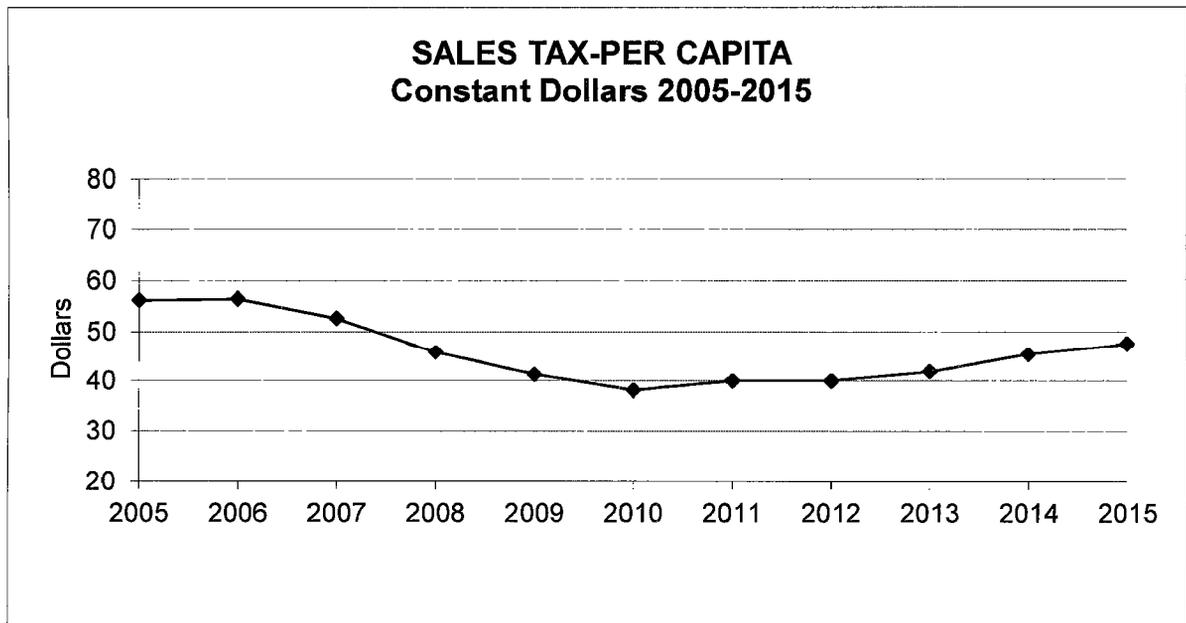


# REVENUE BY CATEGORY

## GENERAL FUND

### SALES TAX

	<u>AMOUNT RECEIVED</u>	<u>% OF TOTAL REVENUE</u>	<u>PER CAPITA</u>	<u>PER CAPITA (ADJUSTED FOR INFLATION)</u>
2004-05	13,463,352	29.34%	166.45	56.23
2005-06	15,015,009	31.06%	174.56	56.49
2006-07	15,146,424	28.80%	168.44	52.64
2007-08	14,266,969	25.90%	151.33	45.86
2008-09	12,993,878	23.96%	136.59	41.27
2009-10	12,404,058	24.51%	128.05	38.11
2010-11	13,329,533	25.19%	137.11	39.97
2011-12	13,841,553	25.71%	140.37	39.99
2012-13	15,030,812	28.72%	150.33	41.88
2013-14 (EST)	16,825,000	30.16%	164.98	45.45
2014-15 (EST)	17,970,000	31.51%	172.82	47.61



**CITY OF CLOVIS  
PRINCIPAL EMPLOYERS  
JUNE 30, 2013**

<b><u>Employer</u></b>	<b><u>Approximate Number of Employees</u></b>
Clovis Unified School District	5,300
Clovis Community Hospital	1,338
Pelco	1,102
Wawona Frozen Foods	915
City of Clovis	689
Wal-Mart	672
Target	405
Savemart	250
Costco	227
Anlin Industries	202

# GLOSSARY

**Accrual** – A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

**ADA** - Americans with Disabilities Act. A Federal Act requiring accessibility for the disabled to all facilities.

**Admin & Overhead Expenditures** - Indirect departmental expenses such as administration, building operations and maintenance, office supplies, computer services, depreciation, etc.

