

RECOMMENDED
CITY OF CLOVIS
CALIFORNIA

Annual Budget

2016 – 2017



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, 2015

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

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, 2015.

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 – “Council Member William H. “Harry” Armstrong.” The longest continually seated city council member in the State of California, serving Clovis since 1970 (46 years), and sitting as Mayor five times.

CITY OF CLOVIS



2016 - 2017 BUDGET

**Submitted to City Council
May 16, 2016**

Nathan F. Magsig
Mayor

Robert Whalen
Mayor Pro-Tem

Harry Armstrong
Council Member

Lynne Ashbeck
Council Member

José G. Flores
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 2016-2017 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 2016-2017 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 2016-2017 through 2020-2021 and beyond and is also organized by activity. Projects are identified on the basis of priority need and availability of funding.

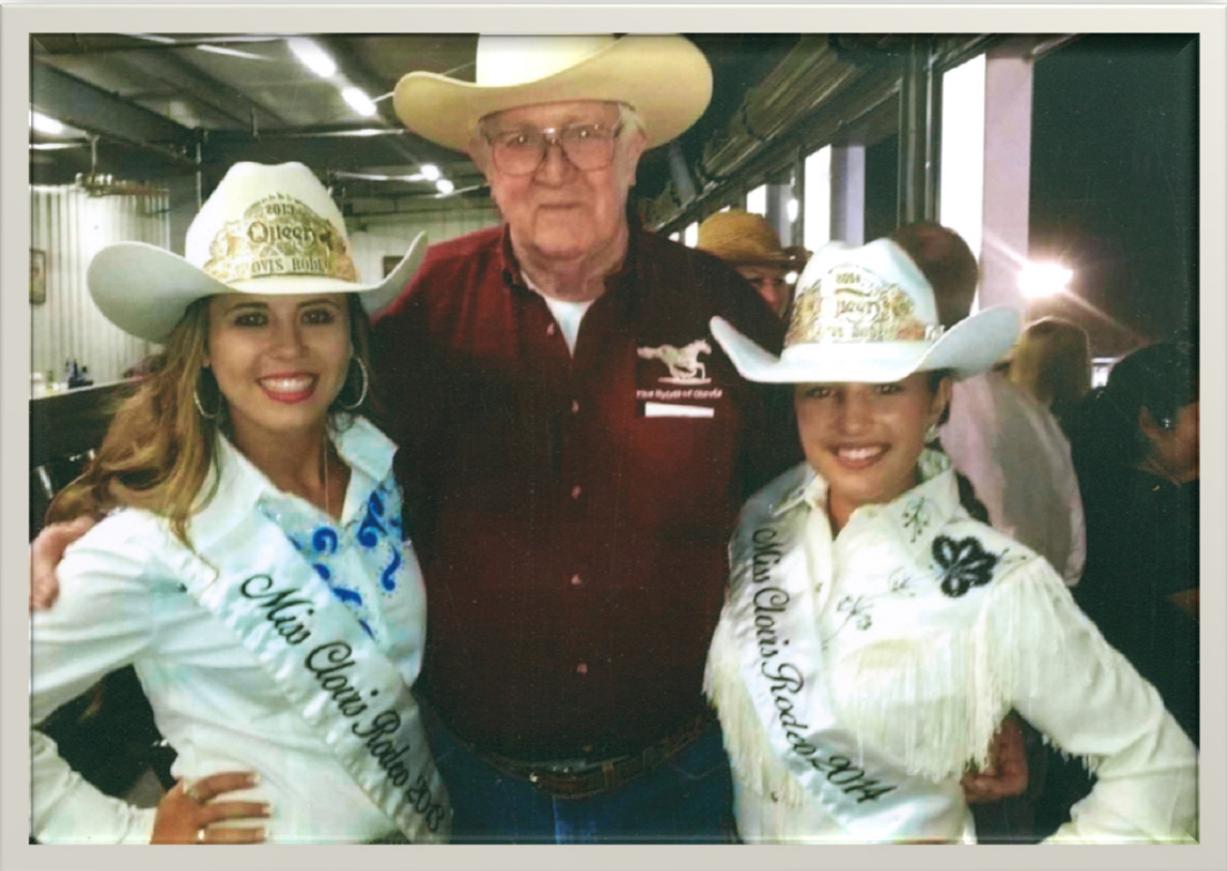
Appendix

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. Individual copies may also be purchased from the Finance Department.

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The 2016 Clovis Rodeo Grand Marshal is Council Member Harry Armstrong, pictured with previous Miss Clovis Rodeo Queens from 2014 and 2015.

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EXECUTIVE SUMMARY

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.



City Council photos from 1973 and 1983. Council Member Armstrong is center in the back row of the top photo, and front center in the bottom photo.



CITY OF CLOVIS

CITY HALL • 1033 FIFTH STREET • CLOVIS, CA 93612

May 16, 2016

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

EXECUTIVE SUMMARY

The 2016-2017 Annual Budget for general operations and capital improvement programs for the City of Clovis in the amount of \$210.9 million is balanced and is hereby submitted, in accordance with the Clovis Municipal Code.

The 2016-2017 proposed budget allows Clovis to build a solid foundation for the future. The budget provides opportunities to invest in Clovis' people that will provide for the Clovis way of life well into the future. A 2015 Survey showed that 96% of residents polled would recommend Clovis as a place to live and raise a family. For the third year in a row Clovis ranked in the top ten of "Best Cities for Young Families in California!" Clovis was recently selected as the "Safest City in the Valley" for the sixth year in a row. All of these demonstrate that there is a solid foundation for Clovis to flourish. Investments include economic development funding, enhancing core services such as Police and Fire while improving water infrastructure and quality of life programs and facilities, such as Parks, Recreation and Senior Services. The budget continues to invest in technology that increases security and allows for General Fund transfers for deferred maintenance and fleet replacement. The General Fund Emergency Reserve is being increased to 17.5% working toward the recommended 25%. The budget also includes \$42.5 million in City capital improvement projects and \$5.2 million in Successor Agency Trust Fund Capital Projects. Clovis is continuing to see growth and 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. In fact, General Fund revenues are projected to be greater than expenses by \$1.2 million allowing for future investments into the community. The budget for the General Fund reflects maintaining a \$1.0 million unreserved fund balance to cover any minor unanticipated revenue shortfalls that may occur during the year. 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 fiscally sustainable. The budget also reflects increasing the General Fund Emergency Reserve to 17.5% of budgeted expenditures. This percentage is the targeted amount reflected in the "Five-Year Forecast" and continues toward the goal of achieving a 25% Emergency Reserve. This reserve had positive results for the City with a recent improvement in debt ratings to A+ and the ability to obtain low interest rates for capital investments.

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 several years ago and allows the City to make critical repairs to public facilities.

This year's budget recommends building a foundation for future success with the addition of ten new positions. Recommended are seven positions in the Police Department; three Police Officers, one Forensic Analyst, one Community Service Officer, one Principal Office Assistant, and one Office Assistant as well as one Principal Office Assistant in Fire; one Utility Worker in Public Utilities-Water; and one Senior Information Technology Analyst in the City Clerk Department. Additional information on the recommended changes to positions is included in the Personnel Section of this book.

As mentioned, previous economic initiatives are paying 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 revitalizing Shaw Avenue and a feasibility study and demolition for the Winery Property on Clovis Avenue. Staff will also continue to market implemented development fee restructuring, including the reduced-fee zone in the City's core, which is producing increased activity such as new hotels being planned. Staff is also evaluating the potential of expanding the reduced-fee zone area in an effort to attract increased commercial development and jobs.

This proposed budget continues to fund the best possible services to the community within prudent current fiscal conditions, 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 2016-2017 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 and ongoing economic development initiatives enable the City to continue to enhance service levels and remain fiscally sustainable. The 2016-2017 Annual Budget highlights include:

- **Proposed Public Safety Enhancements.** Public safety is a core service of the City. The proposed budget recommends the addition of three Police Officers, a Forensic Analyst, a Community Service Officer, two Principal Office Assistants and an Office Assistant. Funding is also included for citywide camera upgrades, various equipment replacement, and community events. Also, funding is included for security and logistic improvements at various Fire stations, additional funds for acquisition of property for the future Fire Station 6 in the City's Loma Vista area, and the purchase of two Fire Department vehicles and eleven Police vehicles.
- **New Senior Center, Transit Center, and Fresno County Library.** Funds are included to continue engineering and design work and construct on-site improvements for the North Civic Center complex. On-site improvements will be underway this fall to allow the transit hub and senior center to begin construction in 2017 with a pad area to allow the library to begin construction. The new facilities will more than double the capacity of the library and senior center, and offer a new amenity to the community, a transit hub. This will bolster Old Town as the heart of Clovis and leverage the investment the community has made in the trail system and Old Town. Fundraising and community support will be critical to seeing this project come to fruition.
- **Master Planning for Sewer, Water, and Recycled Water Infrastructure.** Funds are included to complete master plans for current and future infrastructure for sewer, water, and recycled water infrastructure as envisioned in the 2014 General Plan. This funding provides for the critical planning necessary to support future development over the next 25 years.

- **The General Fund Budget is Structured to Allow for Future Enhancements to Public Services.** The General Fund allows for transfers to support the capital necessary to further enhance public facilities such as the new Senior Center, Fire Stations, and a potential regional sports complex. Also included are shade structures at two parks and the rehabilitation of the recreational facilities at Sierra Bicentennial Park.
- **Continuing to Restore General Fund Transfers to the Fleet Replacement Fund.** The General Fund is able to continue transfers to the Fleet Replacement Fund. While the fund builds and interest rates remain favorable, lease purchasing of vehicles may continue to be utilized. This will allow for funds to be available when lease purchasing is no longer viable.
- **Proposed Quality of Life Enhancements.** Funding is included for increased maintenance of City parks and trails including additional weed control, fertilizing and mowing.
- **Proposed Water/Sewer Infrastructure Improvements.** Funding is included to continue Clovis' investment in water infrastructure that improves water availability and reliability. Proposed enhancements include the addition of a large pump at Pump Station E to allow the expansion of use of recycled water citywide.
- **Parks and Landscape Maintenance.** Parks and landscape maintenance have been a high priority for the City as significant investments have been made in the City greenscape to ensure a positive first impression of overall care and stewardship for the physical amenities of the community. This budget includes additional funding to further enhance the City's greenscape including property acquisition for the Village Green in Loma Vista.
- **Proposed Technology Enhancements.** The budget includes funding to increase the security and reliability of City technology systems. Proposed improvements include an upgrade to the City's Finance System, a new business license system, increased data storage hardware, enhanced disaster recovery hardware and licensing, upgrades to the Police Departments Electronic Records System and Forensics Server.
- **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 \$20.7 million in projects, funded with a combination of Measure C, gas excise taxes, competitive grants, and development fees. The single largest project included this year is the construction of a six-lane expressway on Shaw Avenue from DeWolf to McCall Avenues funded by Measure C. Other key projects to be undertaken are various alley reconstructions; overlays or reconstruction and/or widening of various sections of Clovis, Fowler, Herndon, Owens Mountain Parkway, Peach, Shaw and Willow Avenues; traffic signal and intersection upgrades at Shaw and Sunnyside, Owens Mountain and Temperance, Shepherd and Temperance, Shepherd and Minnewawa; and repairs to various neighborhood streets citywide. Also included is the reconstruction of streetscape on Clovis Avenue and Third Street in Old Town.
- **Economic Development Investments.** The budget includes funding to continue the Economic Gardening program, allowing the City to invest in locally owned businesses poised for growth. Staff will also be working to set-up two Property Based Improvement Districts, one on Shaw Avenue from Highway 168 to Clovis Avenue and another in the Old Town Area to bolster that district. These funds will leverage private funds and grants to improve the infrastructure along the Shaw Avenue corridor in southwest Clovis and in Old Town. Also included are additional funds to demolish structures at the Winery site and funds to analyze the best use of the site.

- **Clovis Successor Agency.** Proposed project includes the expansion of the Dry Creek Industrial Park.
- **Affordable Housing Projects Coming to Fruition.** The infrastructure for the Rialto Rancho project improvements will be completed and a developer is planning to begin construction on a supportive senior housing development at Sierra Avenue and Highway 168 site. Additionally, Home Rehabilitation/Painting Grants will continue and a mobile home replacement program will be implemented.
- **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.
- **Build the General Fund Emergency Reserve with a Target of 20%-25% of Annual Operating Expenditures.** The emergency reserve is being improved with 17.5% or \$11.1 million set aside this year for unforeseen emergencies. A target amount of 20%-25% was recommended by the City's auditors as a prudent reserve for a city operation the size of Clovis. This fund is intended for catastrophic losses that are one-time occurrences that are not be covered by normal insurance. To utilize these funds requires a 4/5ths vote of the City Council.
- **Continued Use of Volunteers Throughout the City.** Volunteers continue to be an important aspect of our service delivery. The City has relied on over 375 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) are also very successful in assisting police officers with administrative support in records, investigations, and active field patrol. Citizen Emergency Response Team (CERT) volunteers provide a support function to on-scene firefighters and citizens. Police and Fire Explorer volunteers also provide 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 a variety of public facilities. Volunteer service to the community may be the greatest gift that our citizens gave over the years and due to the contribution of their time, our service levels are enhanced.

The 2016-2017 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 2016-2017 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 as of **May 16, 2016**. Individual copies are available for purchase from the Finance Department. Public hearings to consider the Annual Budget will be held at the regular City Council meeting of June 13, 2016 and, if needed, June 20, 2016 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 5.9% in 2015-16, and 5% in 2016-2017. Sales tax recovery is the result of continued improved car sales, the new retail center at Clovis and Herndon, and the filling of previously vacant retail space. One concern is the general retail sales sector, which has shown relatively little growth over the previous year. Sales taxes comprise about 40% of total General Fund discretionary revenue and largely support public safety services.

Property taxes are projected to increase overall with increasing residential property values and stabilized commercial property values. The normal Proposition 13 increases 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, including property tax in-lieu of motor vehicle license fees, comprise the main discretionary revenue source for General Fund operations. These property-related taxes represent about 44% of total General Fund discretionary revenue and also 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 25% of expenditures. We have again budgeted for an unreserved fund balance of \$1.0 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. This year includes an annual transfer to provide for the maintenance,

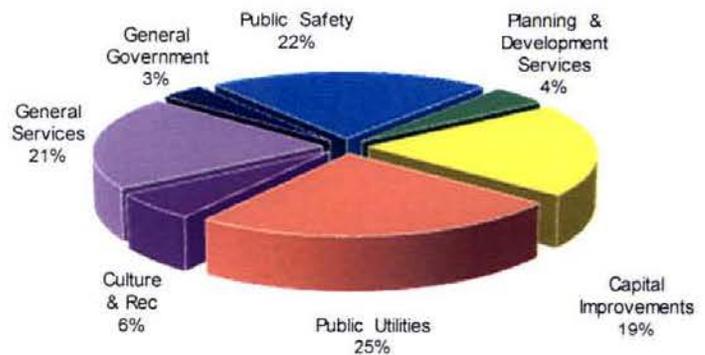
improvement, and future capital needs for general government operations and an annual transfer for vehicle and equipment replacements. Due to the current low interest rate environment, the currently utilized pay-as-you-go strategy has been effective and has not had a detrimental effect on City operations. However, it is expected that interest rates will increase in the near future and setting aside funds for safety vehicle and equipment purchases is critical. As savings are realized or unexpected revenues are received, it is recommended that these funds be set aside to further bolster the emergency reserve.

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. With the return in development over the last few years, the City plans to rebate the Sewer bond coverage charge of \$7.30 per month plus one-half of previously collected bond coverage charges of \$3.65 per month beginning July 1, 2016, for a total rebate of \$10.65 per month. In addition, Sewer operations have an authorized 3% escalator; however, no increase is included in the proposed budget. Only the recycling and greenwaste programs need the approved 4% rate increase (\$0.33 per month) in the Community Sanitation Fund. City Council recently approved a rate change to the Water Enterprise Fund that becomes effective July 1, 2016. Also included is an authorized 3% escalator; however, no increase is included in this year's budget. With these changes, the average residential customer (27,000 gallons of water) will see their bill (for a two-month period) go from \$170.09 to \$149.78 under normal conditions and \$156.52 under drought conditions. Each year staff evaluates all Enterprise Funds to determine if any rate adjustments are necessary.

The Transit Enterprise remains fully funded and with the City's population exceeding the 100,000 mark, Transit will receive the entire allocation of Local Transportation Funding.

The 2016-2017 Annual Budget for all funds totals \$210.9 million and is balanced by the use of current revenues, anticipated rate increases, and capital reserves. This budget represents a 1.7% increase compared to estimated expenditures for 2015-2016 due to increases in public safety and public utilities operational costs. The General Fund budget represents a 5.9% increase above estimated expenditures for the prior year. This is the result of the ten new proposed positions, the ability to increase employee pay approved in negotiated contracts, and increased costs for new programs. The eight new proposed positions in the General Fund consist of three Police Officers, one Forensic Analyst, one Community Service Officer, one Principal Office Assistant and one Office Assistant in the Police Department, and one Principal Office Assistant in the Fire Department. In addition, two additional non-General Fund positions, one Utility Worker in Public Utilities-Water, and one Senior Information Technology Analyst in the City Clerk Department are proposed in the 2016-2017 budget. 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	\$ 7,082,000
Public Safety	45,592,000
Planning & Development Services	9,253,300
Capital Improvements	42,639,800
Public Utilities	50,679,700
Culture & Rec.	12,244,100
General Services	43,435,800
TOTAL	\$ 210,926,700



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 both the Nation and the State in economic recovery. Housing prices have improved, and foreclosures are back to normal levels. The economic outlook for the California economy is continuing to improve with a current unemployment rate of 5.4%, which is still higher than the national unemployment rate of 5.0%. Unemployment in Fresno County remains high at 10.6% while Clovis is currently at 8.2%. While retail sales were 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 with new housing growth and is expected to increase over the next few years as home construction stabilizes. Commercial vacancies are declining with several long-term vacancies filled during the past year.

The recent release of the January 2016 population data by the State Department of Finance estimates 108,039 persons reside in Clovis compared to the previous year of 105,269 representing a 2.63% change over the year. Fresno hit 520,453 and Fresno County is nearing the 1 million mark with a total population of 984,541. In pure numerical growth, Clovis added 2,770 people in 2015. This represents the greatest percentage gain in Fresno County and the fastest growing city in the Valley with a population over 50,000. 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 projected at 800 units next year. Due to market conditions, new housing starts are increasing, along with prices and strong demand being experienced for both new construction and re-sale homes. Foreclosures have returned to pre-recession levels, significantly fewer than in the past few years, and are no longer having a negative impact on 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 were effective, and attracted several projects that have or will bring over 1,500 new jobs to Clovis. California Health Sciences University (CHSU) recently announced the site for its permanent campus will be in the City's Research and Technology Park. CHSU has been holding classes for its College of Pharmacy students at an interim campus on Clovis Avenue since August 2014. The new Clovis site is planned near Temperance Avenue and Highway 168, north of Clovis Community Medical Center, and would have enough room for decades of expansion. The new 70,000-square-foot College of Pharmacy building would be the first constructed and the permanent campus will accommodate up to 10 health sciences related colleges at full build-out. The new campus will also include a library, on-campus academic and student housing, student center, auditorium, quad and an administrative building. With construction on the new College of Pharmacy building planned to start in 2017, the university hopes to have the first building at the new campus completed in fall 2019. Development of the new campus will occur in multiple phases as each new health science related college is established. The entire development and construction process for CHSU will likely take up to 20 years. The announcement by CHSU to make Clovis the home of its schools will be a significant catalyst for the City and the entire region with jobs and economic development.

The Shaw Avenue corridor has experienced revitalization with large retail spaces filled and vibrancy returning with an additional hotel in the planning stages. Further development in this corridor is expected as retailers have found success in the corridor along with their ability to take advantage of the fee reduction program making their projects more economically feasible. As the economy continues to grow, Clovis is in a great position to attract office and industrial users, and the adjustment to development fees in the City's core makes Clovis competitive in attracting new job generating businesses.

Retail sales in Clovis show some growth due to increasing population and options for shopping. The City is beginning to implement 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 budget allows for the implementation of a PBID (property based improvement district) for Shaw Avenue with matching funds to kick-off infrastructure improvements along the corridor, a key part of the Shaw Avenue revitalization plan. The re-establishment of retailers in vacant storefronts on Shaw and plans for an additional hotel, is encouraging and existing retailers have demonstrated real staying power with sales improving on top of already improved sales. 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 with 80% occupancy rates and several new hotels are in the planning stages 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 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 completion of the Centennial Plaza and strong interest in the adjacent building pads will further boost Old Town as a very popular destination for the region. The adoption and implementation of the Central Clovis Specific plan will allow for the development in the "South of Fifth Avenue" area that expands what Old Town has to offer the region.

The implementation of the 2014 General Plan, the Economic Development Strategy and a stabilized economy offer an opportunity to lay a foundation for long-term sustainability. The City recognizes that the best way to reach a healthier economy and community is to encourage private sector investment in business and industry that employ our residents. The economy is 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 \$64.2 million which is an increase of 3.1% when compared to the prior year. Expenditures as projected are \$63.0 million and represent an increase of 5.9% 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 budget increases for core services as well as improved quality of life services, new positions and additional salary and benefit costs.

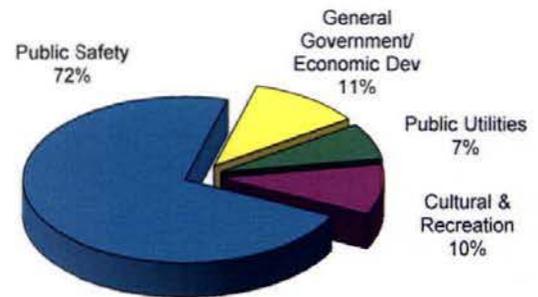
The General Fund is the only source of discretionary funding used for essential government services such as public safety, streets, parks, recreation and senior services. The General Fund budget includes enhanced and additional programs in police, recreation, senior services, and parks. The increase in expenditures is the result of core services improvements, the proposed new positions, modest salary increases, 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 determining what would provide a foundation for the future of Clovis. The budgeting goals are to enhance core services; to target \$1.0 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 17.5% of budgeted expenditures. These goals are met and additional investment to build a strong foundation for the future is enabled through the implementation of this budget.

The General Fund is able to transfer funds to General Government Facilities and Fleet Replacement this year. These transfers fund ongoing facility maintenance, equipment maintenance and replacement, facility remodeling, new construction, and future safety vehicle replacements. The General Government Facilities Fund is also the source of revenue for ongoing technology equipment replacement and improvement. These annual transfers are important to continue as they are the only source of funding for these general government costs.

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

Public Safety	\$45,592,000
General Government/Economic Dev	7,082,000
Public Utilities	4,148,700
Cultural & Recreation	6,216,300
TOTAL	\$63,039,000



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 24% 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 2016-2017 fiscal year is estimated to be \$1.0 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 over \$11.1 million or 17.5% of annual expenditures, which is recommended to be designated as a set aside for emergency or catastrophic 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 is supported by general tax revenues, other funds are no less important. These other funds include the community investment funds, enterprise funds, and internal service funds. All of these funds are balanced for 2016-2017 utilizing current revenue and reserves, when appropriate.

The Planning and Development Services Fund (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, the sewer bond coverage charge is scheduled to be rebated as well as an additional rebate of one-half of the bond coverage charge for a total rebate of \$10.65 per month. The sewer enterprise operation will not implement the approved 3% rate increase this year. Also, only the Community Sanitation Fund green waste and recycling programs will implement the approved 4% increase and the refuse operation will not require the approved 4% increase. 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.

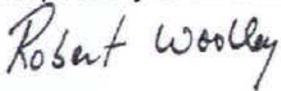
The Internal Service Funds are included in this budget and act for the most part as cost accumulation and allocation centers. All of these funds are fully funded with adequate balances to handle emergencies in the respective operational areas, should the need arise.

Also, the community investment program (CIP) is included in this budget with details included in the CIP section.

The 2016-2017 Annual Budget addresses the goals by which the community will measure its success. It 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 critical water, sewer, and street facilities; improves services for the Clovis Senior Activity Center and additional programming in recreation; directs 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 2016-2017 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 was 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,

A handwritten signature in cursive script that reads "Robert Woolley".

Robert W. Woolley
City Manager

INTRODUCTION

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.



Council Member Armstrong at the groundbreaking of the Miss Winkles Pet Adoption Center (2011). He is a strong supporter of the Pet Adoption Center and led a very successful fundraising effort to build the popular facility.

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 2016 - 2020 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.

- Implement 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.
 - Maintain an appropriate level of reserves in operational funds. Ongoing.
- 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.
 - Consider feasibility of expanded recreational facilities. 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.
- Perform 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. The Sphere of Influence is required to be reviewed by the Local Agency Formation Commission (LAFCO) every five years. The Sphere of Influence was expanded in April of 2015 by LAFCO. 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. The Service and Infrastructure Master Plans provide the implementation details for City services and are being updated currently based on the recently approved General Plan Update. 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. 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 25%. 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.
- At least three times throughout the fiscal year the Council will review actual performance compared to budget and approve actions to bring the budget into balance, if necessary.

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. 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 sustainable spending.
2. Implement the recently approved General Plan Update and update 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. Implement the recently adopted Economic Development Strategy that seeks 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 to provide a safe, clean, and well-maintained community for all residents including the further development of water supply infrastructure 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.

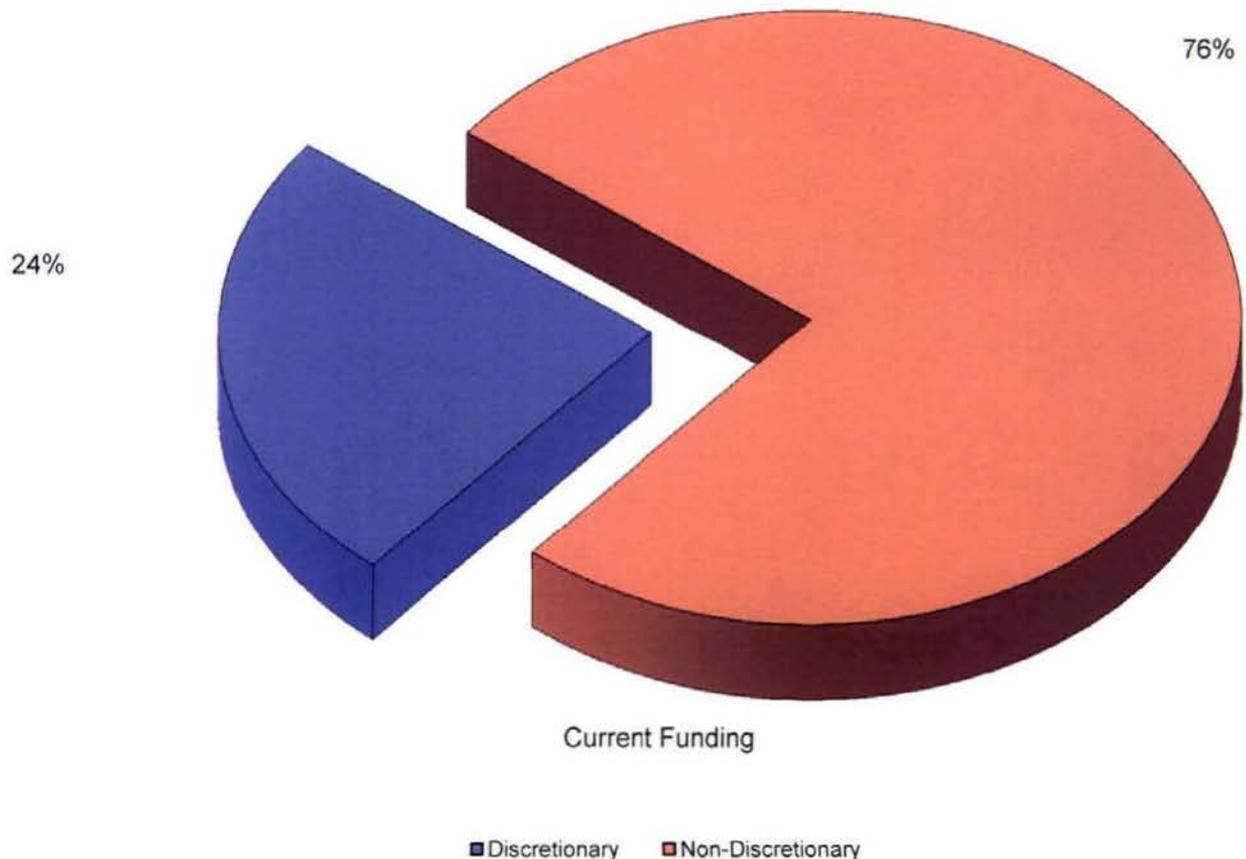
Discretionary revenues are those for which the City can determine the use, without restriction, by deciding how these funds will be expended and on which programs. Examples of discretionary revenues are property taxes, most sales taxes, and business license fees, all of which may be allocated to support 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 2016-2017" illustrates that only 24% of total annual revenues are discretionary with the remaining 76% non-discretionary. The City's discretionary revenues this year total \$49.7 million of which \$48.5 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 \$155.3 million of revenues are non-discretionary. Of the discretionary revenues, the chart entitled "Use of Discretionary Revenues 2016-2017" shows that the City will use over 87% or \$42.4 million of the total \$48.8 million of discretionary funds for public safety.

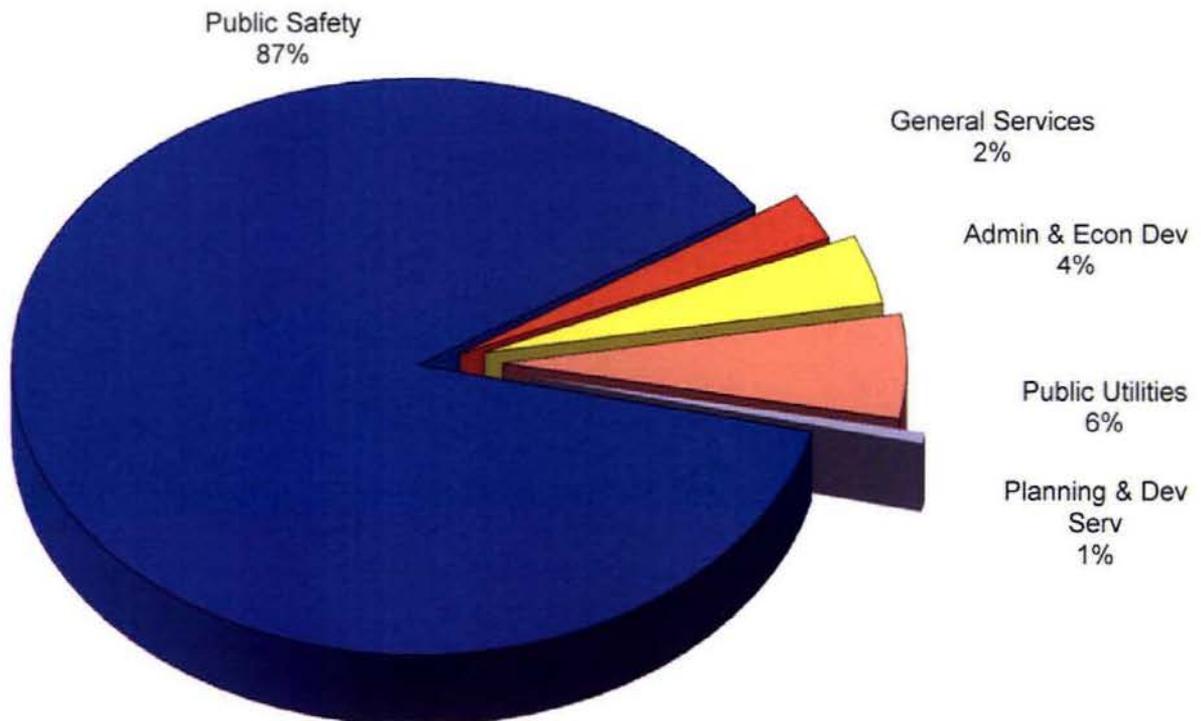
SUMMARY OF DISCRETIONARY AND NON-DISCRETIONARY REVENUES 2016-17

	<u>Discretionary</u>	<u>Non- Discretionary</u>	<u>Total</u>
Property Taxes	21,401,000	1,097,000	22,498,000
Other Taxes	27,506,000	355,000	27,861,000
Licenses & Permits	469,000	2,446,000	2,915,000
Fines & Forfeitures	4,000	220,000	224,000
Use of Money & Property	130,000	557,000	687,000
Revenue From Other Agencies	130,000	26,797,000	26,927,000
Charges For Current Services	76,000	122,403,000	122,479,000
Other Revenues	0	1,471,000	1,471,000
TOTAL CURRENT FUNDING	49,716,000	155,346,000	205,062,000
(Additions to)/Use of Available Balance	(896,000)	6,760,700	5,864,700
TOTAL	48,820,000	162,106,700	210,926,700



USE OF DISCRETIONARY REVENUES 2016-17

Departments	Total Expenditures	Non-Discretionary Revenues	Use of Discretionary Revenues
City Council	314,200	156,000	158,200
City Clerk	4,497,100	4,287,400	209,700
City Attorney	676,700	558,000	118,700
City Manager	2,157,200	1,051,500	1,105,700
General Services	38,023,600	36,715,100	1,308,500
Finance	2,989,300	2,662,000	327,300
Police	31,643,000	2,325,000	29,318,000
Fire	13,949,000	843,000	13,106,000
Public Utilities	64,783,500	61,915,600	2,867,900
Planning & Development Services	9,253,300	8,953,300	300,000
Capital Improvements	42,639,800	42,639,800	0
TOTAL	210,926,700	162,106,700	48,820,000



ECONOMIC OUTLOOK

The Clovis economy continues to show positive trends with increases in sales and property taxes and continued new residential and office construction. Last year Clovis saw development activity increase in the City's core and on commercial sites due to 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 undeveloped properties in the City's core neighborhoods. California Health Sciences University (CHSU) recently announced the site for its permanent campus will be in the City's Research and Technology Park. The new Clovis site is planned near Temperance Avenue and Highway 168, north of Clovis Community Medical Center, and would have enough room for decades of expansion. The new 70,000-square-foot College of Pharmacy building would be the first constructed and the permanent campus will accommodate up to 10 health sciences related colleges at full build-out. The new campus will also include a library, on-campus academic and student housing, student center, auditorium, quad and an administrative building. With construction on the new College of Pharmacy building planned to start in 2017, the university hopes to have the first building at the new campus completed in fall 2019. At full build out, the CHSU campus will be occupied by over 2,000 students, 300 faculty and staff, a tremendous boom to the city's economy.

Vacancies of major retail space have been utilized in the past year and interest by potential new tenants show continued economic growth. Residential development has stabilized along with increasing prices in the City. It is expected this will continue as developers are taking advantage of reduced fees in the City's core as approved by Council. 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 34 years old, and the value of excellent educational resources, the economy must 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 with plans for further expansion. In the next year staff will be analyzing options to finance development impact fees over time and possibly amending the reduced-fee area to encourage job generating projects.

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

- California Health Sciences University (CHSU) beginning development in the City's Research and Technology Park;
- Further attraction of businesses to the Research and Technology Business Park;
- Development of Centennial Plaza building pads in Old Town Clovis to reinforce Old Town Clovis being the heart of the community;
- Expansion of the Dry Creek Industrial Park;
- Bolstering Old Town with the Civic Center North project adding an expanded Library, Senior Center, and Transit Hub to Old Town;
- Additional expansion of medical facilities at Clovis Community Medical Center;
- New hotel/restaurant promotions in the Shaw and Clovis business corridors;
- A Property Based Improvement District (PBID) along Shaw Avenue to improve infrastructure;

- Investment in Sierra Vista Mall from a new owner;
- Development of vacant parcels in the Pelco Business Park;
- The demolition of buildings at the Winery site to make way for future opportunities;
- Reoccupation of anchor store vacancies along the Shaw Avenue Corridor; and
- Construction of six-lane expressway on Shaw from DeWolf to McCall.

The current economic conditions are resulting in improving performance of tax revenues that support City services. 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 grows. 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 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 as does the Redevelopment Successor Agency.

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 property insurance, and general services), and enterprise funds (water, sewer, community sanitation, planning and development services, 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 expenses.

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. 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 18, 2016
City Manager Budget Review	April 4 – April 29, 2016
Introduction of Recommended Budget to City Council	May 16, 2016
Council Budget Review and Public Hearings	June 13, 2016
Adoption of Budget	June 13, 2016

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 2.63% from 2015. The Department of Finance reports that the PCI was 5.37%. The change in non-residential construction was 5.65%. Therefore, the change in non-residential construction is used.

Appropriations Limitation 2015-2016	\$209,393,511
Add: Change in Population (2.39%)	<u>5,507,049</u>
	\$214,900,560
Add: Change in NRC (6.28%)	<u>12,141,882</u>
Appropriations Limitation 2016-2017	\$227,042,442
Less: Proposed Expenditures Subject to Limitation in 2016-2017	<u>43,301,915</u>
Amount of Unused Authorized Appropriations	<u>\$183,740,527</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 2016-2017 fiscal year at \$227,042,442.

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.

Community Sanitation Fund

The Community Sanitation Fund, which is self-supporting from 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, recycling, greenwaste, and street sweeping fees 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/Facilities 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.

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.

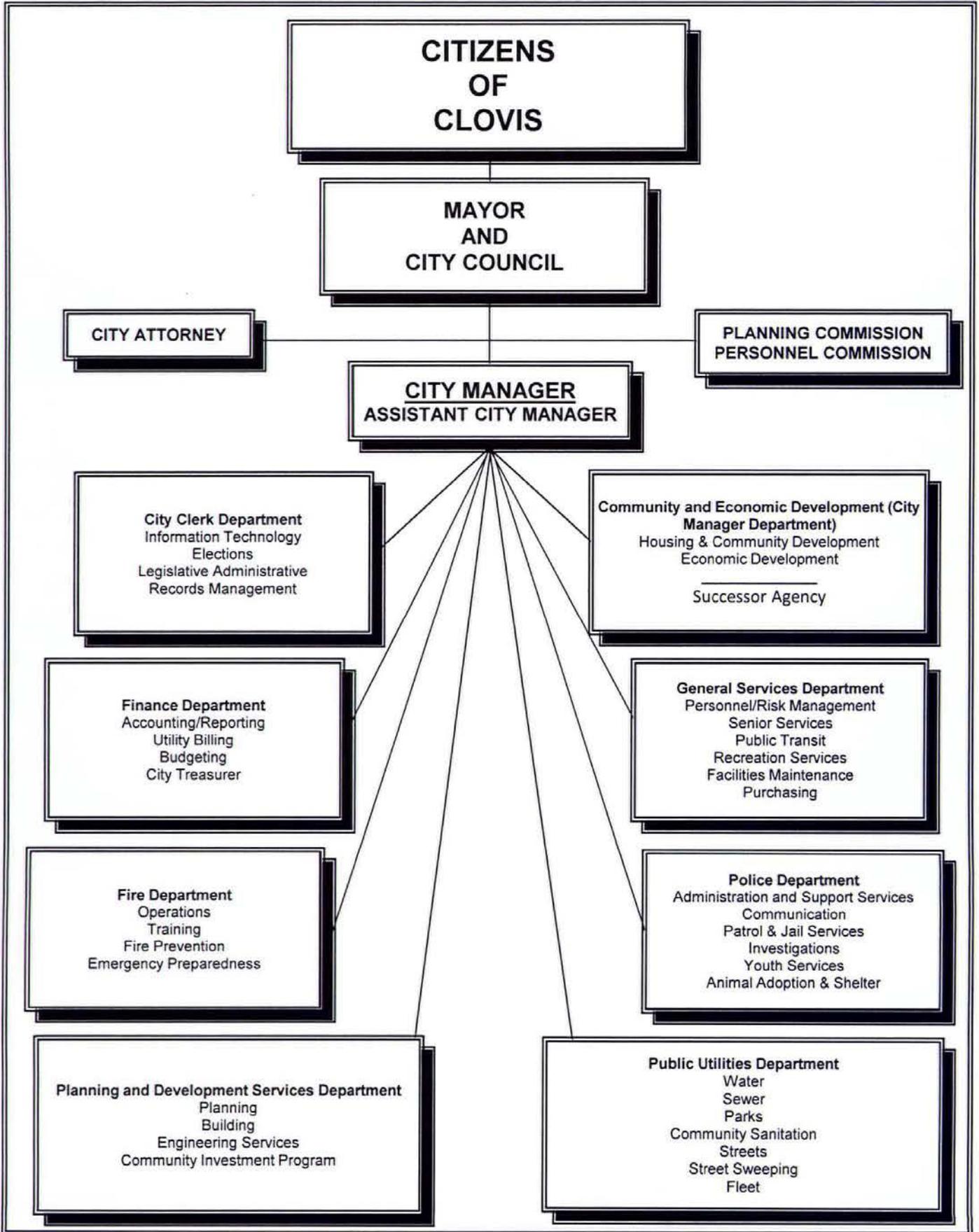
Water Construction-Enterprise Fund

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

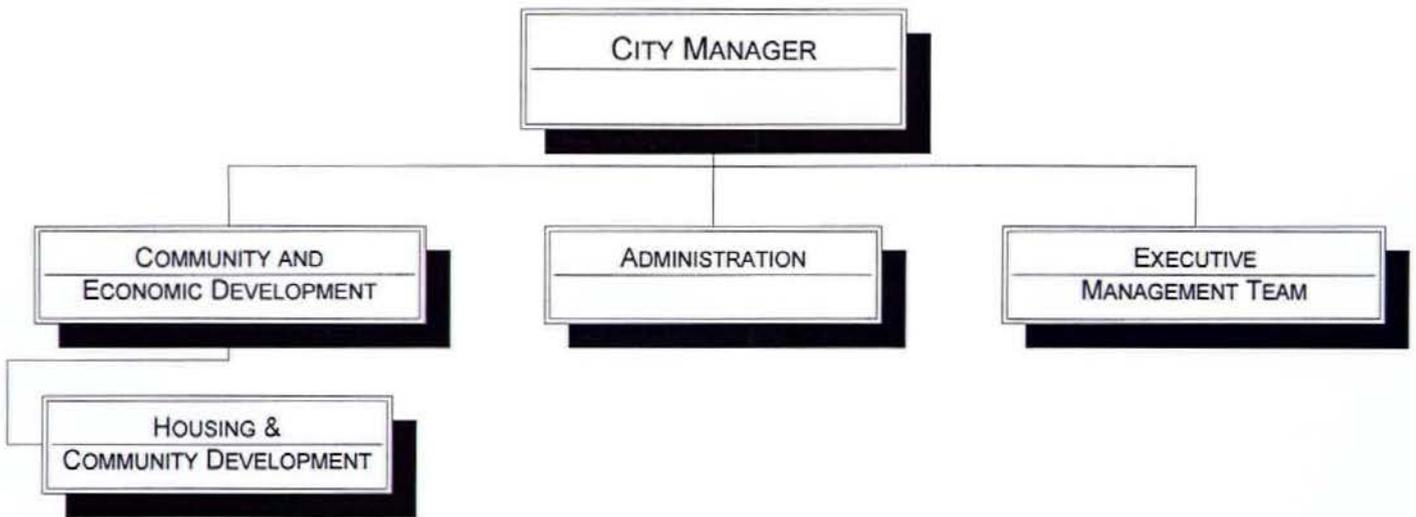
Water Service Fund

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.