**AFG** – Assistance to Firefighters Grant

**Apparatus Bay** - The section of a fire station where the fire engine and other mobile equipment are kept.

**Appropriation** - A legal authorization granted by a legislative body to make expenditures and to incur obligations for a specific purpose.

**Appropriations Limit** – Passed by voters in 1979 establishing the maximum amount of tax proceeds that State or local governments may appropriate in a fiscal year.

**ARRA** – American Recovery and Reinvestment Act was passed by Congress and signed by President Obama in 2009 to help create and save jobs and spur economic activity by providing \$787 billion in funding for grants, loans, and contracts.

**Assessed Value** - The value placed on property by the County Assessor. Special assessment amounts levied against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**Balanced Budget** - The financial position where available resources meet or exceed expenditures.

**Benefits** - Payment to which participants may be entitled under a pension plan including pension benefits, death benefits, and benefits due on termination of employment.

**Benefit Zone Reserves** - Zones within the City's Landscape Maintenance District that property owners pay assessment fees to maintain public landscape improvements. Reserves are maintained to address replacement of enhancement features and repair projects.

**Blogs** – A discussion or informational site published on a website consisting of posts by individuals to encourage engagement, as well as educate and inform citizens of Clovis.

**Bonds** – A debt investment in which an investor loans money to an entity that borrows the funds for a defined period of time at a fixed interest rate to finance a variety of projects.

**Budget** - A major expense control device used to monitor expenses. A governmental budget generally carries the force of law when spending limits are established in a legally adopted budget.

**CAFR (Comprehensive Annual Financial Report)** - The annual financial statements for the City of Clovis.

**Community Investment Program (CIP)** - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs.

**Capital Improvements** - Permanent improvements that add value to land (e.g., fences, retaining walls, sidewalks, pavements, gutters, water and sewer lines, and bridges).

**Capital Outlay** - Expenditures resulting in the acquisition of or additions to the government's fixed assets.

**CAD** – Computer Aided Dispatch

**CalEMA** – California Emergency Management Agency

**CAP** – Citizen Access Portal

**CAR** – Clovis Area Recreation

**CCDA** - Clovis Community Developmental Agency. An agency whose activities are directed toward economically developing the area encompassed by the government and providing assistance to, and opportunity for, economically disadvantaged people and business.

**CCU** – Community Clean Up

**CDBG** - Community Development Block Grant. A source of federal funding for improvements in low-income or blighted areas.

**CEA** – Clovis Employees Association  
**CERT** – Clovis Emergency Response Team  
**CFFA** - Clovis Fire Fighters Association  
**CPSEA** – Clovis Public Safety Employees Association  
**CPSE** – Center for Public Safety Excellence  
**CPTA** – Clovis Professional & Technical Association  
**CSO** – Community Service Officer

**Consumer Price Index** - An index measuring the change in the cost of typical wage-earner purchases of goods and services expressed as a percentage change in the cost of these same goods and services in some base period.

**Contingency** - An event that is of possible but uncertain occurrence.

**CPOA** - Clovis Police Officers Association

**CPWEA** - Clovis Public Works Employee Association

**CUSD** - Clovis Unified School District

**Current Resources** - Sources of funds that are received in the current period.

**DBCP** - Dibromochloropropane pesticide used in the past by farmers for Nematodes. Has now been found in the groundwater.

**Debt Service** - The interest and principal payments on long-term debt.

**Department** - A major administrative division of government.

**Depreciation** - The portion of the cost of plant assets that is deducted from revenue for asset services used in the operations of the business.