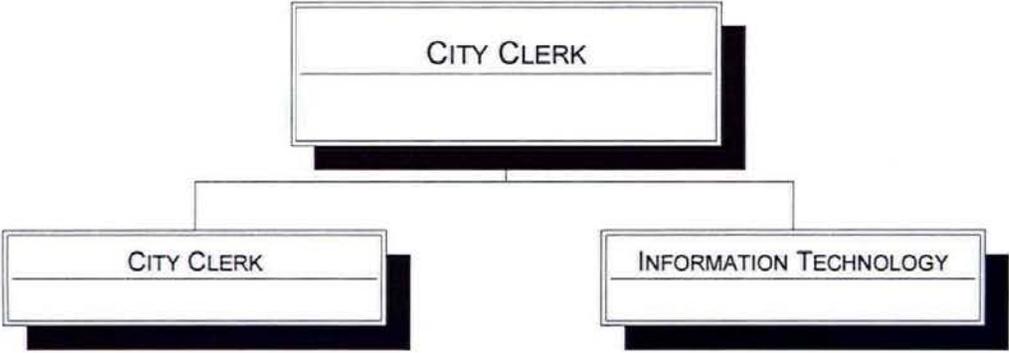
CITY OF CLOVIS ORGANIZATION CHART



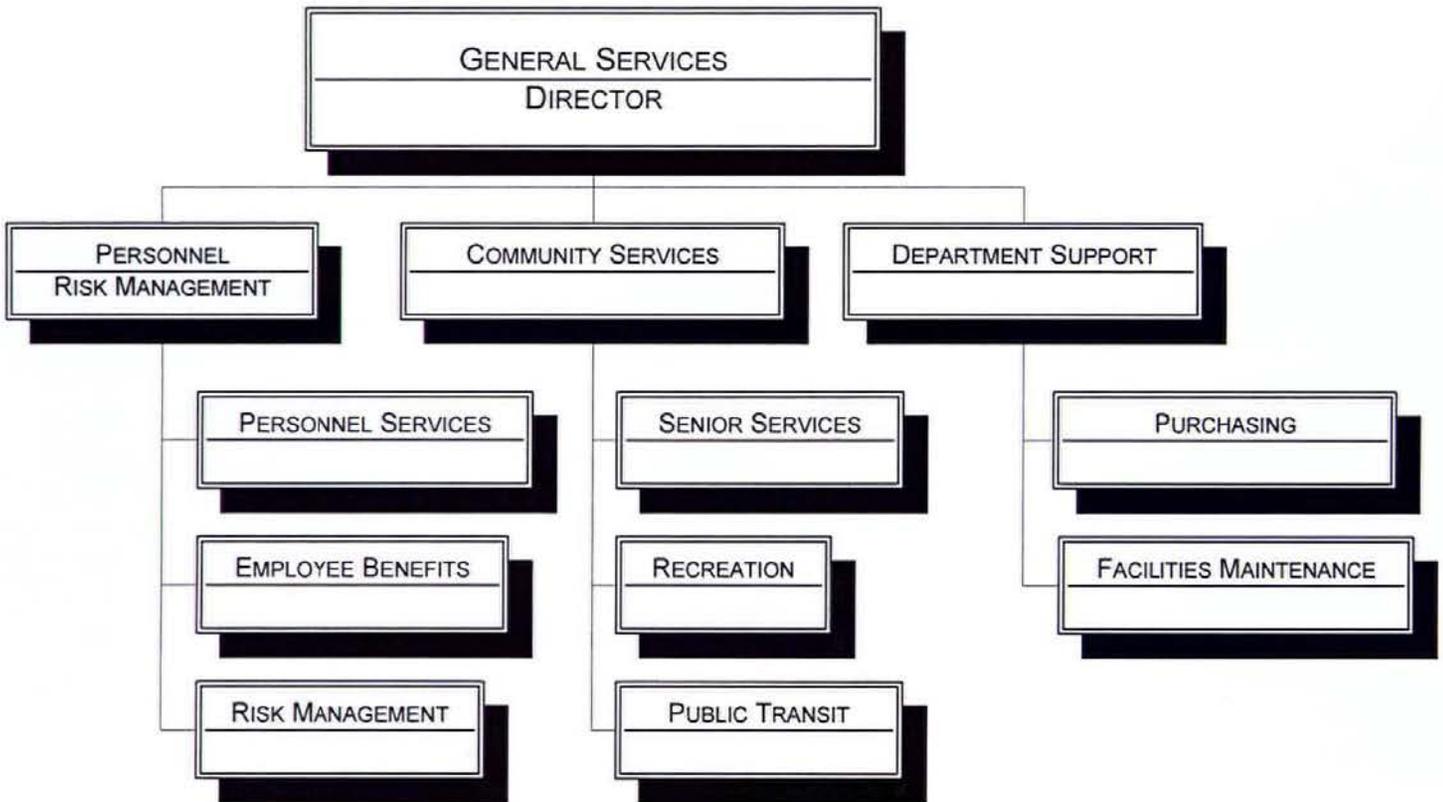
City Manager Department



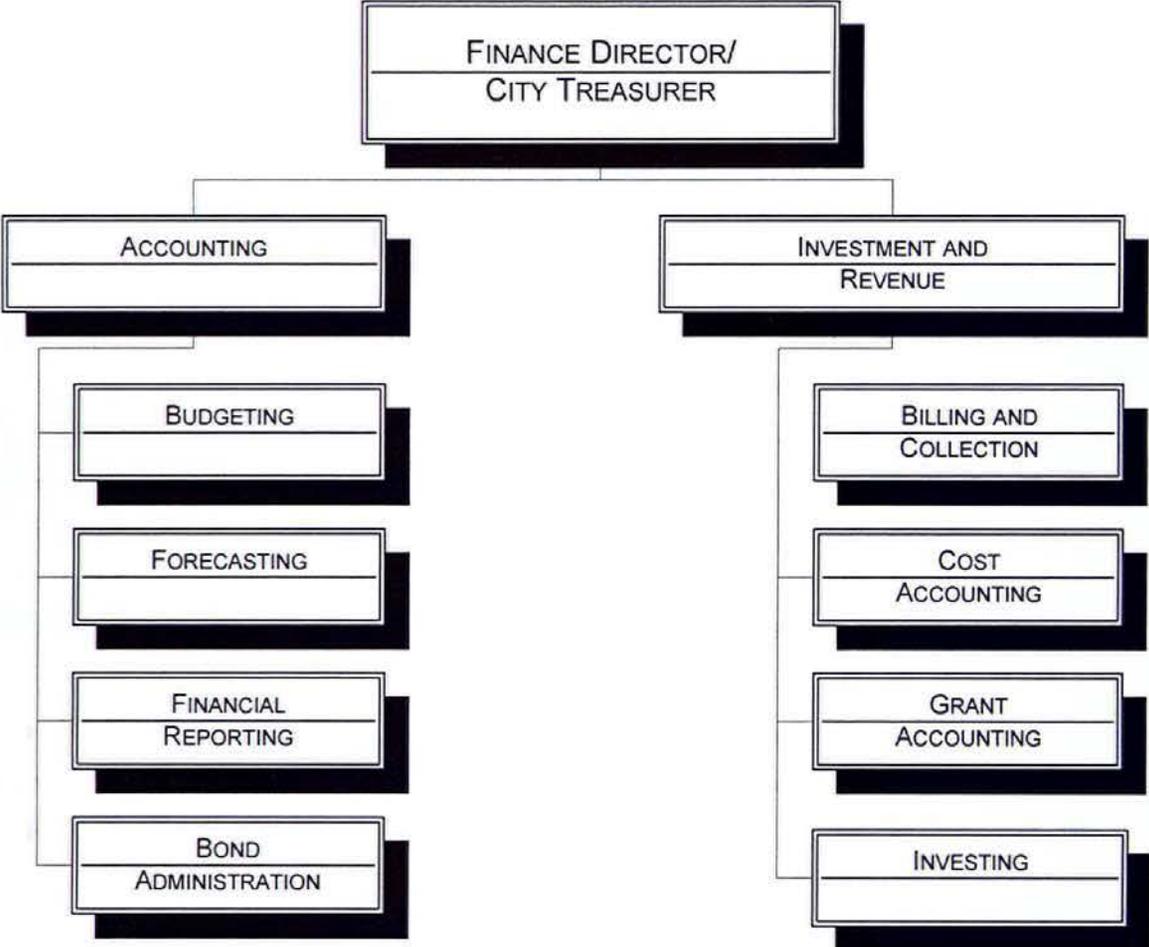
City Clerk Department



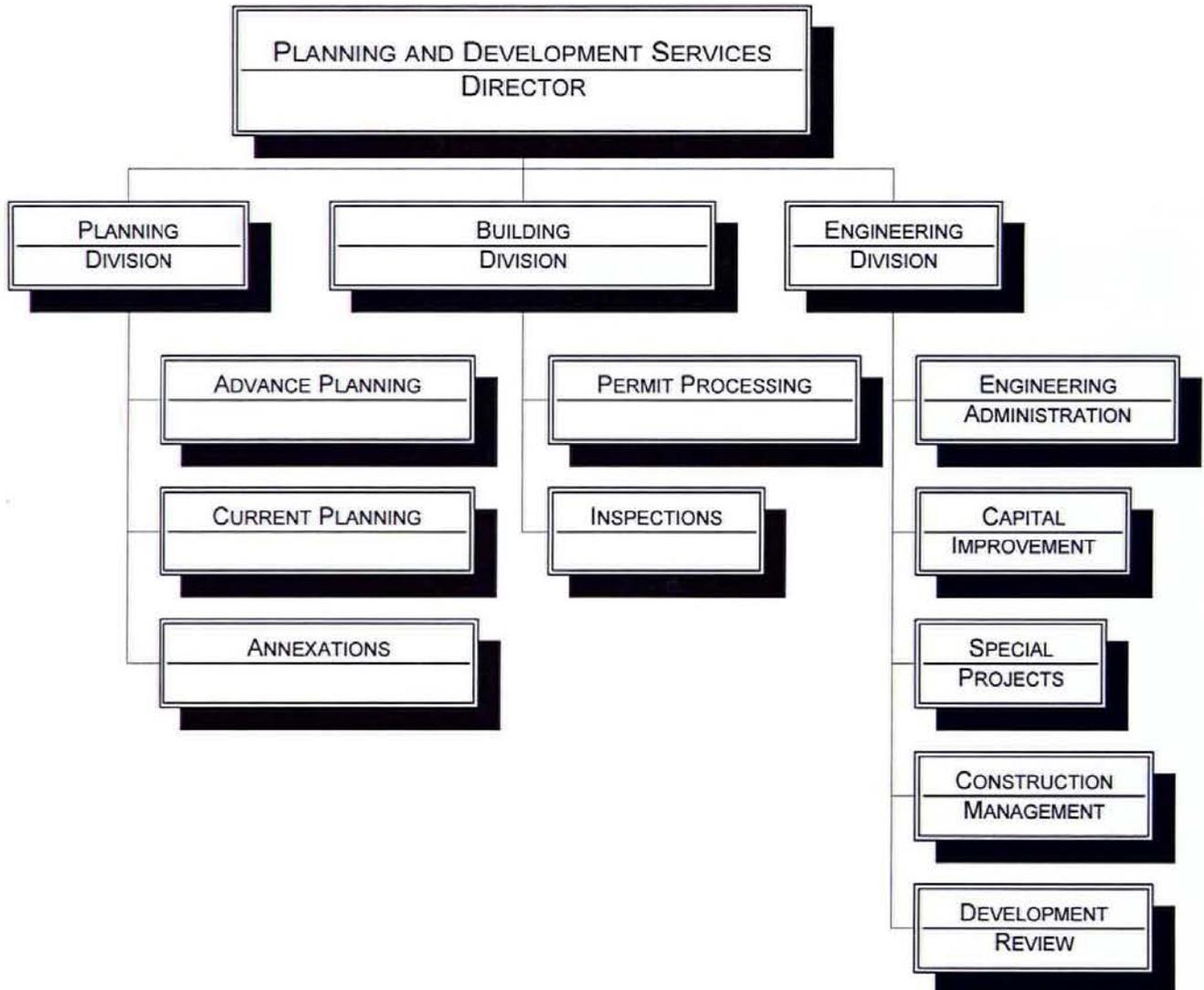
General Services Department



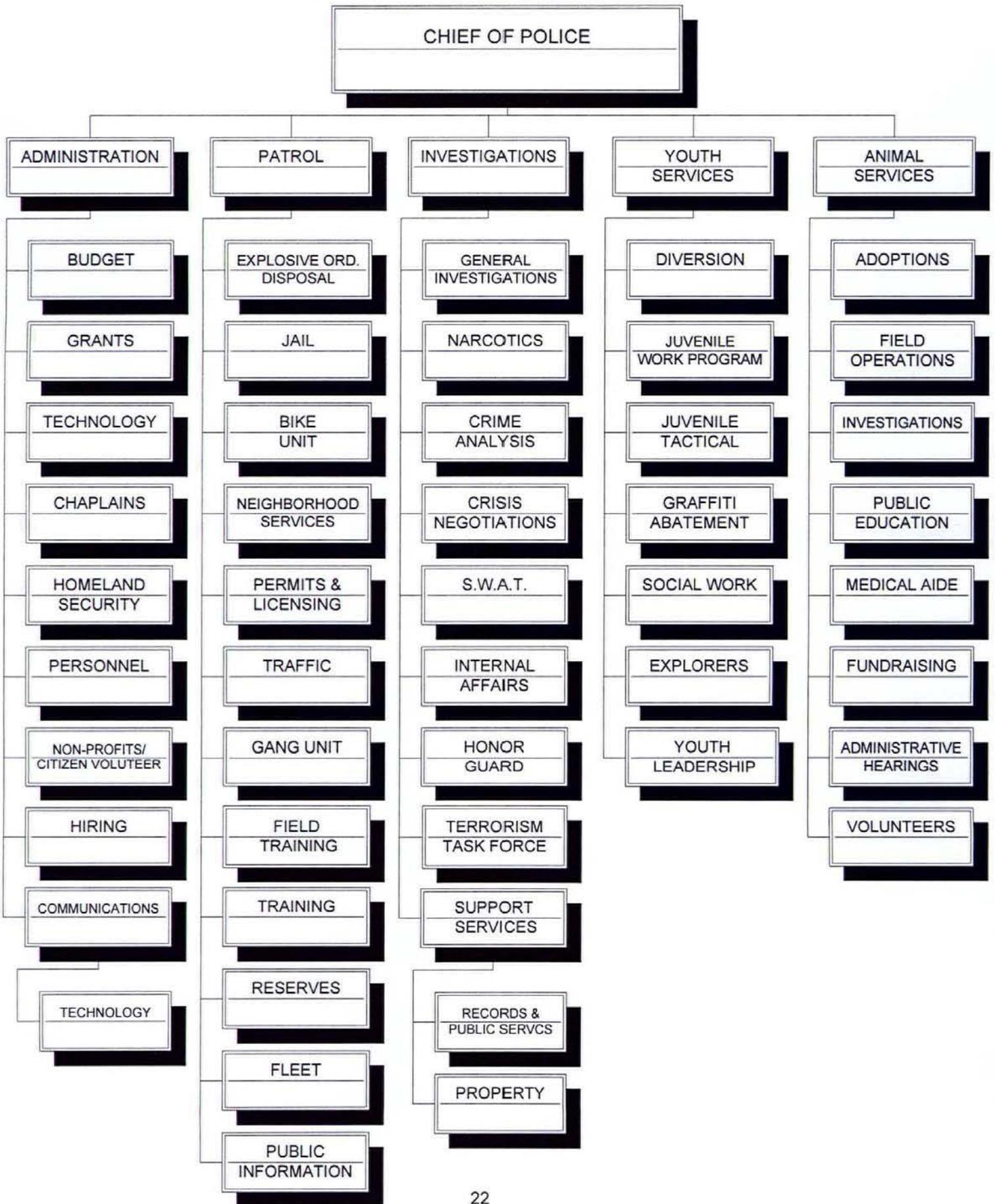
Finance Department



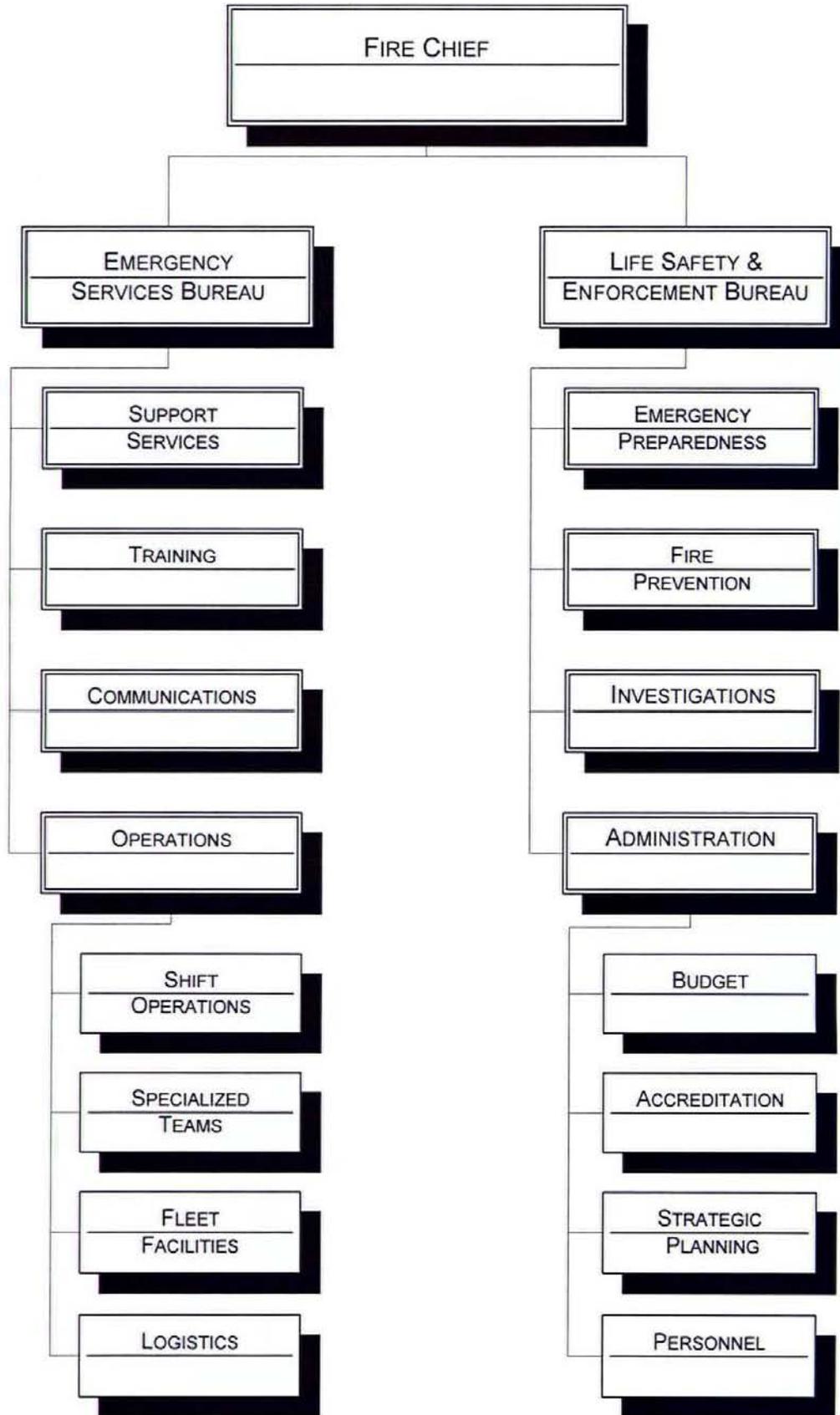
Planning and Development Services Department



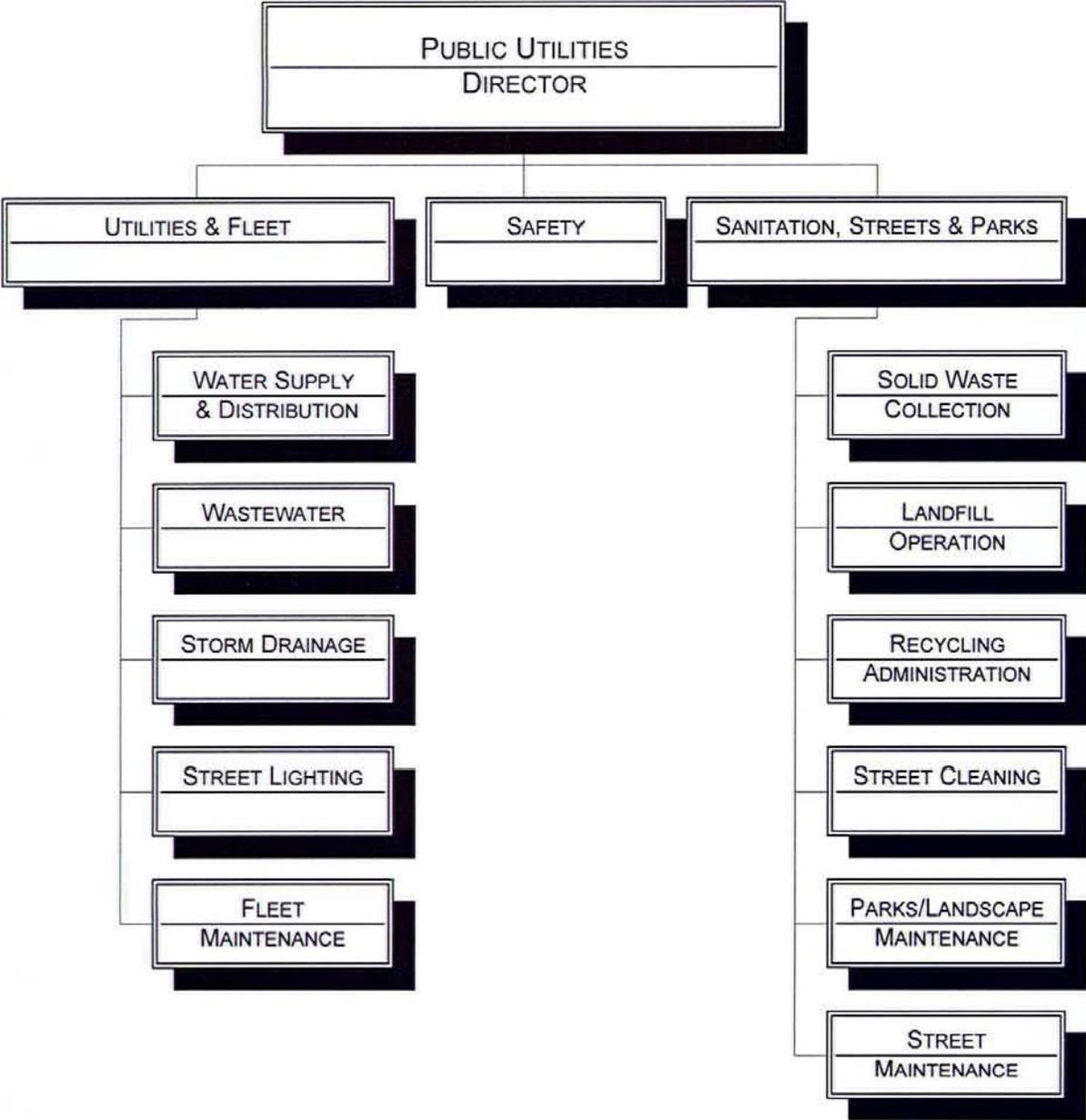
Police Department



Fire Department



Public Utilities Department



Clovis Successor Agencies



**CITY OF CLOVIS
2016-2017 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
Andrew Haussler, Interim Community and Economic Development Director
Jamie Hughson, Finance Director/Treasurer
Robert Ford, General Services Director
Dwight Kroll, Planning & Development Services Director
Luke Serpa, Public Utilities Director

**AD HOC BUDGET
PREPARATION TASK FORCE**

Robert Woolley, City Manager
Jamie Hughson, Finance Director

John Holt
Jay Schengel
Haley Lynch
Gina Daniels
Susan Evans
Steven Nitta
Max Pronovost
Hogan Louie
Thad Avery
Jacquie Pronovost
Marianne Mollring

SUMMARY OF REVENUES & EXPENDITURES

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.



Council Member Armstrong officially opens Dry Creek Park at Clovis and Alluvial Avenues to the delight of the neighborhood (2009).

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, 2016; the total estimated revenue for 2016-2017; the total proposed budget expenditures for 2016-2017; and the projected ending fund balance for each fund as of June 30, 2017.

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 nearly \$64.2 million which is \$1.9 million or 3.1% more than the revised revenues for 2015-2016. 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 \$63.0 million and represent \$3.5 million or 5.9% more when compared to 2015-2016 estimated expenditures. The increase in 2016-2017 projected expenditures is mostly made up of funding for new positions, negotiated salary increases, increased costs to provide employee benefits including retirement, health insurance, workers compensation and general price increases impacting the cost of services and supplies. Eight new positions and an upgrade of one position are recommended for the General Fund for 2016-2017. A complete listing of recommended positions is included in the **Personnel Section**. The General Fund has \$11.1 million, or 17.5% of expenditures, designated as an emergency reserve. The General Fund also reflects \$1.0 million unreserved, unassigned balance available to offset the impact of any revenue shortfall or cover any unexpected expenditures that do not meet the emergency designation.

Special Revenue Funds - The Housing and Community Development Fund projects a fund balance of \$1.2 million for 2016-2017 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 \$3.0 million for 2016-2017. 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 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, as well as pay for major projects is established this year at \$2.0 million. The General Government Facilities Fund includes a limited number of minor projects with the reserves committed to future debt service obligations. Also included is a transfer of \$0.7 million from the General Fund to the Fleet fund to fund safety vehicle replacements.

Enterprise Funds - All of the City's Enterprise Funds show sufficient revenue and working capital to meet current operating requirements. With the return in development over the last few years, the City plans to rebate the Sewer bond coverage charge of \$7.30 per month plus one-half of previously collected bond coverage charges of \$3.65 per month beginning July 1, 2016, for a total rebate of \$10.65 per month. In addition, Sewer operations have an authorized 3% escalator; however, no increase is included in the proposed budget. Only the recycling and greenwaste programs need the approved 4% rate increase (\$0.33 per month) in the Community Sanitation Fund. City Council recently approved a rate change to the Water Enterprise Fund that becomes effective July 1, 2016. Also included is an authorized 3% escalator; however, no increase is included in this year's budget. The Water Enterprise 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 Enterprise will add one position in 2016-2017. The Transit Enterprise expanded services utilizing one time money from State Transit Assistance (STA) and will continue those services in 2016-2017. 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. In 2016-17 STA funding may continue to be used for operations if certain State requirements are met. The Planning & Development Enterprise has continued to see an increase in residential construction and expects this increase to continue for several years. More details regarding the positions in these funds are included in the **Personnel Section**.

Capital Improvements - Several major projects are included in the 2016-2017 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 2016-2017 that do not currently have funding sources identified.

SUMMARY OF RESOURCES AND APPROPRIATIONS 2016-2017

Fund	Beginning Balance	Transfers	Current Resources	Expenditures	Ending Balance
GENERAL					
General Fund	2,812,000	(3,000,000)	64,235,000	63,039,000	1,008,000
SPECIAL REVENUE FUNDS					
Housing & Community Develop.	1,234,200	0	317,000	315,500	1,235,700
Landscape Assessment District	2,597,000	0	3,622,000	3,226,000	2,993,000
Total Special Revenue	3,831,200	0	3,939,000	3,541,500	4,228,700
INTERNAL SERVICE FUNDS					
Liab & Prop Ins	1,131,600	0	1,934,000	1,963,100	1,102,500
Employee Benefits	3,629,300	0	20,872,000	20,650,600	3,850,700
Fleet Maintenance	9,252,100	700,000	9,359,000	9,122,600	10,188,500
General Govt Services	4,063,100	1,000,000	11,277,000	11,699,500	4,640,600
Total Internal Service	18,076,100	1,700,000	43,442,000	43,435,800	19,782,300
ENTERPRISE FUNDS					
Community Sanitation	8,289,100	156,000	16,890,000	18,476,600	6,858,500
Sewer Service	13,941,600	598,000	10,623,000	11,604,900	13,557,700
Water Service	16,696,200	(1,827,000)	15,116,000	13,223,500	16,761,700
Transit	707,700	0	5,713,000	5,815,300	605,400
Planning & Development Service	4,146,800	300,000	7,973,000	9,253,300	3,166,500
Total Enterprise	43,781,400	(773,000)	56,315,000	58,373,600	40,949,800
CAPITAL IMPROVEMENT FUNDS					
Sewer Construction	1,535,700	(598,000)	7,142,000	6,764,000	1,315,700
Park Projects	3,328,000	0	2,332,000	2,030,000	3,630,000
Street Construction	7,282,400	0	21,199,000	20,693,000	7,788,400
Water Construction	5,715,100	1,827,000	3,168,000	6,952,800	3,757,300
Housing & Community Develop.	0	0	1,970,000	1,970,000	0
Community Sanitation CIP	0	0	750,000	750,000	0
General Govt Facilities	2,807,000	1,000,000	570,000	3,377,000	1,000,000
Total Capital Improvement	20,668,200	2,229,000	37,131,000	42,536,800	17,491,400
	89,168,900	156,000	205,062,000	210,926,700	83,460,200
	Beginning Balance	Transfers	Additions	Deductions	Ending Balance
SUCCESSOR AGENCIES TRUST FUND					
Clovis Successor Agencies**	4,009,400	0	1,670,000	5,163,500	515,900

* The General Fund maintains a \$11,100,000 set aside, or 17.5% 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	Planning and Dev Services Fund	General Fund supported activity.
2,000,000	General Fund	General Services	Capital, maintence & technology
700,000	General Fund	Fleet Maintenance	For safety vehicle replacements
156,000	Comm Sanitation Cap*	Comm Sanitation Oper	Acquisition of refuse containers
270,000	Sewer Capital-Dev	Sewer Service	For sewer system improvements
428,000	Sewer Capital-Dev	Sewer Service	Developer share of debt service
100,000	Sewer Service	Sewer Cap-Dev	Various capital projects
753,000	Water Service	Water Capital-Dev	To pay debt service
500,000	Water Service	Water Capital-Dev	Interfund loan for water banking
574,000	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 2016-2017 revenues and expenditures. The schedule on the following page combines all the City's funds into one summary schedule while the 2016-2017 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 "2016-2017 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 39.3% 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 20.4% 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, 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 1.545%. Property taxes account for 11.0% of the City's revenue. The revenue source "Sales & Use Tax" which accounts for 9.8% of total revenue, is projected to increase with improved consumer spending and employment.