**Designated Fund Balance** - Segregation of a portion of fund balance to indicate plans for future use.

**Discretionary Funds** - Those funds that are not specifically restricted to their uses and over which the Council has complete control.

**Economic Base** - The source of jobs and revenue.

**Encumbrances** - Commitments related to unperformed contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities but represent the estimated amount of expenditures ultimately to result if contracts in process are completed.

**EMS** – Emergency Medical Services

**EOC** – Emergency Operations Center

**EOP** – Emergency Operations Plan

**ETC** – Estimate To Close

**Extra Help** - Cost of employees of the government who are hired on a temporary or substitute basis.

**FAX** – Fresno Area Express Transit System

**Fiscal Year** - A 12-month period to which the annual operating budget applies and for which a government determines its financial position and the results of its operations.

**Five-Year Forecast** - A projection of operating position for a five-year period.

**FMFCD** - Fresno Metropolitan Flood Control District

**Fund** - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities, and residual equities or balances and changes therein are recorded and segregated to carry out specific activities or attain certain objectives in accordance with special regulation, restrictions, or limitations.

**Fund Balance** - The difference between fund assets and fund liabilities of governmental and similar trust funds.

**GAAP** - Generally Accepted Accounting Principles

**General Obligation Debt** - A long-term debt that has been approved by the voters and for which a property tax rate may be assessed.

**General Plan** - A plan that provides the guidelines under which development can occur.

**GIS** – Geographic Information System

**HCD** – The Department of Housing and Community Development is California's principal housing agency. The mission is to provide leadership, policies and programs to expand and preserve safe and affordable housing opportunities and promote strong communities for all Californians.

**Hardscape** – Landscaping such as patios, sidewalks, and paths.

**Industrial Park** - An area designated for industrial production and service.

**ISF** – Internal Service Funds are established to finance, administer, and account for departments of a government whose exclusive purpose is to provide goods or services to the government's other departments on a cost-reimbursement basis.

**ISO Rating** – Insurance Service Office issues ratings to Fire Departments for the effectiveness of their fire protection services and equipment. The rating is a numerical grading system used by the insurance industry to develop premium rates for residential and commercial businesses.

**ITS** – Intelligent Traffic System

**LIS** - Land Information System

**LAFCO** - Local Agency Formation Commission

**LMD** - Landscape Maintenance District

**LTF** – Local Transportation Funding is derived from  $\frac{1}{4}\phi$  of the retail sales tax collected statewide and used for transportation purposes specified under the Transportation Development Act.

**Major Fund** – The General Fund is always a major fund. Major funds have revenues, expenditures/expenses, assets, or liabilities that are at least 10% of the corresponding totals of all governmental or enterprise funds and at least 5% of the aggregate amount for all governmental or enterprise funds for the same item.

**Marjorie Mason** – Emergency shelter house for women and children victims of domestic violence.

**Measure C** – County wide  $\frac{1}{2}\phi$  sales tax used to fund street improvements and transit operations approved by voters for a twenty year extension on this tax in November 2006.

**Modified Accrual** – An accounting method commonly used by government agencies that combines accrual basis accounting with cash-basis accounting.

**NFPA** – National Fire Protection Association

**Non-discretionary Funds** - Those funds that are specifically restricted as to their use and may not be utilized for other purposes.

**NIMS** – National Incident Management System

**NRC** – Non-Residential Construction

**NPDES** – National Pollutant Discharge Elimination System as authorized by the Clean Water Act permit program controls water pollution by regulation point sources that discharge pollutants into waters of the United States.

**NSP** - Neighborhood Stabilization Program. A source of federal funding under the Housing and Economic Recovery Act of 2008 for assisting in the redevelopment of abandoned and foreclosed homes.

**Objectives** - Something to which effort is directed: an aim or end of action.

**Old Town** - The restored business sector of downtown Clovis.

**Operating Budget** - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and services delivery activities of a government are controlled.