Overall the City budget is up when compared to the prior year. Capital outlays/improvements account for 19.3% of the total budgeted expenditures in 2016-2017, and are increasing slightly when compared to the estimated 2015-2016 with the start of several new anticipated projects. The combined totals for all salaries and benefits, which account for 32.5% 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 9.5% 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.

2016-2017 BUDGET SUMMARY - ALL FUNDS

Included in the schedule below are items that are not considered revenue/expenses for financial reporting purposes. These items are:
 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

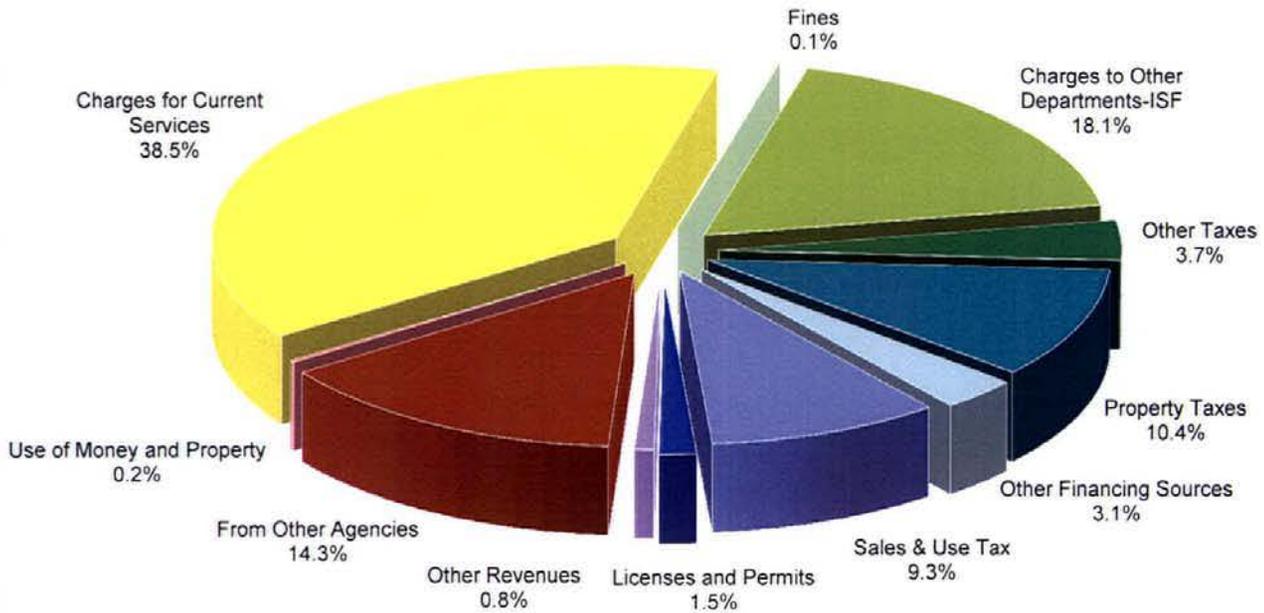
	2014-2015 ACTUAL	2015-2016 ESTIMATED	2016-2017 BUDGET
<u>FUNDING SOURCES</u>			
Property Taxes	19,842,733	21,388,000	22,498,000
Sales & Use Tax	18,037,580	19,104,000	20,051,000
Other Taxes	7,240,520	7,565,000	7,810,000
Licenses and Permits	2,707,578	3,083,000	2,915,000
Fines	207,358	224,000	224,000
Use of Money & Property	548,920	475,000	687,000
From Other Agencies	20,829,722	29,550,000	26,927,000
Charges for Current Services	76,099,292	79,310,500	80,651,000
Other Revenues	7,540,208	1,657,000	878,000
Charges to Other Departments-ISF	36,182,045	37,312,000	41,828,000
Other Financing Sources	70,700	6,420,000	593,000
Total Revenues and Other Financing Sources	189,306,656	206,088,500	205,062,000
Beginning Fund Balances	71,450,690	89,973,000	89,168,900
Total Available Resources	260,757,346	296,061,500	294,230,900
<u>EXPENDITURES/EXPENSES</u>			
Salaries-Regular	35,149,656	37,908,900	41,382,500
Overtime	3,769,838	4,550,800	3,488,000
Extra Help	2,541,946	2,754,300	3,016,500
Benefits	17,752,269	18,004,500	20,614,500
Vehicle Charges	8,246,725	8,359,000	9,135,400
Energy	6,148,905	5,989,600	6,701,100
Communications	538,338	515,200	572,000
Professional Services	17,032,435	18,755,100	19,642,000
Repair and Maintenance	2,525,476	2,794,500	3,014,450
State Mandates	797,722	786,500	863,500
Special Events	66,955	71,000	81,000
Building and Equipment Rental	4,392	2,900	13,000
Office Supplies	555,683	580,550	652,000
Materials and Supplies	4,237,121	4,643,850	5,049,850
Travel and Meeting Expense	176,893	192,500	256,400
Training	607,663	789,600	743,500
Dues and Subscriptions	97,899	125,100	134,800
Administration and Overhead	15,448,952	16,449,500	17,675,200
Employee-Related ISF Charges	14,950,499	17,200,300	20,029,400
Liability Insurance Prog-ISF	1,317,710	1,484,700	1,688,000
Debt Service	15,576,438	14,901,600	15,547,400
Capital Outlays/Improvements	23,401,831	50,582,600	40,626,200
Total Expenditures/Expenses and Other Uses	170,945,346	207,442,600	210,926,700
Net Operating Transfers *	161,000	550,000	156,000
Ending Fund Balances	89,973,000	89,168,900	83,460,200

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.

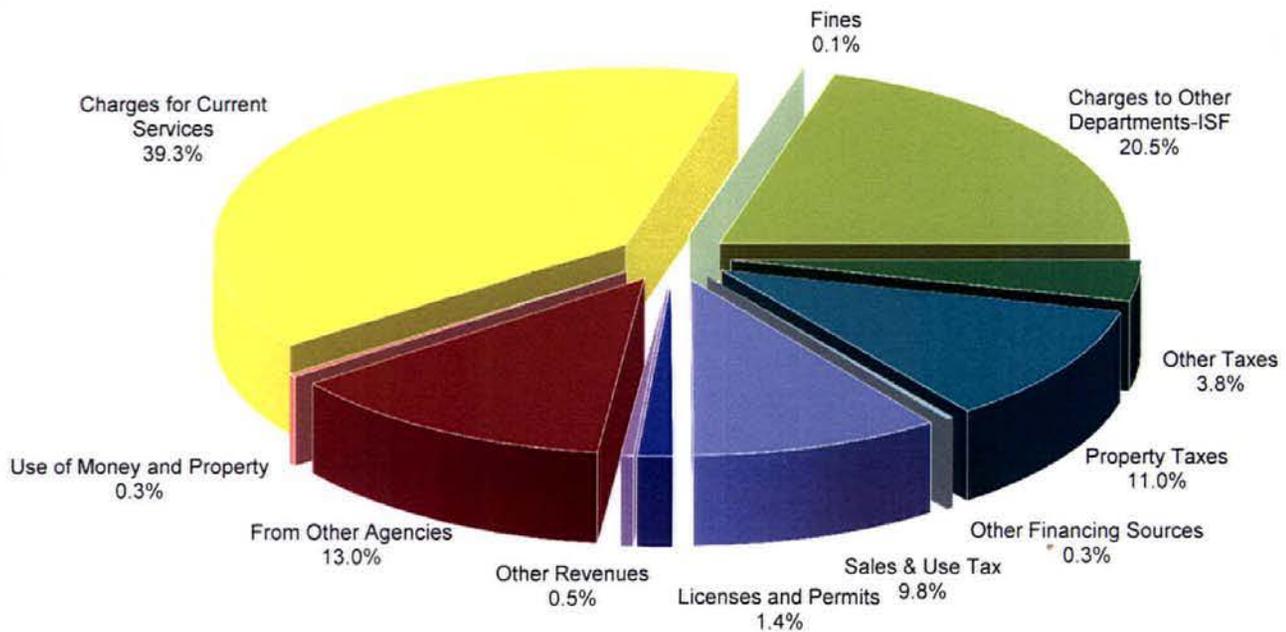
The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

* Net transfers are the result of the transfer to the Refuse Disposal Fund from the Community Sanitation Fund, an unbudgeted fund.

2015-16 ESTIMATED REVENUES



2016-2017 BUDGET REVENUES



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

2016-2017 BUDGET SUMMARY - BY FUND

Page 1 of 2

	<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
<u>FUNDING SOURCES</u>								
Property Taxes	22,498,000							
Sales & Use Tax	20,051,000							
Other Taxes	7,810,000							
Licenses and Permits	620,000							2,295,000
Fines	224,000							
Use of Money & Property	163,000	1,000	3,000	130,000	120,000	20,000	164,000	10,000
From Other Agencies	2,580,000	2,286,000				5,482,000		29,000
Charges for Current Services	10,108,000		3,619,000	17,510,000	10,353,000	211,000	14,697,000	5,614,000
Other Revenues	181,000				150,000		255,000	25,000
Charges to Other Departments-ISF								
Other Financing Sources								
Total Sources	<u>64,235,000</u>	<u>2,287,000</u>	<u>3,622,000</u>	<u>17,640,000</u>	<u>10,623,000</u>	<u>5,713,000</u>	<u>15,116,000</u>	<u>7,973,000</u>
<u>EXPENDITURES/EXPENSES</u>								
Salaries-Regular	25,989,900	88,800		3,273,200	776,600	1,383,800	2,510,500	3,944,000
Overtime	2,876,700			249,800	14,000	67,000	89,100	122,000
Extra Help	1,201,500			117,000	10,000	830,000	45,000	685,000
Benefits	13,987,300	20,800		1,519,300	334,600	769,900	1,111,100	1,573,700
Vehicle Charges	3,178,600			3,852,300	223,000	1,012,400	460,400	196,100
Energy	2,352,000			16,000	872,000		2,600,000	
Communications	218,700			13,500	2,500	75,000	16,500	49,400
Professional Services	4,357,300	2,000	3,226,000	4,331,000	4,663,500	336,500	1,489,400	578,500
Repair and Maintenance	232,450			49,200	83,100		391,200	
State Mandates				854,500				
Liability Insurance Prog-ISF								
Special Events	3,000							
Building and Equipment Rental	1,000			10,000				
Office Supplies	70,000			66,000	10,000		21,000	19,000
Materials and Supplies	913,050			123,500	75,200		1,088,700	17,100
Travel and Meeting Expense	185,900	4,000		10,000	7,000	8,500	5,000	18,500
Training	448,700	6,600		37,500	14,200	23,500	34,500	62,500
Dues and Subscriptions	79,000	600		11,000	2,000	800	5,300	31,500
Administration and Overhead	6,403,500	11,700		2,588,300	2,123,700	842,900	2,461,300	1,939,500
Employee-Related ISF Charges								
Debt Service		78,000		794,500	1,242,000			
Capital Outlays/Improvements	540,400	2,073,000		1,310,000	1,151,500	465,000	894,500	16,500
Total Uses	<u>63,039,000</u>	<u>2,285,500</u>	<u>3,226,000</u>	<u>19,226,600</u>	<u>11,604,900</u>	<u>5,815,300</u>	<u>13,223,500</u>	<u>9,253,300</u>

2016-2017 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*
								22,498,000	1,669,000
								20,051,000	
								7,810,000	
								2,915,000	
								224,000	
	20,000	30,000		4,000	5,000	12,000	5,000	687,000	1,000
		614,000			241,000	15,695,000		26,927,000	
		660,000		7,138,000	2,086,000	5,492,000	3,163,000	80,651,000	
	90,000	177,000						878,000	
1,934,000	20,762,000	10,366,000	8,766,000					41,828,000	
			593,000					593,000	
<u>1,934,000</u>	<u>20,872,000</u>	<u>11,847,000</u>	<u>9,359,000</u>	<u>7,142,000</u>	<u>2,332,000</u>	<u>21,199,000</u>	<u>3,168,000</u>	<u>205,062,000</u>	<u>1,670,000</u>
									<u>Deductions</u>
148,800	247,900	1,882,500	1,136,500					41,382,500	
1,200	1,200	52,000	15,000					3,488,000	
		55,000	73,000					3,016,500	
51,100	93,800	628,500	524,400					20,614,500	
5,700	11,500	143,200	52,200					9,135,400	
		861,100						6,701,100	
		196,300	100					572,000	
	10,600	571,200	76,000					19,642,000	350,000
		1,791,500	467,000					3,014,450	
			9,000					863,500	
1,688,000								1,688,000	
	78,000							81,000	
		2,000						13,000	
		465,000	1,000					652,000	
2,000		92,600	2,737,700					5,049,850	
3,700	500	8,800	4,500					256,400	
17,900	21,400	58,500	18,200					743,500	
700	500	2,300	1,100					134,800	
44,000	65,800	302,300	892,200					17,675,200	4,500
	20,029,400							20,029,400	
		3,149,700	724,400	6,521,000			3,037,800	15,547,400	1,359,000
	90,000	4,814,000	2,390,300	243,000	2,030,000	20,693,000	3,915,000	40,626,200	3,450,000
<u>1,963,100</u>	<u>20,650,600</u>	<u>15,076,500</u>	<u>9,122,600</u>	<u>6,764,000</u>	<u>2,030,000</u>	<u>20,693,000</u>	<u>6,952,800</u>	<u>210,926,700</u>	<u>5,163,500</u>

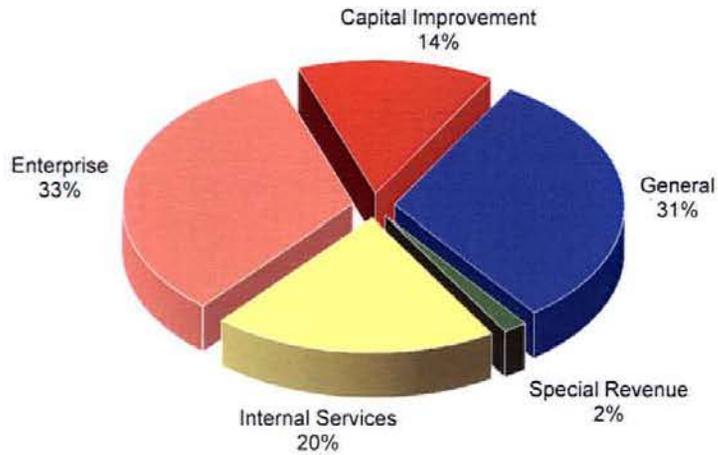
SUMMARY OF REVENUES BY FUND

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
GENERAL FUND	59,164,939	62,308,000	64,235,000
SPECIAL REVENUE FUNDS			
Housing & Community Development	163,845	1,104,000	317,000
Landscape Maintenance District	3,014,124	3,208,000	3,622,000
INTERNAL SERVICES FUNDS			
Liability & Property Insurance	1,603,797	1,958,000	1,934,000
Employee Benefit	18,170,145	18,472,000	20,872,000
Fleet Maintenance	8,123,243	9,574,000	9,359,000
General Govt Services	9,943,121	14,627,000	11,277,000
ENTERPRISE FUNDS			
Community Sanitation	17,680,343	14,399,000	16,890,000
Sewer Service	15,418,980	15,601,000	10,623,000
Transit	6,084,798	5,475,000	5,713,000
Water Service	15,362,635	13,632,000	15,116,000
Planning & Development Services	8,395,221	8,830,500	7,973,000
CAPITAL IMPROVEMENTS FUNDS			
Sewer Construction	8,022,794	6,473,000	7,142,000
Parks Projects	2,294,924	2,187,000	2,332,000
General Government Facilities	2,016,469	2,350,000	570,000
Street Construction	7,220,996	18,826,000	21,199,000
Water Construction	5,938,361	3,681,000	3,168,000
Refuse Construction	8,948	2,871,000	750,000
Housing & Community Development	678,973	512,000	1,970,000
TOTAL	<u>189,306,656</u>	<u>206,088,500</u>	<u>205,062,000</u>
SUCCESSOR AGENCY TRUST FUND			
Clovis Successor Agencies*	<u>1,210,202</u>	<u>399,000</u>	<u>1,670,000</u>

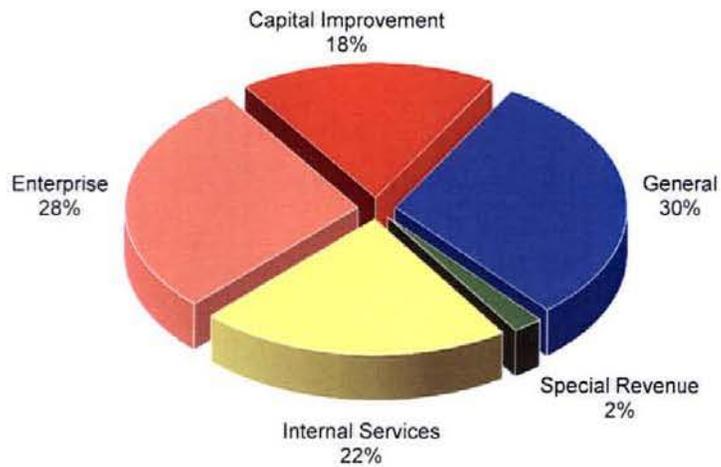
*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

REVENUES BY FUND TYPE

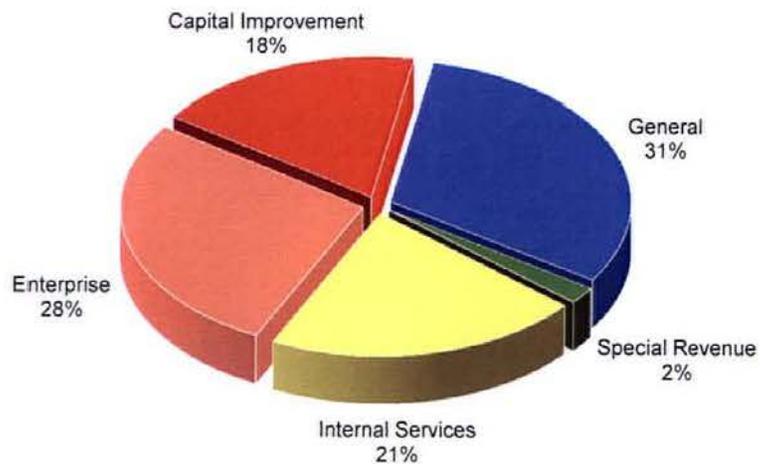
2014-2015 ACTUAL



2015-2016 ESTIMATED



2016-2017 BUDGET



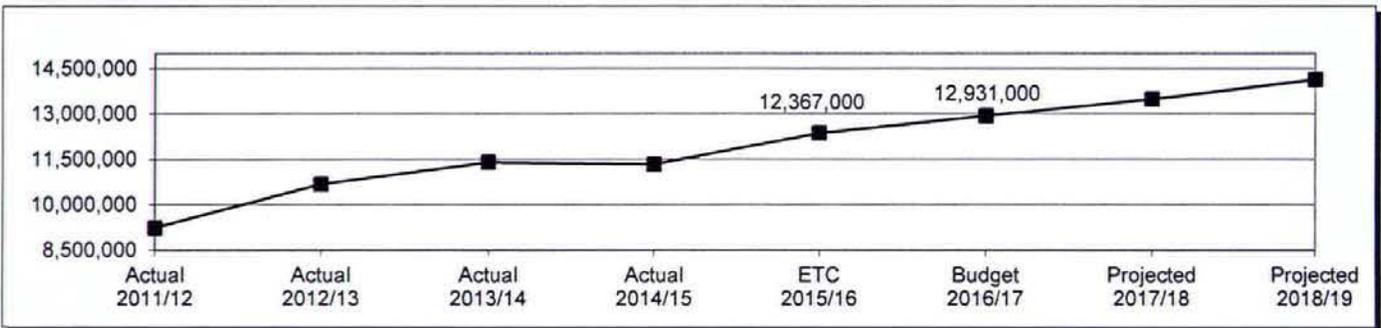
REVENUE BY SOURCE

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 18.4%. In 2016/17, the City of Clovis is expecting to receive about \$12,931,000 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, 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. Property tax revenue is 32% of total General Fund revenue.

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

2011/12 \$7,338	2013/14 \$7,707	2015/16 \$8,909	2017/18 \$9,418 est
2012/13 \$7,226	2014/15 \$8,363	2016/17 \$9,173 est	2018/19 \$9,682 est

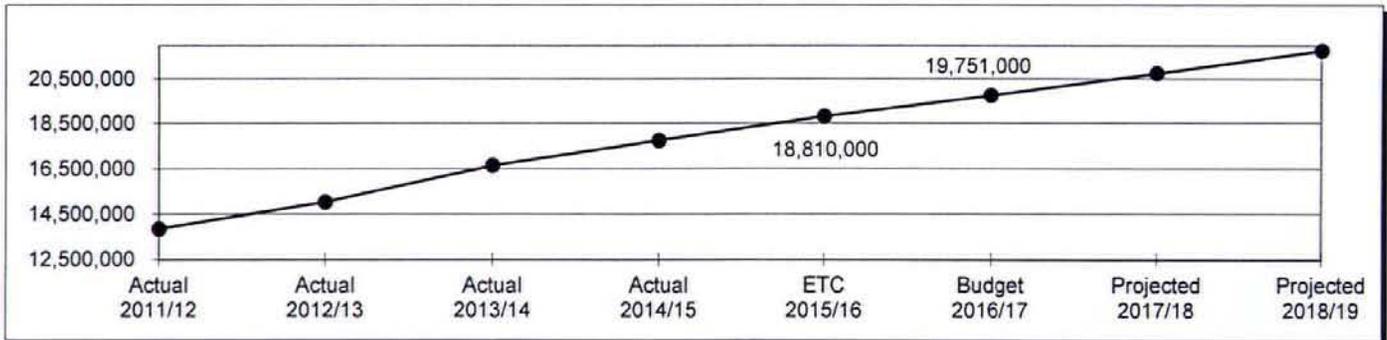


Sales Tax-General Fund

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%.

Major Segments:	General Consumer Goods	34%
	Auto Sales	26%
	Restaurants	12%
	Service Stations	7%
	Food and Drugs	6%
	Building Materials	12%

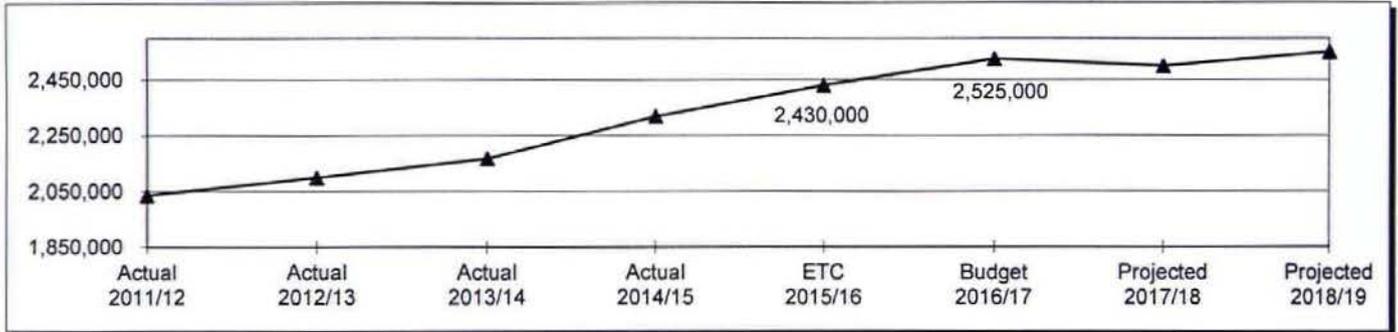
The top ten retailers generate 40% of the sales tax and the top 100 retailers generate 79% of the sales tax in Clovis. In 2015/16, revenues have continued to moderately increase due to increased consumer confidence, reduced unemployment, the opening of the Clovis Crossing Shopping Center, Ross, and Sprouts Farmers Market. Increases are projected as consumer confidence improves spending and as population increases.



REVENUE BY SOURCE

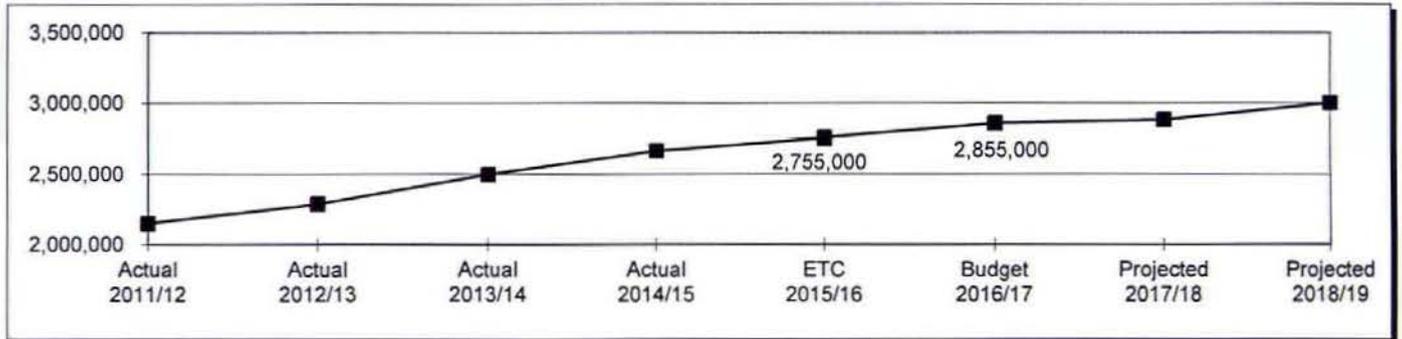
Franchise Fees-General Fund

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.



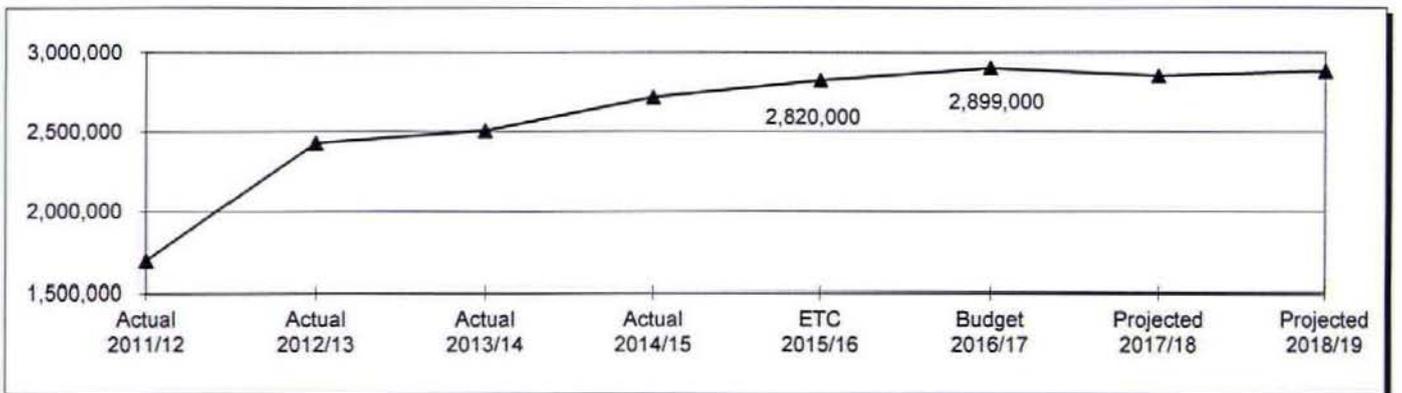
Business Licenses-General Fund

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 at the rate of inflation and adjusted for new businesses.



Other Taxes-General Fund

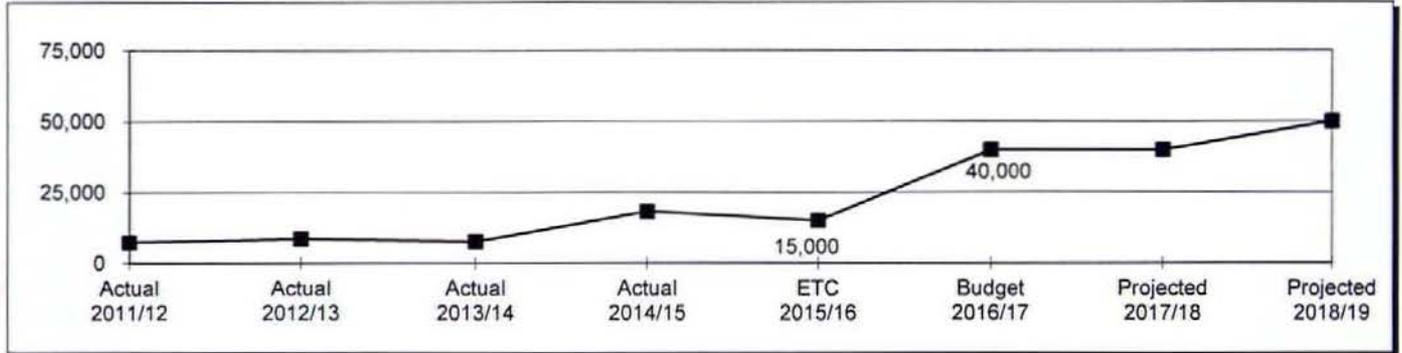
This category includes transient occupancy tax, real property transfer tax, and card room permits. Revenue from Transient Occupancy Tax has increased as occupancy rates improved. In 2012/13, revenue increases represent the expansion of the 500 Club at its new location.



REVENUE BY SOURCE

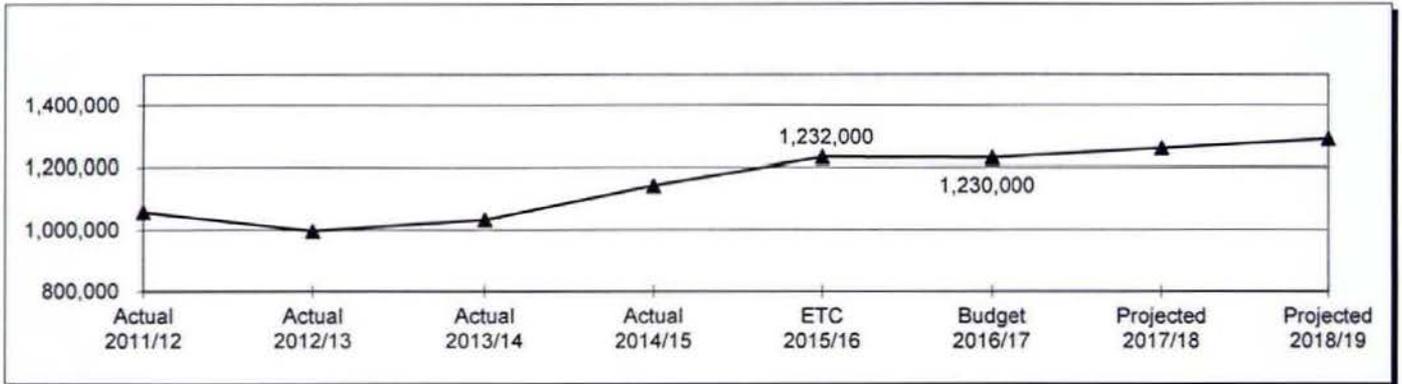
Interest Revenue-General Fund

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 2015/16 and 2016/17 are 0.62% and 0.68%, respectively.



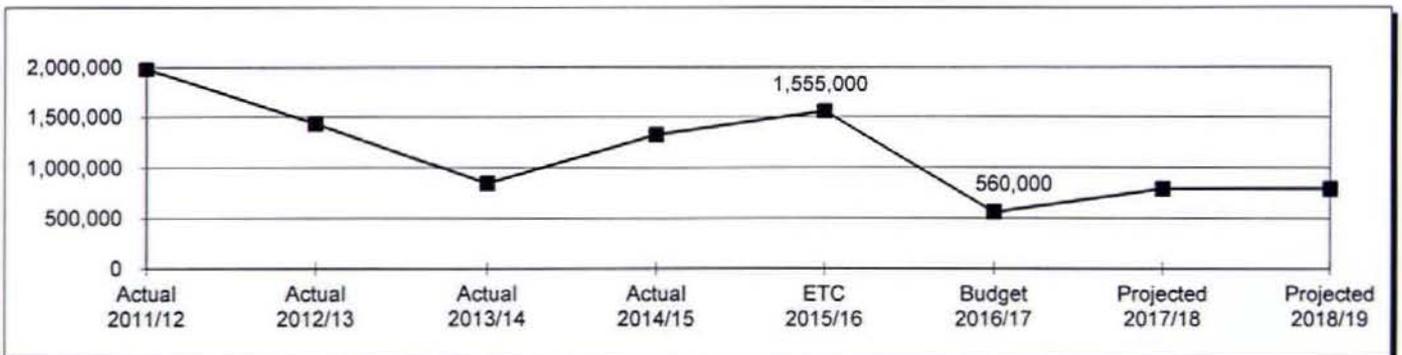
State Subventions-General Fund

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. The slight downturn in revenue for 2016/17 is largely due to falling gas prices, consumption, and an adjustment by the state for prior year overpayments.



Grants-General Fund

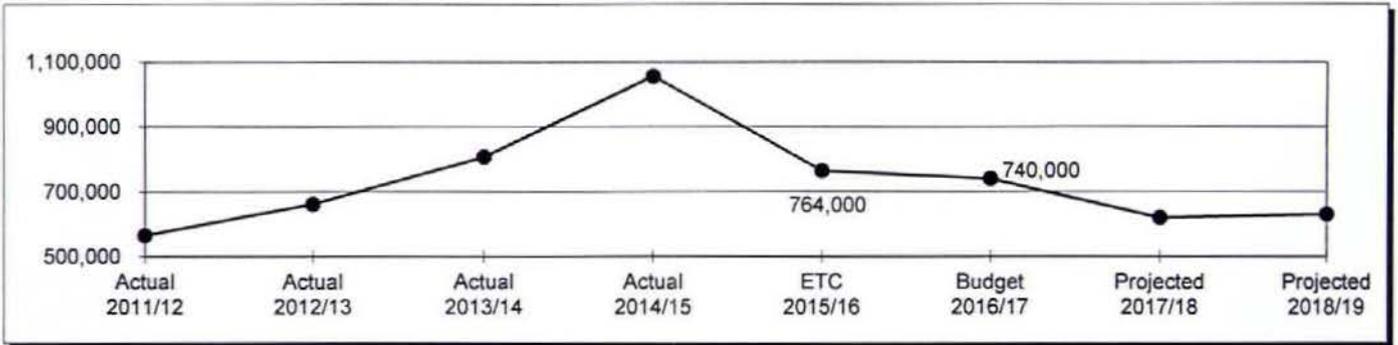
Sources of this revenue are from the state and federal governments. Revenues from programs such as Homeland Security and Older Americans Act depend on availability and approval of funds for qualified city projects. The decline in 2012/13 and 2013/14 reflect the elimination of Federal Economic Stimulus funds previously received for safety operations such as COPS Hiring Recovery Program and Staffing for Adequate Fire and Emergency Response. The 2015/16 increase is largely from reimbursements from CA Office of Emergency Services for state fire assistance. Grants are projected at a three year average.



REVENUE BY SOURCE

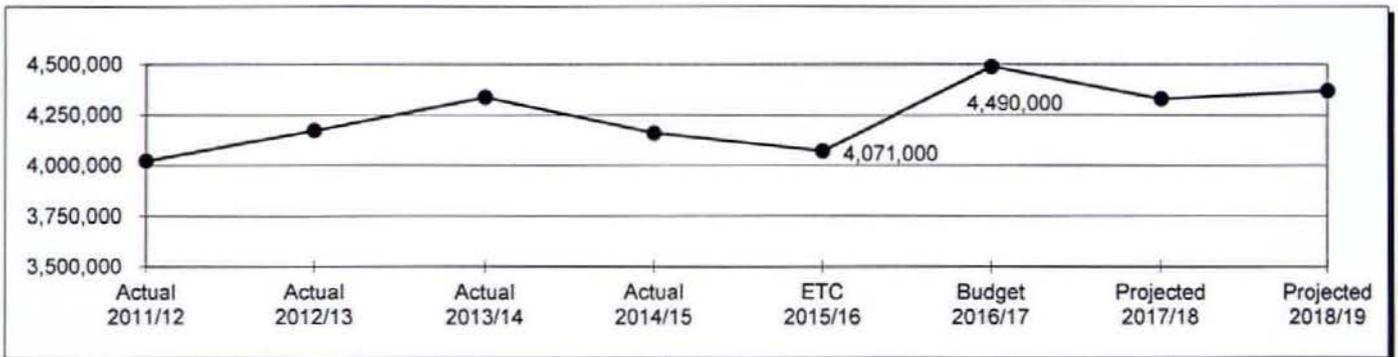
Revenue From Other Agencies-General Fund

This revenue is from other public agencies including reimbursements of the homeowners property tax exemption. The one time revenue in 2014/15 was due to the partial reimbursement of outstanding mandated claims from prior years.



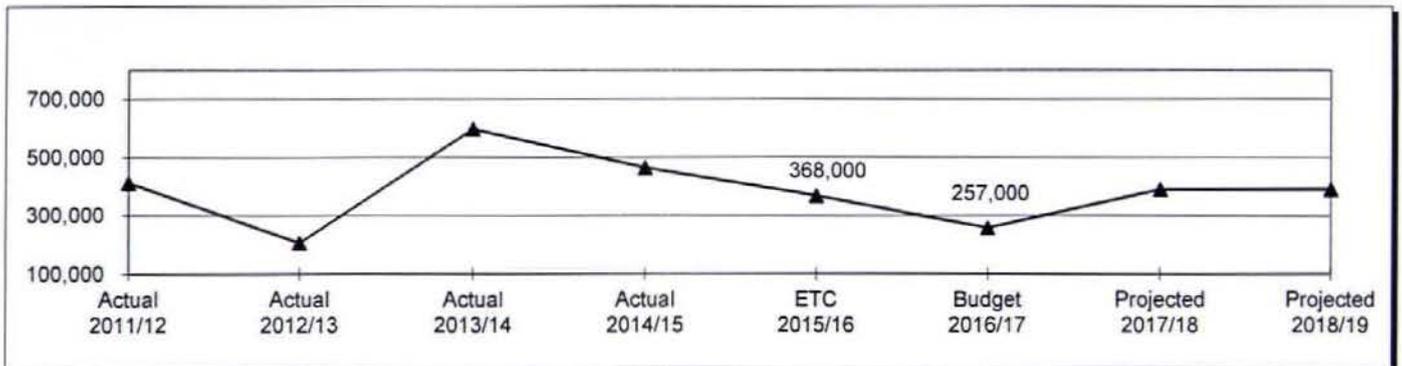
Revenue for Current Services-General Fund

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



Other Revenue-General Fund

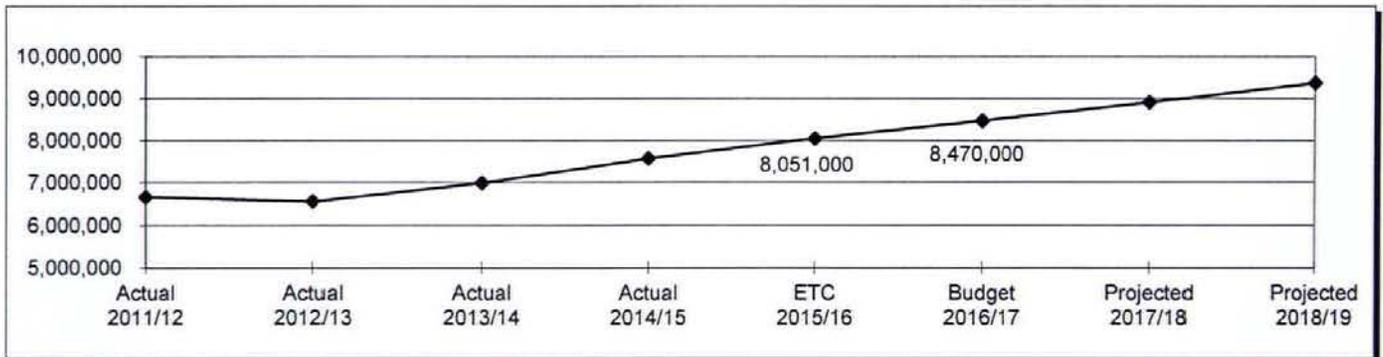
This category includes revenue from the sale of equipment, legal settlements, damage restitution, as well as asset forfeiture revenue. Asset forfeiture revenues have been rescinded at the federal level beginning in 2015/16 until further notice.



REVENUE BY SOURCE

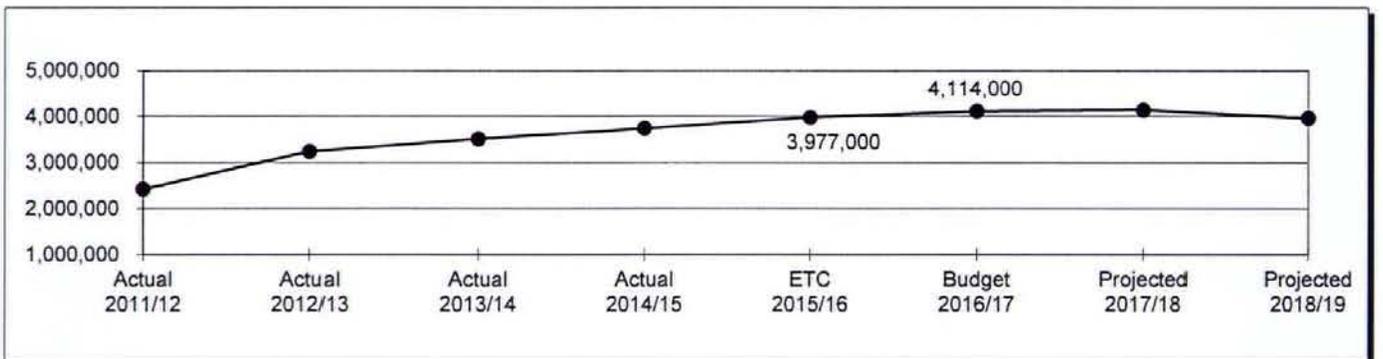
Property Tax in lieu of VLF-General Fund

The property tax in lieu of VLF for the City, now included in property taxes, increases annually in proportion to the growth in gross assessed valuation. This revenue represents 12% of General Fund revenue.



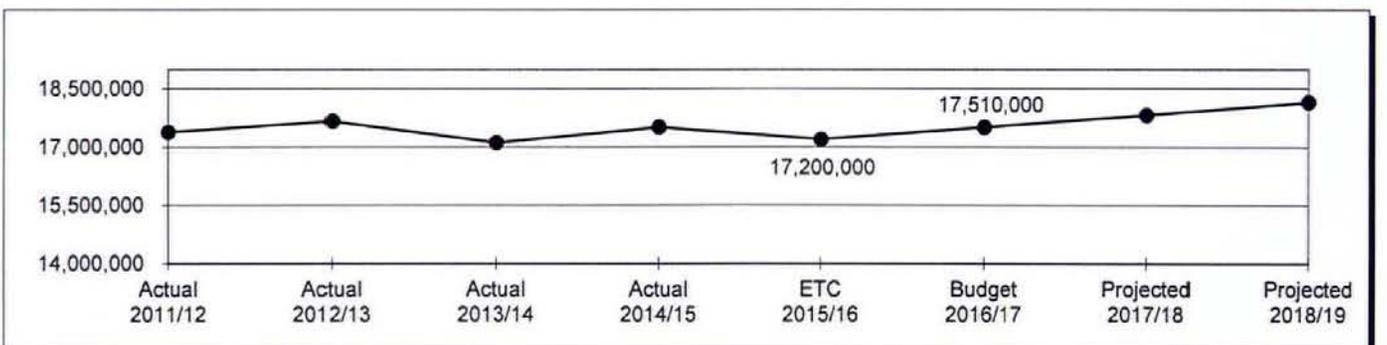
Administrative Charges-General Fund

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

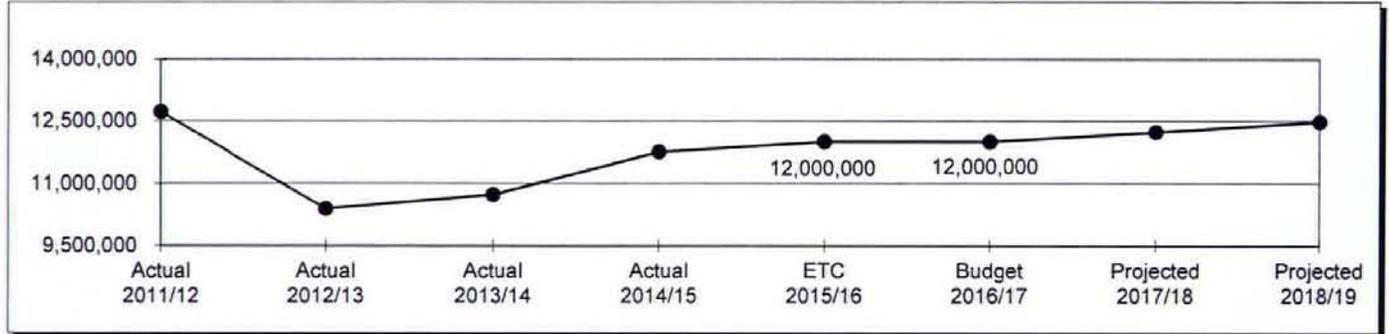
Refuse charges are collected from both residential and commercial users based on different rates depending on type of service and frequency of service. Also included in the refuse revenue are charges for the City's greenwaste and recycling programs provided by private contract. The City Council approved rate increases in refuse charges of 4% July 1, 2005 and every July 1 thereafter, if necessary. Revenues are projected to slightly decrease in 2015/16 as a rate rebate of 3% was issued and residents opt to use smaller totes. Only recycling and greenwaste rates are projected to increase by the approved 4% for 2016/17 through 2018/19. Street Cleaning charges are anticipated to grow based on the estimated increase in residential and commercial units.



REVENUE BY SOURCE

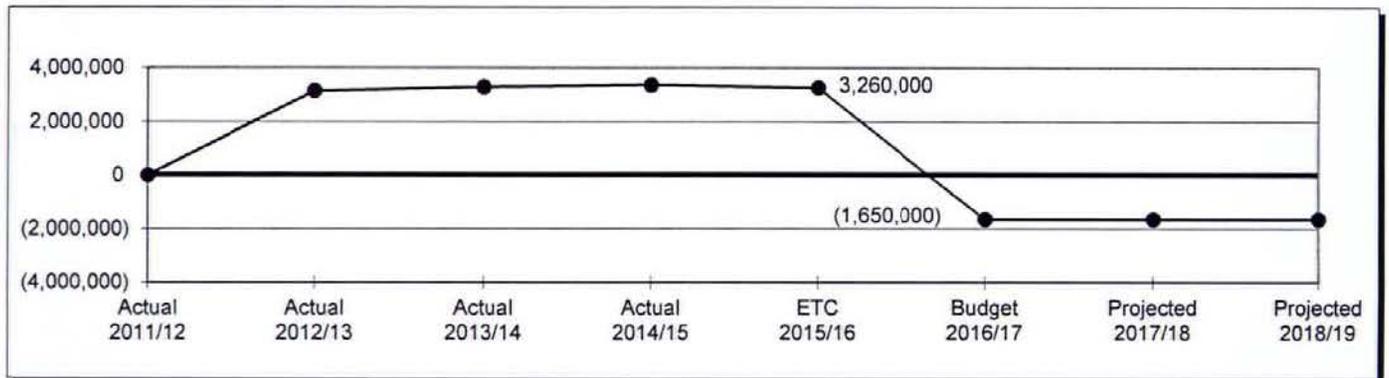
Sewer Charges-Sewer Service Fund

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 3% annually as necessary. Beginning in 2016/17 and projected years, no rate increase is projected.



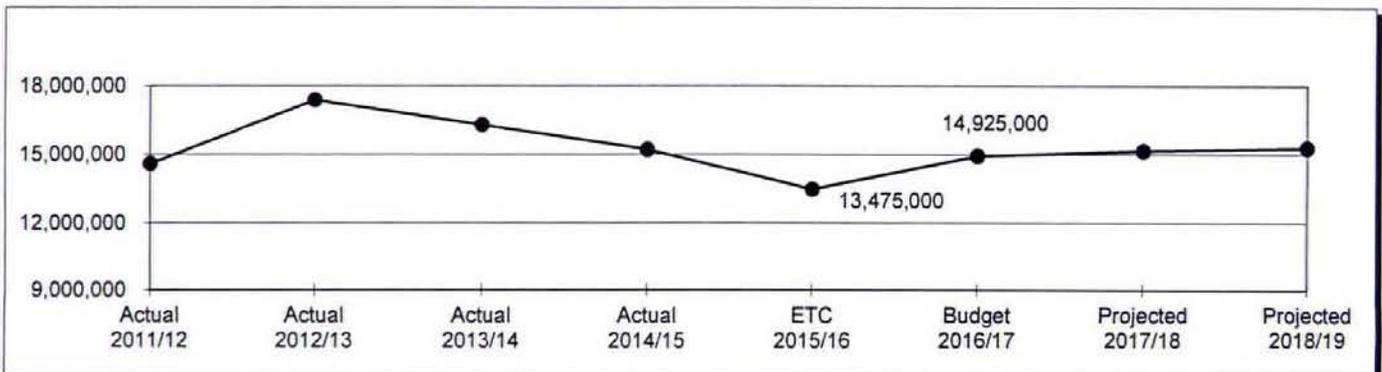
Sewer Bond Coverage Charges-Sewer Service Fund

Beginning in 2012/13 the City implemented a sewer bond coverage charge to partially cover the debt service on development related bonds. With the uptick in development to normal levels, beginning July 1, 2016, the City plans to rebate the sewer bond coverage charge in the amount of \$7.30 per month plus one-half of previously collected bond coverage charges of \$3.65 per month, for a total rebate of \$10.65 per month.