**PCI** – Per Capita Income

**PCI** – Pavement Condition Index indicates the condition of a pavement, for prioritizing repairs and rehabilitation of the road network.

**PMS** – Pavement Management System

**POST** – Peace Officer Standards & Training

**Preemption Devices** - A system to allow public safety vehicles to activate traffic signals.

**Public Facilities** - Something that is built, installed, or established by a government for the use of its citizens.

**Public Hearing** - A forum where citizens of a government have the opportunity to be heard, present, and listen to argument on a specific matter.

**REAP** – Retention, Expansion, & Attraction Program

**Reserved Fund Balance** - The portion of fund balance that is (1) not available for appropriation or expenditure and/or (2) is segregated legally for a specific future use.

**Reappropriation** - Expenditures that were not expected to occur over more than one fiscal year but in fact do occur in the following fiscal year and were not included in the current budget.

**Recommended Budget** - The budget presented to the Council by the City Manager.

**RMS** – Records Management System

**Regional Wastewater Treatment Facility** - The sewage treatment facility owned by the cities of Clovis and Fresno.

**Resolution** - A formal expression of an opinion, will, or intent voted by the City Council.

**ROPS** – Required Obligation Payment Schedule. Six month schedule listing payments of enforceable obligations.

**Roundup** – Para transit Services providing demand response service for disabled residents ages 6 and up.

**RRPTTF** – Redevelopment Retirement Property Tax Trust Fund. County collects property taxes from property owners and deposits the funds that were previously tax increment into this fund.

**SAFER** – Staffing for Adequate Fire and Emergency Response Grant. A source of federal funding provided directly to fire departments to help them increase their number of trained, “frontline” firefighters.

**Smart Valley Places** – a consortium of 14 urban cities from throughout the valley in partnership with California State University, Fresno and other non-profits to provide a road map to the Valley’s regional growth in the next 20 plus years.

**Special Assessment District Debt** - The face value of special assessment bonds not due within one year when the government is primarily obligated for repayment of the bonds.

**Special Assessment Debt With Governmental Commitment** - The face value of special assessment bonds not due within one year when the government is secondarily obligated for repayment of the bonds.

**Specific Plans** – Sub-areas of the City utilizing specific plans to focus on defined areas of the City for more precise guidelines on land use and development.

**Stageline** – Transit buses that operate along fixed routes with regularly scheduled stops.

**SEMS** – Standard Emergency Management System

**STWRF** - Sewage Treatment and Water Reuse facility. The sewage and water reuse facility owned by the City.

**Streetscape** - The visual elements of a street that defines its character, including building façade, landscaping, sidewalks, street furniture, signs, lighting, etc.

**Successor Agency** – State Legislature passed AB1X 26 on June 29, 2011, which was upheld by the California Supreme Court on December 29, 2011 to completely dissolve all Redevelopment Agencies in the State, effective February 1, 2012. Redevelopment Agencies established Successor Agencies to be charged with handling outstanding debts and the winding down redevelopment activities, under the direction of an Oversight Board. The City of Clovis is the Successor Agency to the former Clovis Community Development Agency.

**Training** - Training provided for employees either in the department or by an educational institute.

**Transfers** - The movement of resources between funds.

**TEBU** – Transit Employees Bargaining Unit

**Unreserved Fund Balance** - Those portions of fund balance that are not appropriated for expenditure or are legally segregated for specific future use.

**VLF** – Vehicle License Fee

**VIPS** – Volunteers in Police Services

**Working Capital** - The excess of current assets over current liabilities.

**World Changers** – Community organization that provides youth and adults with mission opportunities to serve a community by providing home improvements to low-income residents.

**WIB** – Workforce Investment Board is a regional board that serves to integrate all private and public partners to effectively educate, train, and place individuals with the necessary resources and skills to fulfill employer needs.