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 based upon the costs of delivering services. 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. As a result of the water rate study performed in early 2016, water rates will be adjusted effective July 1, 2016. The adjustment is intended to be "revenue neutral." Current state conservation restrictions are in place.



REVENUE BY SOURCE

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

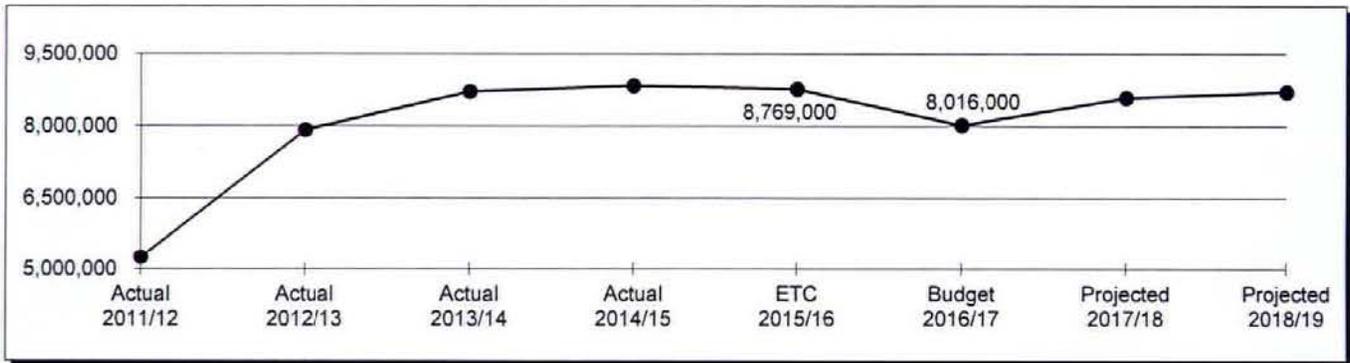
The City collects a fee for each building-related permit issued. The fees are based on the national uniform building codes. The City's building activity has been significantly impacted by the housing market downturn resulting in decreased permit revenue for remodeling projects and new construction. The 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:

2012	2013	2014	2015
478	561	735	1024

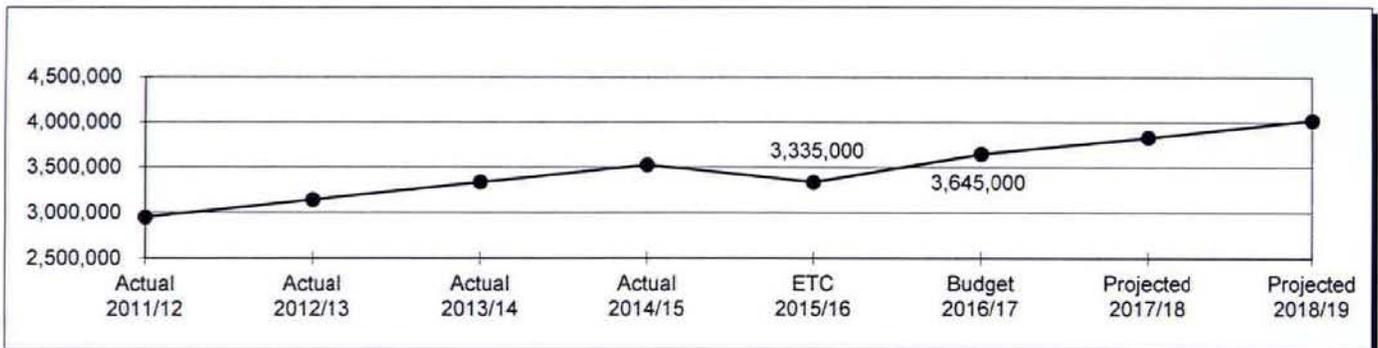
Total building valuation for 2015 was \$323,641,000.

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. 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

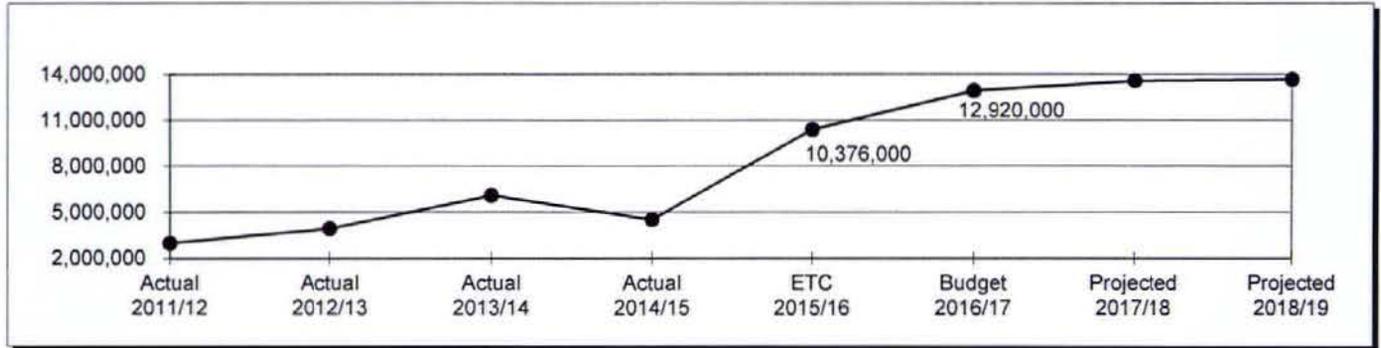
This source of revenue is generated by a 1/4 cent tax on general sales, which is collected by the state and distributed to the local agencies on a formula basis for support of local transportation services. Starting in 2014/15, all LTF funding available to the City will be allocated to transit as required for cities with populations greater than 100,000.



REVENUE BY SOURCE

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 2015/16 represents the City's reimbursement of funds from the Regional Transportation Program for specific street improvement projects such as a 6-lane divided expressway on Shaw Avenue from Locan to McCall.



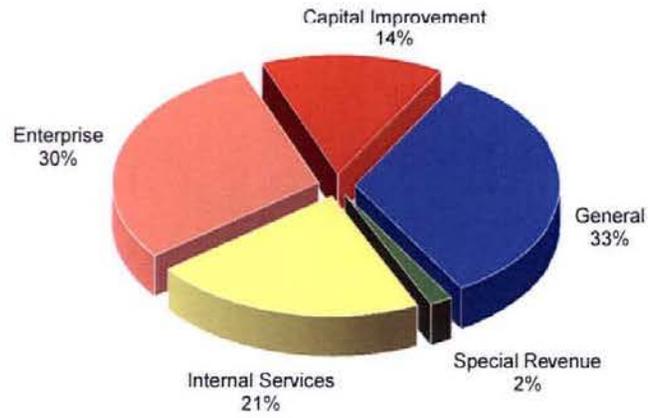
SUMMARY OF EXPENDITURES BY FUND

	<u>2014-2015 Actual</u>	<u>2015-2016 Revised Estimate</u>	<u>2016-2017 Budget</u>
GENERAL FUND	55,394,585	59,526,000	63,039,000
SPECIAL REVENUE FUNDS			
Housing and Community Development	167,936	180,800	212,500
Landscape Maintenance District	2,927,400	2,825,000	3,226,000
INTERNAL SERVICES FUNDS			
Liability & Property Insurance	1,538,529	1,731,400	1,963,100
Employee Benefit	15,407,165	17,753,700	20,650,600
Fleet Maintenance	8,288,750	9,906,900	9,122,600
General Govt Services	11,345,172	13,549,300	11,699,500
ENTERPRISE FUNDS			
Community Sanitation	16,601,745	17,567,900	18,476,600
Sewer Service	10,306,652	11,766,400	11,604,900
Transit	5,001,476	5,927,300	5,815,300
Water Service	10,847,273	11,788,800	13,223,500
Planning & Development Service	7,714,594	8,333,700	9,253,300
CAPITAL IMPROVEMENTS FUNDS			
Sewer Construction	7,385,985	7,564,300	6,764,000
Parks Projects	2,909,993	1,421,000	2,030,000
General Government Facilities	3,508,314	5,517,600	3,377,000
Street Construction	6,021,729	21,838,600	20,693,000
Water Construction	4,756,804	6,283,900	6,952,800
Refuse Construction	8,948	2,871,000	750,000
Housing and Community Development	812,296	1,089,000	2,073,000
TOTAL	<u><u>170,945,346</u></u>	<u><u>207,442,600</u></u>	<u><u>210,926,700</u></u>
SUCCESSOR AGENCY TRUST FUND			
Clovis Successor Agencies*	<u><u>4,294,539</u></u>	<u><u>2,913,600</u></u>	<u><u>5,163,500</u></u>

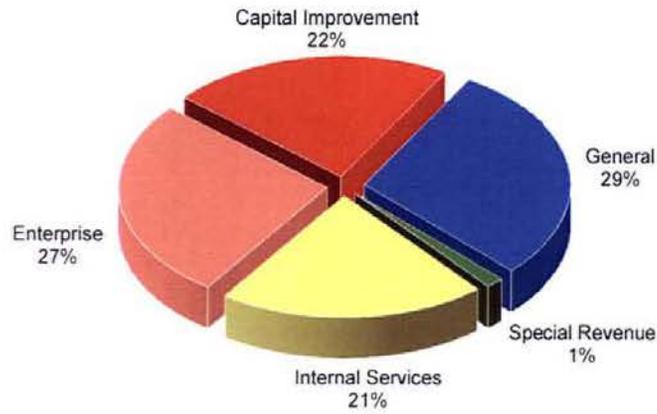
*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

EXPENDITURES BY FUND TYPE

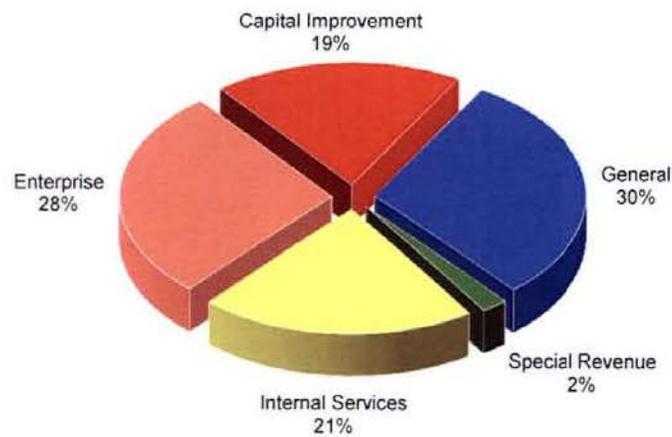
2014-2015 ACTUAL



2015-2016 ESTIMATED



2016-2017 BUDGET



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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.



Council Member Armstrong officiated the groundbreaking (2000) of the Clovis Police and Fire Headquarters and spearheaded the successful Measure A campaign to fund the construction of the public safety facility (2003).

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 2016-17 is calculated at 15% of total assessed valuation or \$1,336,423,044. The City currently has no general obligation debt outstanding.

LEGAL DEBT LIMIT

Assessed Valuations	\$ 8,809,036,757
Add back exempt property	<u>100,450,200</u>
Total Assessed Value	<u>\$ 8,909,486,957</u>
Legal Debt Limit	
15% of Total Assessed Value	\$ 1,336,423,044

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, 2016, is as follows:

Capital Leases	\$ 25,655,821
Long-Term Loans	1,805,112
Long-Term Contracts	9,018,511
Revenue Bonds	132,585,000
Clovis Successor Agency	15,610,000

The City anticipates obtaining a new lease in the spring of 2017 in the amount of \$593,000 for the purchase of police and fire vehicles.

2016-2017 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 6/30/2016</i>	DEBT SERVICE REQUIREMENTS <i>(Principal and Interest Only)</i>		
			2014-2015	2015-2016	2016-2017
			<i>Actual</i>	<i>Revised Estimate</i>	<i>Budget</i>
<u>Long-Term Interfund Loans</u>					
* Sewer Developer Fund	10,720,000	10,720,000	0	0	0
* Water Developer Fund	3,250,000	3,250,000	0	0	0
<u>Long-Term Loans</u>					
2003 State of CA-R & T Infrastructure	720,000	240,554	51,431	52,100	53,000
California Energy Project Loan	867,200	366,563	106,816	106,900	108,000
California Energy Project Loan	953,239	734,596	85,542	85,700	87,000
PG&E Energy Project Loan	220,121	125,241	22,771	22,800	23,000
PG&E Energy Project Loan	59,750	27,228	9,076	9,100	10,000
California Energy Project Loan	70,700	63,560	475	8,400	9,000
<u>Capital Leases</u>					
Fire Station 34	1,510,774	0	114,427	0	0
Fire Station 31 Relocation	6,090,000	2,653,393	540,944	542,300	543,000
Fire Truck	1,116,078	0	179,533	0	0
14 Police Vehicles	570,342	0	61,598	0	0
Landfill Compactor	791,000	0	170,456	172,900	0
Safety Facilities Solar	2,454,100	2,044,392	194,702	194,800	196,000
Fire Truck	625,411	338,658	74,127	74,300	75,000
SCBA Gear	500,000	132,359	89,820	90,700	91,000
Police Vehicles	665,000	70,151	140,910	142,000	72,000
Pet Adoption Center	3,000,000	2,630,760	217,455	219,400	221,000
CAD Dispatch & Records Mgmt	531,000	390,216	83,157	85,300	86,000
2013 Corporation Yard	14,377,528	11,833,909	1,274,376	1,280,400	1,277,000
Fire Truck, Fire & Police Vehicles	1,795,000	1,240,807	305,156	306,800	307,000
2015 Network, AV & Mobile Comp.	400,000	361,526	0	42,000	84,000
2015 Police/Fire Comm Towers	1,810,000	1,729,176	0	102,200	205,000
2015 Solar Project	2,000,000	1,964,981	0	69,900	140,000
2016 Police/Fire Vehicles	1,460,000	1,460,000	0	0	266,000
<u>Revenue Bonds</u>					
1998 Refuse-Landfill Improvements	10,030,000	2,175,000	771,765	780,200	782,000
2005 Waste Water	25,735,000	0	1,331,098	703,000	0
2007 Waste Water	68,540,000	62,635,000	4,324,250	4,335,300	4,356,000
2013 Waste Water	12,500,000	11,580,000	1,016,585	1,021,100	1,022,000
2013 Water Improvement	31,810,000	27,040,000	2,997,073	3,008,500	3,012,000
2015 Waste Water	21,600,000	21,600,000	0	0	1,043,000
<u>Long-Term Contracts Payable</u>					
*** 1993 WWTP Expansion/Upgrade (Payable to the City of Fresno)	17,618,748	8,205,774	1,217,958	1,236,600	1,236,000
<u>Total Appropriations for Principal and Interest</u>			<u>\$15,381,501</u>	<u>\$14,692,700</u>	<u>\$15,304,000</u>
SUCCESSOR AGENCY TRUST FUND					
<u>Tax Allocation Bonds</u>					
2008 Tax Allocation Bonds	19,100,000	14,955,000	1,337,117	1,348,800	1,343,000
* Repayments of principal are budgeted as transfers. Please see transfers schedule for more information.					
*** This contract was amended in September 2007. The amount shown is revised to reflect the current agreement with the City of Fresno.					

2016-2017 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 one assessment district debt without government commitment. It is the 2000-1 Shepherd/Temperance bonds. The City acts as an agent on this bond in that it receives assessments from the properties within this district and then makes payment to a paying agent who in turn pays the bondholders.

The 2000-1 Shepherd/Temperance bonds were issued in July 2000 for \$2,360,000 at interest rates ranging from 5.4% to 6.9%. These bonds were issued to finance infrastructure improvements and landscaped recreational facilities in the Shepherd/Temperance Assessment District. In March 2015 \$350,000 of these bonds were called.

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 2016/17 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.

Capital Leases

In December 2006 the City entered into a fifteen-year lease for \$6,090,000 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 2016/17 budget is \$441,000 for principal and \$102,000 for interest.

In June 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 2016/17 budget is \$95,000 for principal and \$101,000 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 3.36%. The last payment is scheduled for June 2021. Included in the 2016/17 budget is \$64,000 for principal and \$11,000 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 2.60%. The last payment is scheduled for August 2017. Included in the 2016/17 budget is \$88,000 for principal and \$3,000 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 2.42%. The last payment is scheduled for August 2016. Included in the 2016/17 budget is \$71,000 for principal and \$1,000 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 2016/17 budget is \$116,000 for principal and \$105,000 for interest.

In July 2013 the City entered into a seven-year lease for \$531,000 for a CAD (Computer Aided Dispatch) and RMS (Records Management System) for the Police Department. The interest rate on the lease is 2.97%. The last payment is scheduled for July 2020. Included in the 2016/17 budget is \$74,000 for principal and \$12,000 for interest.

Continued

2016-2017 DESCRIPTION OF LONG-TERM DEBT

Capital Leases - Continued

In September 2013 the City entered into a fourteen-year lease for \$14,377,528. 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 interest rate on the lease is 3.1%. The last payment is scheduled for March 2027. Included in the 2016/17 budget is \$917,000 for principal and \$360,000 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 1.86%. The last payment is scheduled for March 2024. Included in the 2016/17 budget is \$285,000 for principal and \$22,000 for interest.

In August 2015 the City entered into a six-year \$400,000 lease purchase for various computer equipment, including network switches, mobile data computers, and audio-video equipment. The interest rate on the lease is 1.722%. The last payment is scheduled for February 2021. Included in the 2016/17 budget is \$78,000 for principal and \$6,000 for interest.

In August 2015 the City entered into an eleven-year \$1,810,000 lease purchase for Police and Fire communication towers and equipment. The interest rate on the lease is 2.346%. The last payment is scheduled for February 2026. Included in the 2016/17 budget is \$165,000 for principal and \$40,000 for interest.

In November 2015 the City entered into a twenty-one year \$2,000,000 lease purchase for solar projects at Miss Winkles Pet Adoption Center and three fire stations along with an LED lighting upgrade at the corporation yard. The interest rate on the lease is 3.48%. The last payment is scheduled for May 2036. Included in the 2016/17 budget is \$72,000 for principal and \$68,000 for interest.

In January 2016 the City entered into a ten-year \$1,460,000 lease for the purchase of Police Department vehicles (\$1,022,000) and Fire Department vehicles (\$438,000). The interest rate on the lease ranges from 3% to 1%. The last payment is scheduled for January 2026. Included in the 2016/17 budget is \$235,000 for

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>
16/17	\$2,701,000	\$862,000	\$3,563,000
17/18	2,660,384	775,478	3,435,862
18/19	2,696,346	694,212	3,390,558
19/20	2,551,119	611,657	3,162,776
20/21	2,593,529	528,834	3,122,363
21/22	1,987,586	447,157	2,434,743
22/23	1,773,993	387,147	2,161,140
23/24	1,834,860	330,240	2,165,100
24/25	1,811,677	272,119	2,083,796
25/26	1,771,578	211,996	1,983,574
26/27	1,677,535	155,415	1,832,950
27/28	445,314	108,361	553,675
28/29	464,322	89,352	553,674
29/30	484,157	69,516	553,673
30/31	504,522	47,857	552,379
31/32	329,349	29,624	358,973
32/33	231,592	16,047	247,639
33/34	129,213	10,425	139,638
34/35	133,749	5,889	139,638
35/36	68,503	955	69,458
Total	<u>\$26,850,328</u>	<u>\$5,654,281</u>	<u>\$32,504,609</u>

2016-2017 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 final payment is scheduled for August 2020. Included in the 2016/17 budget is \$46,000 principal and \$7,000 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 2019. Included in the 2016/17 budget is \$104,000 for principal and \$4,000 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 June 2026. Included in the 2016/17 budget is \$65,000 for principal and \$22,000 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 December 2021. Included in the 2016/17 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 June 2019. Included in the 2016/17 budget is \$10,000 for principal and \$0 for interest.

During 2014/15 the City entered into a ten year agreement with the California Energy Commission for a loan to provide street light LED (Light Emitting Diode) retrofits. The interest rate on this loan is 1.0%. The last payment is scheduled for June 2024. Included in the 2016/17 budget is \$8,000 for principal and \$1,000 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>
16/17	\$256,000	\$34,000	\$290,000
17/18	256,655	27,803	284,458
18/19	260,276	23,235	283,511
19/20	202,754	18,002	220,756
20/21	153,178	14,219	167,397
21/22	93,515	11,511	105,026
22/23	84,685	9,184	93,869
23/24	86,732	6,424	93,156
24/25	81,237	4,345	85,582
25/26	82,710	1,452	84,162
Total	<u>\$1,557,742</u>	<u>\$150,175</u>	<u>\$1,707,917</u>

2016-2017 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's share of the project. In January 1998 Clovis's 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 2016/17 budget is \$856,000 for principal and \$380,000 for interest.

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>
16/17	\$856,000	\$380,000	\$1,236,000
17/18	900,537	333,839	1,234,376
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	1,203,308	27,019	1,230,327
 Total	 <u>\$8,205,774</u>	 <u>\$1,655,833</u>	 <u>\$9,861,607</u>

2016-2017 DESCRIPTION OF LONG-TERM DEBT

Revenue Bonds

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 2016/17 budget is \$690,000 for principal and \$92,000 for interest.

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 was scheduled for August 2035, but this bond was refunded in August 2015 with the 2015 Refunding Wastewater Bonds.

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 2038. Included in the 2016/17 budget is \$1,480,000 for principal and \$2,876,000 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 2027/28. Included in the 2016/17 budget is \$480,000 for principal and \$542,000 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, a water banking, plant, 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 2016/17 budget is \$1,755,000 for principal and \$1,257,000 for interest.

In August 2015 the City issued the 2015 Wastewater Refunding Revenue Bonds for the purpose of refunding the \$21,600,000 of outstanding 2005 Wastewater Bonds. The interest rate on the 2015 bonds carry interest rates varying from 2% to 5.25% with a True Interest Cost of 3.5%. The final payment on the 2015 Bonds is scheduled for August 2035, the same as the Refunded 2005 bonds. Included in the 2016/17 budget is \$145,000 for principal and \$898,000 from interest.

2016-2017 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>
16/17	\$4,550,000	\$5,665,000	\$10,215,000
17/18	4,735,000	5,463,081	10,198,081
18/19	4,945,000	5,253,969	10,198,969
19/20	4,365,000	5,051,806	9,416,806
20/21	4,560,000	4,863,282	9,423,282
21/22	4,790,000	4,641,118	9,431,118
22/23	5,030,000	4,399,244	9,429,244
23/24	5,290,000	4,144,243	9,434,243
24/25	6,410,000	3,855,495	10,265,495
25/26	7,685,000	3,509,469	11,194,469
26/27	8,075,000	3,123,920	11,198,920
27/28	8,465,000	2,722,925	11,187,925
28/29	5,860,000	2,331,238	8,191,238
29/30	3,895,000	2,097,450	5,992,450
30/31	4,095,000	1,901,305	5,996,305
31/32	4,300,000	1,695,150	5,995,150
32/33	4,485,000	1,503,994	5,988,994
33/34	4,665,000	1,327,809	5,992,809
34/35	4,850,000	1,142,859	5,992,859
35/36	5,035,000	950,147	5,985,147
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	147,850	6,747,850
Total	<u>\$125,030,000</u>	<u>\$66,947,066</u>	<u>\$191,977,066</u>

2016-2017 DESCRIPTION OF LONG-TERM DEBT

SUCCESSOR AGENCY TRUST FUND

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 2016/17 budget is \$675,000 for principal and \$668,00 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>
16/17	\$675,000	\$668,000	\$1,343,000
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	6,239	321,239
Total	<u>\$14,955,000</u>	<u>\$6,381,116</u>	<u>\$21,336,116</u>

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PERSONNEL

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.



Council Member Armstrong has been an active member of the League of California Cities, ensuring that the City of Clovis' interests are met at the State level. Here he is receiving the Leadership in Action Award from the League in 2004.

PERSONNEL

There are ten new positions being proposed for 2016-17, as well as the conversion of one position. Eight new positions are recommended in the General Fund. In the police department, three police officers are proposed in an ongoing effort to increase staffing in correspondence with the continued growth of the City, and one community service officer is proposed to handle legal issues, training, and scheduling issues at the jail. Also a forensic analyst position is recommended to handle specialized crime scene investigations, an office assistant and principal office assistant are recommended for administrative support due to an increase in work as a result of the growth of the City. In the fire department, it is recommended to convert a fire prevention officer to a senior fire prevention officer due to the more advanced level of work required and a principal office assistant is proposed due to an increase in work as a result of the growth of the City. Two non-General Fund positions are recommended. A new utility worker position is recommended in the water enterprise fund for Fresno Irrigation District canal security and maintenance. A senior information technology analyst is recommended in the City Clerk department in order to meet the increasing technology demands of the City.

During the year changes to the personnel allocation are made through budget amendments approved by Council.

The additional positions recommended in 2016-17 are below:

<u>Position</u>	<u>Department</u>
Police Officer (3)	Police
Community Service Officer (1)	Police
Forensic Analyst (1)	Police
Office Assistant (1)	Police
Principal Office Assistant (2)	Police
Utility Worker (1)	Public Utilities/Water Division
Senior Information Technology Analyst (1)	City Clerk/Information Technology

The position recommended for conversion in 2016-17 is below:

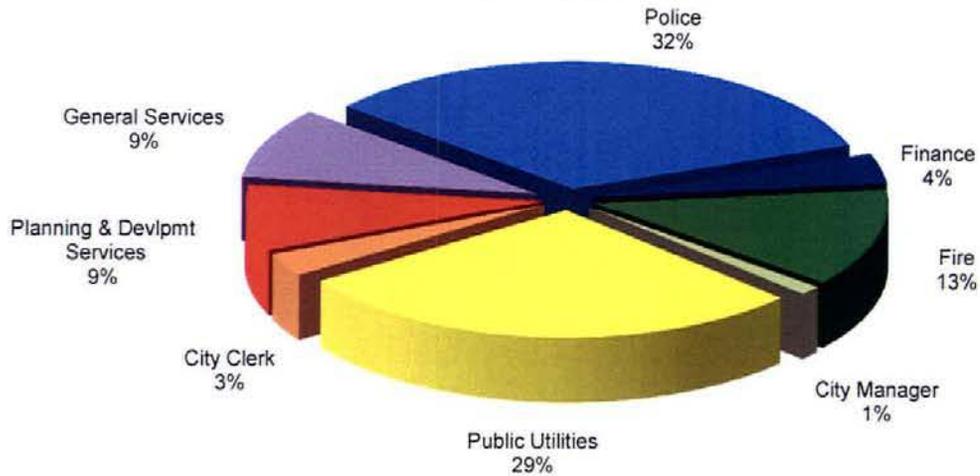
<u>Position</u>	<u>Department</u>
Fire Prevention Officer (1) to Senior Fire Prevention Officer (1)	Fire

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

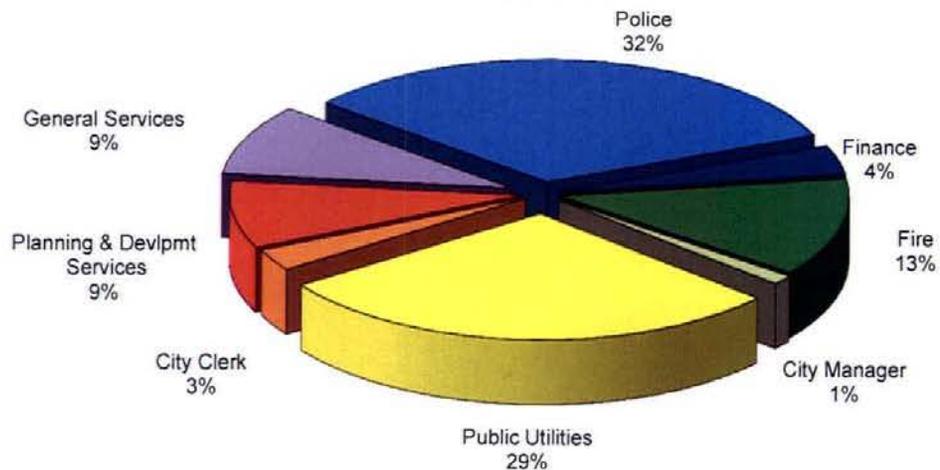
SUMMARY OF POSITIONS BY DEPARTMENT

Department	2014-15 Prior Year	2015-16 Current Year	2016-17 Recommended Positions	Change Increase/ (Decrease)
City Clerk	14.55	14.55	15.55	1.00
City Manager	6.15	6.30	6.30	-
General Services	44.15	48.15	48.15	-
Finance	19.15	20.00	20.00	-
Fire	66.00	66.00	67.00	1.00
Police	162.00	168.00	175.00	7.00
Planning & Development Services	45.00	45.00	45.00	-
Public Utilities	148.00	149.00	150.00	1.00
TOTAL	505.00	517.00	527.00	10.00

RECOMMENDED 2016-2017



CURRENT 2015-2016



DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>2014-15 Prior Year</u>	<u>2015-16 Current Year</u>	<u>2016-17 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
CITY CLERK				
Assistant City Manager/City Clerk	0.50	0.50	0.50	-
Deputy City Manager	-	0.25	0.25	-
Housing Program Manager	0.25	-	-	-
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	5.00	5.00	6.00	1.00
TOTAL	14.55	14.55	15.55	1.00
CITY MANAGEMENT				
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	-
Deputy City Manager	0.75	0.75	0.75	-
Executive Assistant	0.70	0.85	0.85	-
Housing Program Coordinator	1.00	1.00	1.00	-
Principal Office Assistant	0.20	0.20	0.20	-
TOTAL	6.15	6.30	6.30	-
GENERAL SERVICES				
Administrative Assistant	1.00	2.00	2.00	-
Assistant Building Technician	3.00	3.00	3.00	-
Building Maintenance Worker/Leadworker	2.00	2.00	2.00	-
Bus Driver	16.00	16.00	16.00	-
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	3.00	4.00	4.00	-
Personnel Technician	1.00	2.00	2.00	-
Personnel/Risk Manager	1.00	1.00	1.00	-
Principal Office Assistant	5.00	3.00	3.00	-
Recreation Leader	1.00	1.00	1.00	-
Recreation Specialist	1.00	2.00	2.00	-
Recreation Supervisor	1.00	1.00	1.00	-
Senior Center Nutrition Svs Worker	1.00	1.00	1.00	-
Senior Custodian	-	1.00	1.00	-
Transit Dispatcher	1.00	2.00	2.00	-
Transit Supervisor	1.00	1.00	1.00	-
TOTAL	44.15	48.15	48.15	-

DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>2014-15 Prior Year</u>	<u>2015-16 Current Year</u>	<u>2016-17 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
FINANCE				
Accountant/Senior/Principal	3.00	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	-	-	-
Finance Director/Treasurer	1.00	1.00	1.00	-
Principal Office Assistant	-	1.00	1.00	-
Senior Account Clerk/Principal	8.00	8.00	8.00	-
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL	19.15	20.00	20.00	-
PLANNING & DEVELOPMENT SERVICES				
Administrative Assistant	1.00	1.00	1.00	-
Assistant Dir of Planning & Devlp Serv	1.00	1.00	1.00	-
Assistant Engineer	7.00	7.00	7.00	-
Assistant/Associate Planner	2.00	2.00	3.00	1.00
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	1.00	-
Business Workflow Analyst	1.00	1.00	1.00	-
City Planner	1.00	1.00	1.00	-
Deputy Building Official/Plan Checker	1.00	-	-	-
Deputy City Planner	1.00	1.00	-	(1.00)
Dir of Planning & Development Serv	1.00	1.00	1.00	-
Engineering Inspector	4.00	4.00	4.00	-
Engineering Program Supervisor	1.00	1.00	1.00	-
Engineering Tech/Sr Engineering Tech	2.00	2.00	2.00	-
Geographic Info System Specialist	1.00	1.00	1.00	-
Junior Engineer	6.00	6.00	6.00	-
Management Analyst	1.00	1.00	1.00	-
Permit Technician	2.00	2.00	2.00	-
Plans Examiner	2.00	3.00	3.00	-
Principal Office Assistant	1.00	1.00	1.00	-
Senior Engineering Inspector	1.00	1.00	1.00	-
Senior Planner	1.00	1.00	1.00	-
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL	45.00	45.00	45.00	-

DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>2014-15 Prior Year</u>	<u>2015-16 Current Year</u>	<u>2016-17 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
POLICE				
Administrative Assistant	1.00	2.00	2.00	-
Animal Control Officer	2.00	3.00	3.00	-
Animal Services Aide	1.00	-	-	-
Communication Supervisor	1.00	1.00	1.00	-
Community Service Officer	15.00	16.00	17.00	1.00
Crime Specialist	1.00	1.00	1.00	-
Deputy Police Chief	1.00	1.00	1.00	-
Forensic Analyst	-	-	1.00	1.00
Lead Police Service Officer	3.00	3.00	3.00	-
Management Analyst	1.00	2.00	2.00	-
Office Assistant	6.00	5.00	6.00	1.00
Police Captain	2.00	2.00	2.00	-
Police Chief	1.00	1.00	1.00	-
Police Corporal	14.00	14.00	15.00	1.00
Police Lieutenant	5.00	5.00	5.00	-
Police Officer/Recruit	66.00	69.00	72.00	3.00
Police Sergeant	11.00	11.00	10.00	(1.00)
Police Service Manager	1.00	1.00	1.00	-
Police Service Officer	18.00	18.00	18.00	-
Principal Office Assistant	7.00	6.00	7.00	1.00
Property & Evidence Technician	2.00	2.00	2.00	-
Public Information Officer	1.00	1.00	1.00	-
Records Supervisor	1.00	1.00	1.00	-
Senior Systems Video Analyst	-	1.00	1.00	-
Systems Video Technician	-	1.00	1.00	-
Supervisor of Animal Services	1.00	1.00	1.00	-
TOTAL	162.00	168.00	175.00	7.00
FIRE				
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	3.00	1.00
Senior Fire Prevention Officer	-	-	1.00	1.00
Training Officer (Captain)	1.00	1.00	1.00	-
TOTAL	66.00	66.00	67.00	1.00

DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>2014-15 Prior Year</u>	<u>2015-16 Current Year</u>	<u>2016-17 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
PUBLIC UTILITIES				
Assistant Engineer	1.00	1.00	1.00	-
Assistant Mechanic/Service Worker	4.00	4.00	4.00	-
Assistant Public Utilities Director	2.00	2.00	2.00	-
Assistant Water Systems Technician	4.00	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	2.00	2.00	-
Engineering Tech/Sr Engineering Tech	2.00	2.00	2.00	-
Equipment Mechanic	6.00	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	36.00	36.00	-
Management Analyst	1.00	1.00	1.00	-
Meter Reader	4.00	4.00	4.00	-
Office Assistant	4.00	4.00	4.00	-
Parks Maintenance Leadworker	3.00	3.00	3.00	-
Parks Manager	1.00	1.00	1.00	-
Parts Clerk	2.00	2.00	2.00	-
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	5.00	6.00	6.00	-
Utility Manager	1.00	1.00	1.00	-
Utility Worker	20.00	20.00	21.00	1.00
Water Production Manager	1.00	1.00	1.00	-
Water System Technician	1.00	1.00	1.00	-
Water Treatment Plant Operator	4.00	3.00	3.00	-
TOTAL	148.00	149.00	150.00	1.00
CITY TOTAL	505.00	517.00	527.00	10.00

OPERATIONS

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.



Council Member Armstrong (seated) on the front porch of Pump Station E at the grand opening in 2006, along with other council members and city staff. The Pump Station, in the Loma Vista community, was built in the Craftsman style, in a park setting, to blend into the residential area.

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SUMMARY OF EXPENDITURES

BY DEPARTMENT

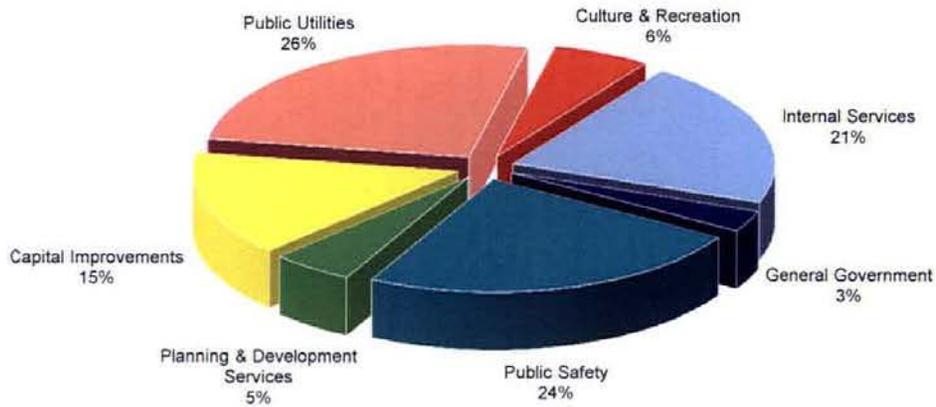
	2014-2015 <u>Actual</u>	2015-2016 <u>Revised Estimate</u>	2016-2017 <u>Budget</u>
City Council	270,659	279,000	314,200
City Clerk	5,104,683	4,566,100	4,497,100
City Attorney	554,640	502,600	676,700
City Management	1,841,866	2,041,200	2,157,200
General Services	29,882,246	36,221,200	38,023,600
Finance	2,368,001	3,012,700	2,989,300
Police	27,572,647	29,636,200	31,643,000
Fire	13,194,541	13,865,000	13,949,000
Public Utilities	57,037,416	62,399,200	64,783,500
Planning & Development Services	7,714,598	8,333,700	9,253,300
Capital Improvements	<u>25,404,070</u>	<u>46,585,400</u>	<u>42,639,800</u>
TOTAL	<u><u>170,945,367</u></u>	<u><u>207,442,300</u></u>	<u><u>210,926,700</u></u>

BY FUNCTION

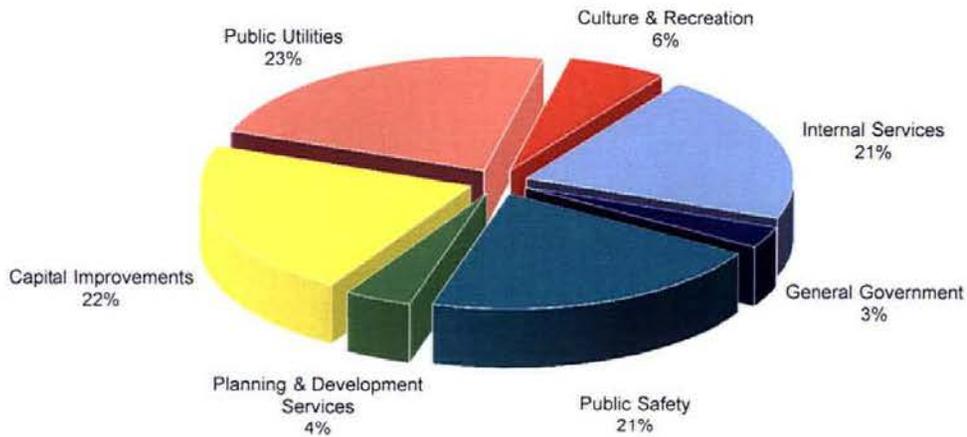
General Government	5,622,196	6,422,600	7,082,000
Public Safety	40,767,188	43,501,200	45,592,000
Planning & Development Services	7,714,598	8,333,700	9,253,300
Capital Improvements	25,404,070	46,585,400	42,639,800
Public Utilities	44,278,916	47,878,900	50,679,700
Culture & Recreation	10,578,779	11,779,200	12,244,100
Internal Services	<u>36,579,620</u>	<u>42,941,300</u>	<u>43,435,800</u>
TOTAL	<u><u>170,945,367</u></u>	<u><u>207,442,300</u></u>	<u><u>210,926,700</u></u>

EXPENDITURES BY FUNCTION

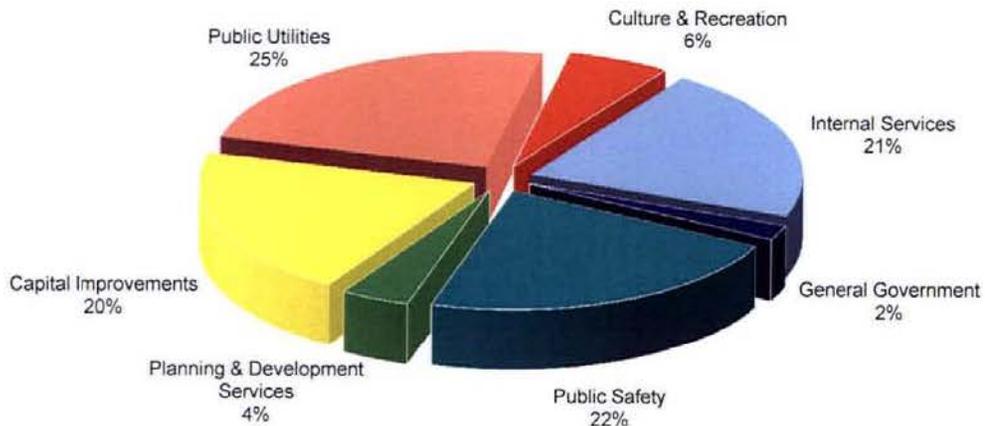
2014-2015 ACTUAL



2015-2016 ESTIMATED



2016-2017 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 2016-2017

- 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

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	69,393	77,400	79,700
Benefits	98,128	97,900	105,100
Professional Services	0	500	500
Travel & Meeting Expense	17,994	16,500	15,500
Dues & Subscriptions	26,944	32,000	32,000
Admin & Overhead	<u>58,200</u>	<u>54,700</u>	<u>81,400</u>
TOTAL CITY COUNCIL	<u>270,659</u>	<u>279,000</u>	<u>314,200</u>

SOURCES OF FUNDING

Interfund Charges	145,040	146,000	156,000
Use of Discretionary Funds	<u>125,619</u>	<u>133,000</u>	<u>158,200</u>
TOTAL	<u>270,659</u>	<u>279,000</u>	<u>314,200</u>

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 2016-2017

- 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.
- Continue to improve the security of the City's information systems from all vulnerabilities including unauthorized access, hacks and malware.
- 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.
- The division will assist in the upgrade of the financial management system, including the business license system, the human resources system, and other improvements which enhance usability and become more user friendly.
- The division will increase data storage capacity in the City Hall data center.
- Upgrade the City's wireless systems using a cloud-based management service.
- Develop a test environment for virtual desktops.
- Assist the Police Department in the upgrade of its document management system.
- Replacement of desktop computers will continue and the focus will be on those most in need of costly repairs or for equipment that becomes non-functional.
- Implement additional servers and infrastructure for disaster recovery and preparedness of the City's systems.
- Train all employees regularly to fully utilize equipment and services available to all.
- Complete the testing and conversion to Windows 10 operating system on City desktops.

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>2014-2015 (actual)</u>	<u>2015-2016 (estimated)</u>	<u>2016-2017 (proposed)</u>
<ul style="list-style-type: none"> • 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. 			
Unofficial Election Results	Election Cancelled	N/A	100%
<ul style="list-style-type: none"> • Implement the records management plan. 			
Implement the records imaging system	60%	65%	70%
<ul style="list-style-type: none"> • 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. 			
Ten-Day Response Time	100%	100%	100%

CITY CLERK DEPARTMENT SUMMARY

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET BY ACTIVITY			
City Clerk	221,535	188,400	379,700
Information Technology	<u>4,883,148</u>	<u>4,377,700</u>	<u>4,117,400</u>
TOTAL ALL ACTIVITIES	<u><u>5,104,683</u></u>	<u><u>4,566,100</u></u>	<u><u>4,497,100</u></u>

BUDGET BY FUND			
General Fund	221,535	188,400	379,700
General Services - Information Technology	<u>4,883,148</u>	<u>4,377,700</u>	<u>4,117,400</u>
TOTAL ALL FUNDS	<u><u>5,104,683</u></u>	<u><u>4,566,100</u></u>	<u><u>4,497,100</u></u>

2016-2017 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 2017 when two of the five seats on the City Council will be up for election.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	114,377	98,400	104,200
Benefits	48,069	38,200	46,900
Vehicle Charges	3,551	2,000	3,500
Professional Services	28,535	26,000	197,000
Travel & Meeting Expense	6,537	2,800	4,300
Training	1,513	2,500	4,000
Dues & Subscriptions	453	700	700
Admin & Overhead	18,500	17,800	19,100
TOTAL CITY CLERK	<u>221,535</u>	<u>188,400</u>	<u>379,700</u>

SOURCES OF FUNDING

Interfund Charges	108,960	110,000	168,000
Miscellaneous Income	2,940	10,000	2,000
Use of Discretionary Funds	<u>109,635</u>	<u>68,400</u>	<u>209,700</u>
TOTAL	<u>221,535</u>	<u>188,400</u>	<u>379,700</u>

DETAIL OF POSITIONS

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

2016-2017 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 2016-2017, 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.

- 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 maintain the City's telecommunications and network infrastructure to ensure secure and reliable access is available to city staff. 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.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	989,009	1,091,000	1,230,200
Overtime	31,012	41,800	41,800
Extra Help	27,790	45,000	45,000
Benefits	374,625	353,300	405,400
Vehicle Charges	25,428	25,500	25,500
Communications	203,026	181,000	191,000
Professional Services	76,165	145,000	275,000
Repairs & Maintenance	677,032	544,000	559,000
Office Supplies	59,896	70,000	70,000
Travel & Meeting Expense	4,042	2,000	5,000
Training	50,229	40,000	50,000
Admin & Overhead	37,500	44,100	47,500
Capital Outlays - Computers	1,191,164	985,000	1,172,000
Capital Outlays - Safety	<u>1,136,230</u>	<u>810,000</u>	<u>0</u>
TOTAL INFORMATION TECHNOLOGY	<u><u>4,883,148</u></u>	<u><u>4,377,700</u></u>	<u><u>4,117,400</u></u>

SOURCES OF FUNDING

Interfund Charges	4,865,602	4,363,700	4,103,400
Project Participation	11,000	14,000	14,000
Miscellaneous Income	<u>6,546</u>	<u>0</u>	<u>0</u>
TOTAL	<u><u>4,883,148</u></u>	<u><u>4,377,700</u></u>	<u><u>4,117,400</u></u>

DETAIL OF POSITIONS

Assistant City Manager/City Clerk	0.20	0.20	0.20
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	<u>5.00</u>	<u>5.00</u>	<u>6.00</u>
TOTAL	<u><u>13.20</u></u>	<u><u>13.20</u></u>	<u><u>14.20</u></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 2016-2017

- 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

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET DETAIL			
Professional Services	541,440	490,000	665,000
Admin & Overhead	<u>13,200</u>	<u>12,600</u>	<u>11,700</u>
TOTAL CITY ATTORNEY	<u><u>554,640</u></u>	<u><u>502,600</u></u>	<u><u>676,700</u></u>

SOURCES OF FUNDING			
User Fees	0	3,000	0
Interfund Charges	529,000	439,600	558,000
Miscellaneous Income	23,621	0	0
Use of Discretionary Funds	<u>2,019</u>	<u>60,000</u>	<u>118,700</u>
TOTAL	<u><u>554,640</u></u>	<u><u>502,600</u></u>	<u><u>676,700</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 and City Clerk/Information Technology.

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.

Housing & Community Development

Sections 42750/49210

Housing & Community Development staff is responsible for the day-to-day operation of Clovis' allocation of federal Community Development Block Grant (CDBG) program funds. This includes oversight to ensure that all CDBG expenditures are made in accordance with the regulations of the funder, the U.S. Department of Housing and Urban Development (HUD). Staff in this section also administers all ongoing affordable housing programs. This includes Clovis' home loan rehabilitation program, mobile home repair grant program, mobile home paint grant program, first-time homebuyer loan program, and the mobile home replacement loan program. Staff in this section is also responsible for the assets and liabilities of Clovis' affordable housing programs. In addition, staff coordinates with county, state, and federal agencies to secure funding for ongoing and future affordable housing projects.

Department Goals 2016-2017

- 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.
- Develop policies that support a sustainable community.
- 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 implementation of the General Plan, 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.
- Provide oversight of implementation of the Economic Development Strategy to seek target industries and provide opportunities for office and industrial development.
- Encourage private sector development in the community by working with property owners, brokers and developers to make Clovis competitive in attracting new businesses.
- Prepare Shaw Avenue to be a competitive commercial area by marketing the Shaw Corridor Pattern Book, creating a property-based improvement district and working with property owners to encourage investment in their properties.
- Continue to implement strategies of the Business Retention, Expansion and Attraction Program (Business REAP).
- 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.
- Completion of the Dry Creek Business Park expansion and work with property owners and brokers to market the area.
- Develop a pilot program to assist existing second stage manufacturing companies with their growth.
- Begin design work for the extension of Owens Mountain Parkway 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.
- Develop sites for future affordable housing projects.
- Provide funds to repair/rehabilitate 100 affordable housing units.
- Provide funds to substantially rehabilitate or replace dilapidated mobile homes.

CITY MANAGER

DEPARTMENT PERFORMANCE MEASURES

- The department goal is to facilitate growth of 1,000 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>2014-2015 (actual)</u>	<u>2015-2016 (estimated)</u>	<u>2016-2017 (proposed)</u>
Total Jobs	689	1,000	1,100
	<u>2008</u>	<u>2016</u>	<u>2017</u>
Jobs/Housing Balance Ratio	.60:1	.83:1	.85:1

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

	<u>2014-2015 (actual)</u>	<u>2015-2016 (estimated)</u>	<u>2016-2017 (proposed)</u>
Total Retail Sales	\$1,775,482,000	\$1,881,000,000	\$1,975,000,000
Percentage Increase/Decrease	7%	6%	5%

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 the mobile grant program to serve all types of housing.
- Improve the supply of affordable housing: Provide housing rehabilitation and other services to at least 100 households to improve the quality of the housing stock and the neighborhoods in which that housing is located.

	<u>2014-2015 (actual)</u>	<u>2015-2016 (estimated)</u>	<u>2016-2017 (proposed)</u>
New Units Constructed	0	0	12
Rehabilitated Housing	57	75	100
Down Payment Assistance Program	7	2	7
Mobile Home Replacement	0	0	12

CITY MANAGER DEPARTMENT SUMMARY

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET BY ACTIVITY			
Administration	769,320	769,700	1,018,100
Community & Economic Development	904,609	1,090,700	926,600
Housing & Community Development	<u>167,937</u>	<u>180,800</u>	<u>212,500</u>
TOTAL ALL ACTIVITIES	<u><u>1,841,866</u></u>	<u><u>2,041,200</u></u>	<u><u>2,157,200</u></u>

BUDGET BY FUND			
General Fund	1,673,929	1,860,400	1,944,700
Housing & Community Dev Fund	<u>167,937</u>	<u>180,800</u>	<u>212,500</u>
TOTAL ALL FUNDS	<u><u>1,841,866</u></u>	<u><u>2,041,200</u></u>	<u><u>2,157,200</u></u>

2016-2017 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 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 the Civic Center North project to allow for a new Fresno County Library, Senior Center, and Transit Hub and allowing 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 implementation of the General Plan 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 implementation of the General Plan. 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. 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.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	433,310	456,800	631,400
Benefits	149,723	138,600	147,900
Vehicle Charges	18,856	16,700	13,500
Professional Services	61,439	50,000	75,000
Travel & Meeting Expense	8,114	7,500	9,500
Dues & Subscriptions	378	900	900
Admin & Overhead	97,500	99,200	139,900
TOTAL ADMINISTRATION	<u>769,320</u>	<u>769,700</u>	<u>1,018,100</u>

SOURCES OF FUNDING

Interfund Charges	445,000	586,000	599,000
Miscellaneous Income	50,864	75,000	75,000
Use of Discretionary Funds	<u>273,456</u>	<u>108,700</u>	<u>344,100</u>
TOTAL	<u>769,320</u>	<u>769,700</u>	<u>1,018,100</u>

DETAIL OF POSITIONS

Assistant City Manager/City Clerk	0.50	0.50	0.50
City Manager	1.00	1.00	1.00
Deputy City Manager	0.75	0.75	0.75
Executive Assistant	0.70	0.85	0.85
Principal Office Assistant	0.20	0.20	0.20
TOTAL	<u>3.15</u>	<u>3.30</u>	<u>3.30</u>

The Community & Economic Development Department is aggressively pursuing 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 is responsible for marketing the Clovis Industrial Park and the Central Valley Research & Technology Business Park. In addition, the department markets 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 working with existing businesses to retain them in Clovis and to help them expand as necessary. The department is responsible for tourism activities to attract visitors to Clovis hotels and services. The Department also oversees the activities of the elimination of the Clovis Community Development Agency. All of this work is done in coordination between the City Departments 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, and Fresno Clovis Convention and Visitors Bureau.

2016-2017 Goals

- Retain and expand existing Clovis businesses.
- 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 goals and objectives of the updated City of Clovis Economic Development Strategy.
- Implement the goals and objectives of the Business Retention, Expansion and Attraction Program (Business REAP).

Objectives to Meet the Goals

- Develop and maintain relationships with existing Clovis businesses through business visitations and continuation of the Clovis Economic Gardening Program.
- Pursue Property Based Improvement Districts along Shaw Avenue and in parts of Old Town to bolster the vitality and attractiveness of the areas to retail and other commercial uses.
- Develop stronger relationships with commercial/industrial real estate brokers and assist them in marketing Clovis.
- Continue to develop strategies to make Clovis competitive in business attraction, including digital marketing tools and targeted trade show participation.
- 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, Fresno EDC, and Workforce Investment Board, to retain, expand and attract business.
- 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 Department 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 marketing strategies to position the City of Clovis in the forefront of the medical, technology and agile manufacturing business community. The Department will complete work on the elimination of redevelopment and will continue the business development activities previously done by the Agency. The Department 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.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	351,762	217,800	260,300
Extra Help	10,396	24,000	24,000
Benefits	86,837	75,900	90,600
Vehicle Charges	12,660	11,000	12,700
Professional Services	366,231	679,900	474,800
Travel & Meeting Expense	10,067	11,000	15,000
Dues & Subscriptions	1,656	2,000	2,500
Admin & Overhead	65,000	69,100	46,700
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	<u>904,609</u>	<u>1,090,700</u>	<u>926,600</u>

SOURCES OF FUNDING

Intergovernmental Charges	45,000	45,000	45,000
Interfund Charges	120,000	120,000	120,000
Miscellaneous Income	465	0	0
Use of Discretionary Funds	<u>739,144</u>	<u>925,700</u>	<u>761,600</u>
TOTAL	<u>904,609</u>	<u>1,090,700</u>	<u>926,600</u>

DETAIL OF POSITIONS

Business Development Manager	1.00	1.00	1.00
Community & Economic Development Dir	1.00	1.00	1.00
TOTAL	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>

2016-2017 Goals

- Administer the Community Development Block Grant (CDBG) program in accordance federal regulations, and in a manner that improves the community by providing decent, affordable housing and a suitable living environment for low- to moderate-income residents of Clovis.
- Preserve and expand Clovis' supply of affordable housing.
- Implement the recently approved housing element.

Objectives to Meet the Goals

- Utilize current federal and state funding to preserve the affordable housing supply.
- Improve street infrastructure in eligible low- to moderate-income neighborhoods.
- Provide funds for ADA improvements throughout Clovis.
- Assist with job creation for low- to moderate-income citizens of Clovis.
- Plan and execute projects for the development of additional affordable housing.
- Provide information to the public on affordable housing.
- Establish and maintain relationships with federal, state, surrounding local and non-profit housing agencies.
- In an effort to promote private investment in affordable housing development, act as an expert resource for affordable housing information for private developers.
- Provide funds to code enforcement in low- to moderate-income neighborhoods.
- Research funding opportunities for affordable housing and complete funding applications.

Five-Year Outlook

Projects will be identified annually to preserve and expand Clovis' supply of affordable housing. In addition, projects will be identified annually to improve infrastructure and provide needed public services in low-to-moderate income neighborhoods in accordance with adopted policies. Based upon a slight increase in the 2016-2017 funding, it is anticipated that the number of projects completed per year will be, at a minimum, maintained. Staff in this division will continue to take advantage of all feasible opportunities to obtain funding for affordable housing, and will do so in accordance with the Housing Element and the General Plan. Staff will work with the private sector to encourage and incentivize the development of affordable housing.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	67,368	82,200	88,800
Benefits	20,277	18,700	20,800
Professional Services	1,885	2,000	2,000
Travel & Meeting Expense	2,866	700	4,000
Training	0	0	6,600
Dues & Subscriptions	350	600	600
Debt Service	70,430	71,800	78,000
Admin & Overhead	4,761	4,800	11,700
	<u>167,937</u>	<u>180,800</u>	<u>212,500</u>
Housing & Comm Dev Administration	<u>167,937</u>	<u>180,800</u>	<u>212,500</u>

SOURCES OF FUNDING

Federal Grants	98,649	(83,200)	134,500
Project Participation	28,709	72,000	78,000
Sale of Property	40,579	192,000	0
	<u>167,937</u>	<u>180,800</u>	<u>212,500</u>
TOTAL	<u>167,937</u>	<u>180,800</u>	<u>212,500</u>

DETAIL OF POSITIONS

Housing Program Coordinator	1.00	1.00	1.00
	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	<u>1.00</u>	<u>1.00</u>	<u>1.00</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, the Clovis Batting Range and the Clovis Recreation Center.

Department Goals 2016-2017

- 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 Clovis Recreation Center building space to improve recreational services and expand youth programs.
- Utilize additional full-time Senior Activity Center staff to improve programming for seniors.
- Utilize additional full-time staff to improve productivity in Transit and Personnel Sections.

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>2014-2015 (actual)</u>	<u>2015-2016 (estimated)</u>	<u>2016-2017 (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.

Health Benefit Cost Containment	Decreased Costs Decrease of -2.0%	Decreased Costs Decrease of -.04%	Increased Costs Estimated at 10.00%
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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	15	22	18
Safety/Risk Management Training Programs	112	125	130

- 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	386	475	450
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>2014-2015 (actual)</u>	<u>2015-2016 (estimated)</u>	<u>2016-2017 (proposed)</u>
Number of Major Projects	13	13	14
Projects Completed within Established Budget and Time Frame	85%	85%	90%
Square Footage of Buildings/Facilities Maintained	399,400	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	163,731	201,420	211,000
Nutrition Meals Served (In-Center)	10,688	10,620	10,750
Nutrition Meals Served (Home-Delivered)	34,440	27,840	27,000
Number of Programs Offered	85	92	100

- 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 at the Clovis Recreation Center.

Program Participants	169,027	158,000	173,800
Number of Programs Offered	90	101	111

- 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 96% of the time.

Clovis Destinations	96%	96%	98%
Fresno Destinations	97%	97%	98%
Maintain Scheduled Fixed-Route Headways	95%	95%	96%

GENERAL SERVICES DEPARTMENT SUMMARY

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET BY ACTIVITY			
Personnel	533,432	579,500	777,400
Employee Benefits	15,407,165	17,753,700	20,650,600
Liability and Property Insurance	1,538,529	1,731,400	1,963,100
Facilities Maintenance	4,048,862	6,507,700	4,614,800
Department Support	2,413,165	2,663,900	2,967,300
Senior Services	477,597	514,100	594,400
Recreation	462,019	543,600	640,700
Transit	<u>5,001,477</u>	<u>5,927,300</u>	<u>5,815,300</u>
TOTAL ALL ACTIVITIES	<u><u>29,882,246</u></u>	<u><u>36,221,200</u></u>	<u><u>38,023,600</u></u>

BUDGET BY FUND			
General Fund	1,473,048	1,637,200	2,012,500
General Services Fund	6,462,027	9,171,600	7,582,100
Employee Benefits Fund	15,407,165	17,753,700	20,650,600
Liability and Property Insurance Fund	1,538,529	1,731,400	1,963,100
Transit Fund	<u>5,001,477</u>	<u>5,927,300</u>	<u>5,815,300</u>
TOTAL ALL FUNDS	<u><u>29,882,246</u></u>	<u><u>36,221,200</u></u>	<u><u>38,023,600</u></u>

2016-2017-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 modifications to the manner in which employee benefit programs are administered. Updated employee training programs will continue to be necessary in order to properly equip employees with the knowledge and skills to meet the requirements of the workplace.

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

General Services Department	Personnel Section 30000
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	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	241,576	263,100	317,400
Overtime	0	0	1,000
Extra Help	16,183	13,000	20,000
Benefits	84,437	86,400	120,000
Vehicle Charges	13,479	13,900	18,900
Professional Services	77,314	104,500	146,000
Materials & Supplies	156	0	0
Travel & Meeting Expense	3,357	2,200	3,000
Training	13,727	12,000	17,000
Dues & Subscriptions	3,103	2,900	4,500
Admin & Overhead	80,100	81,500	129,600
	<u>533,432</u>	<u>579,500</u>	<u>777,400</u>
TOTAL PERSONNEL	<u>533,432</u>	<u>579,500</u>	<u>777,400</u>

SOURCES OF FUNDING

Interfund Charges	210,000	275,000	271,000
Miscellaneous Income	679	0	0
Use of Discretionary Funds	<u>322,753</u>	<u>304,500</u>	<u>506,400</u>
TOTAL	<u>533,432</u>	<u>579,500</u>	<u>777,400</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	2.000	2.000
Principal Office Assistant	0.600	0.600	0.600
TOTAL	<u>3.000</u>	<u>4.000</u>	<u>4.000</u>

2016-2017 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 new regulations and 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 health care has required 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. The City's membership in the San Joaquin Valley Insurance Authority has achieved savings in health costs through the combined purchasing power of the member agencies.

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, safety training, and efficient management of claims continue to be the focus of the City's efforts to contain worker's compensation costs. Access to improved safety/training modules that may be utilized interdepartmentally will continue to provide more effective employee training at reduced costs.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	218,654	238,100	247,900
Overtime	0	0	1,200
Benefits	84,965	85,200	93,800
Vehicle Charges	11,472	11,500	11,500
Professional Services	5,391	400	10,600
Special Events	65,966	68,000	78,000
Travel & Meeting Expense	184	500	500
Training	16,445	3,100	21,400
Dues & Subscriptions	100	300	500
Admin & Overhead	50,600	56,300	65,800
Health Insurance Program - ISF	6,913,051	7,152,500	8,088,000
Unemployment Charges - ISF	24,531	32,000	35,000
Workers Comp Program - ISF	1,061,668	2,135,000	2,572,000
Retirement Contribution - ISF	6,388,197	7,274,800	8,636,400
Deferred Compensation - ISF	504,051	576,000	668,000
Compensated Future Absences	59,000	30,000	30,000
Capital Outlays - Computers	2,890	90,000	90,000
TOTAL EMPLOYEE BENEFITS	<u>15,407,165</u>	<u>17,753,700</u>	<u>20,650,600</u>

SOURCES OF FUNDING

Employee Benefit Charges	<u>15,407,165</u>	<u>17,753,700</u>	<u>20,650,600</u>
TOTAL	<u>15,407,165</u>	<u>17,753,700</u>	<u>20,650,600</u>

DETAIL OF POSITIONS

General Services Director	0.125	0.125	0.125
Management Analyst	1.600	1.600	1.600
Personnel/Risk Manager	0.350	0.350	0.350
Principal Office Assistant	0.700	0.700	0.700
TOTAL	<u>2.775</u>	<u>2.775</u>	<u>2.775</u>

2016-2017 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.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	131,815	141,800	148,800
Overtime	0	0	1,200
Benefits	44,749	45,700	51,100
Vehicle Charges	5,733	5,700	5,700
Supplies - Safety	1,339	2,000	2,000
Travel & Meeting Expense	225	1,000	3,700
Training	14,374	15,500	17,900
Dues & Subscriptions	0	500	700
Admin & Overhead	31,800	34,800	44,000
Liability Insurance	<u>1,308,494</u>	<u>1,484,400</u>	<u>1,688,000</u>
TOTAL LIABILITY & PROPERTY INSURANCE	<u><u>1,538,529</u></u>	<u><u>1,731,400</u></u>	<u><u>1,963,100</u></u>

SOURCES OF FUNDING

Liability and Property Charges	<u>1,538,529</u>	<u>1,731,400</u>	<u>1,963,100</u>
TOTAL	<u><u>1,538,529</u></u>	<u><u>1,731,400</u></u>	<u><u>1,963,100</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>0.700</u>	<u>0.700</u>	<u>0.700</u>
TOTAL	<u><u>1.750</u></u>	<u><u>1.750</u></u>	<u><u>1.750</u></u>

2016-2017–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 systems 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 cost of energy continues to rise each year, prompting the need to explore alternative long-term energy strategies to lower facility operating costs. 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 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 40 years of age, and will require on-going preventative 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.

**General Services
Department**

**Facilities Maintenance
Section 33300**

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	392,289	491,000	528,000
Overtime	1,140	7,000	10,000
Extra Help	41,616	0	10,000
Benefits	155,055	165,700	190,400
Vehicle Charges	69,210	72,900	113,900
Communications	3,516	4,300	5,300
Professional Services	134,918	159,400	167,200
Repairs & Maintenance	855,896	1,124,400	1,157,100
Building & Equipment Rental	1,369	1,900	2,000
Materials & Supplies	61,349	54,000	59,500
Supplies - Safety	8,829	10,000	14,000
Supplies - Shop	6,035	8,000	9,600
Travel & Meeting Expense	0	1,400	1,800
Training	1,734	2,500	5,500
Dues & Subscriptions	731	600	1,000
Admin & Overhead	29,253	98,700	41,800
Debt Service	2,103,289	1,994,100	1,988,700
Lease Purchases	106,469	110,800	116,000
Capital Outlays - Office Equip/Furn	2,060	0	0
Capital Outlays - Public Works	56,464	2,168,000	54,000
Capital Outlays - Miscellaneous	0	0	128,000
Capital Outlays - Government Facilities	17,640	33,000	11,000
TOTAL FACILITIES MAINTENANCE	<u>4,048,862</u>	<u>6,507,700</u>	<u>4,614,800</u>

SOURCES OF FUNDING

Rents & Concessions	19,479	10,000	10,000
Facility Reimb - County	31,430	30,000	30,000
Miscellaneous Income	74,699	177,000	177,000
General Services Charges	3,923,254	6,290,700	4,397,800
TOTAL	<u>4,048,862</u>	<u>6,507,700</u>	<u>4,614,800</u>

DETAIL OF POSITIONS

Administrative Assistant	0.500	0.500	0.500
Assistant Building Technician	3.000	3.000	3.000
Building Maintenance Leadworker	1.000	1.000	1.000
Building Maintenance Worker	1.000	1.000	1.000
Department Support Manager	0.600	0.600	0.600
General Services Director	0.250	0.250	0.250
Senior Custodian	-	1.000	1.000
TOTAL	<u>6.350</u>	<u>7.350</u>	<u>7.350</u>

2016-2017 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, 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 overall 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).
- Transition the City's procurement function into a fully electronic process.
- 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.

Five-Year Outlook

As the City's purchasing and procurement processes become more automated, additional staff training throughout City departments will be necessary in order to maintain skill levels with the attendant technology. The use of cooperative purchasing agreements and the expanded use of electronic technology as a purchasing strategy will 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.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	113,666	120,700	124,300
Overtime	0	0	200
Benefits	30,389	29,000	32,700
Vehicle Charges	3,834	3,800	3,800
Energy	875,166	890,400	861,100
Professional Services	60,629	74,000	124,000
Repairs & Maintenance	68,745	66,200	75,400
Office Supplies	366,835	350,000	395,000
Materials & Supplies	7,423	7,300	9,500
Travel & Meeting Expense	222	1,000	2,000
Training	603	1,800	3,000
Dues & Subscriptions	973	1,000	1,300
Admin & Overhead	186,899	215,700	213,000
Debt Service	358,853	426,900	473,000
Lease Purchases	238,457	401,700	572,000
Capital Outlays - Office Equip/Furn	27,899	74,400	77,000
Capital Outlays - Public Works	70,700	0	0
Capital Outlays - Fire Equip	1,872	0	0
TOTAL DEPARTMENT SUPPORT	<u><u>2,413,165</u></u>	<u><u>2,663,900</u></u>	<u><u>2,967,300</u></u>

SOURCES OF FUNDING

Interfund Charges	<u>2,413,165</u>	<u>2,663,900</u>	<u>2,967,300</u>
TOTAL	<u><u>2,413,165</u></u>	<u><u>2,663,900</u></u>	<u><u>2,967,300</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>
TOTAL	<u><u>1.150</u></u>	<u><u>1.150</u></u>	<u><u>1.150</u></u>

2016-2017 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:

- Utilize a new full-time position to offer and promote new programs for seniors.
- Administer a comprehensive Senior Citizen program to help older citizens, 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.
- Continue to promote the Clovis Senior Activity Center as the place where local seniors meet to learn, laugh, and enjoy longevity.

Five-Year Outlook

The aging population continues to increase and with it comes additional demands for senior-oriented services, programs and activities as seen over the past year. As the aging population grows, there will be additional requests for service and programs for both active and frail seniors. Staff will be involved in the planning, design and program development for the new Senior Activity Center which is expected to be completed in 2018. Many new programs will be offered with a new fee structure that will meet the needs of various senior ages, income levels and abilities. The new Senior Activity Center will allow for added community and business partnerships in addition to strengthening its current 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.

**General Services
Department**

**Senior Services
Section 34200**

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET DETAIL			
Salaries - Regular	56,663	99,800	131,900
Overtime	145	0	0
Extra Help	175,342	170,000	170,000
Benefits	49,553	57,600	69,900
Communications	0	0	100
Professional Services	31,469	19,200	21,600
Office Supplies	18,552	16,500	18,000
Travel & Meeting Expense	0	1,500	1,500
Training	199	400	19,000
Dues & Subscriptions	0	100	100
Admin & Overhead	144,900	147,000	162,300
Capital Outlays - Office Equip/Furn	774	2,000	0
TOTAL SENIOR SERVICES	<u>477,597</u>	<u>514,100</u>	<u>594,400</u>

SOURCES OF FUNDING			
Rents and Concessions	38,445	33,000	33,000
State Grants	16,000	12,000	12,000
Project Participation - Other Govt	40,600	40,000	40,000
User Fees	78,837	78,000	80,000
Senior Service Charges	49,172	47,000	46,000
Taxable Sales	599	0	0
Miscellaneous Income	6,619	7,000	7,000
Use of Discretionary Funds	<u>247,325</u>	<u>297,100</u>	<u>376,400</u>
TOTAL	<u>477,597</u>	<u>514,100</u>	<u>594,400</u>

DETAIL OF POSITIONS			
Administrative Assistant	-	0.800	0.800
Principal Office Assistant	0.600	-	-
Recreation Specialist	-	1.000	1.000
Senior Center Nutrition Svs Worker	1.000	1.000	1.000
TOTAL	<u>1.600</u>	<u>2.800</u>	<u>2.800</u>

2016-2017 Goals

The Recreation 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 pursue 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.
- Utilize part-time clerical staffing to ensure the public is assisted during posted office hours.
- Recreation staff will coordinate with Parks Division staff to provide outdoor facilities and programs.
- Expand the use of Recreation Section volunteers to administer services.
- Analyze opportunities to secure stable funding for community recreation services.
- Expand youth recreation programs to the community by increasing community outreach.
- Maximize the use of additional 10,000 square feet of space at the existing Recreation Center for community programs and revenue generation.
- Continue annual community recreation programs.

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 has helped 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. The City will continue to research additional opportunities to expand outdoor recreational facilities including the addition of much-needed sports fields.

**General Services
Department**

**Recreation
Section 34400**

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET DETAIL			
Salaries - Regular	124,036	164,800	154,600
Extra Help	87,724	102,000	135,500
Benefits	70,585	81,900	88,700
Vehicle Charges	14,406	18,100	25,100
Communications	24	100	200
Professional Services	56,308	64,500	74,500
Repairs & Maintenance	0	1,000	1,000
Office Supplies	4,572	4,500	6,500
Materials & Supplies	3,240	500	0
Travel & Meeting Expense	1,017	2,600	3,100
Dues & Subscriptions	2,697	2,100	2,500
Admin & Overhead	76,100	86,400	131,900
Capital Outlays - Public Works	12,077	9,000	10,000
Capital Outlays - Miscellaneous	9,233	6,100	7,100
TOTAL RECREATION	462,019	543,600	640,700

SOURCES OF FUNDING			
User Fees	180,360	199,000	214,000
Taxable Sales	957	1,000	1,000
Miscellaneous Income	4,431	0	0
Use of Discretionary Funds	276,271	343,600	425,700
TOTAL	462,019	543,600	640,700

DETAIL OF POSITIONS			
Recreation Leader	1.000	1.000	1.000
Recreation Specialist	1.000	1.000	1.000
Recreation Supervisor	1.000	1.000	1.000
TOTAL	3.000	3.000	3.000

2016-2017 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.
- Extend Round Up service hours weekdays in Clovis to 7:30pm
- Utilize additional features and upgrades to the new Round Up dispatch software program and mobile terminals to improve efficiency on Round Up service.
- Maintain services to levels within budgetary constraints and review fees for possible increase to meet farebox requirements.
- Advertise and promote the emergency registration system for people who would require transportation during an emergency evacuation.
- Coordinate with Planning and Development Services Department on the design and building of a new transit hub facility near the new library and Senior Activity Center.

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. Clovis will continue coordination with transit providers in the Clovis-Fresno Metropolitan area in order to meet the demand for inter-city transportation including implementing a county-wide farebox system. The addition of a centrally located Clovis Transit center in late 2017 or early 2018 will allow for better customer contact, easier transfers, and much needed training and office space. The new facility will also allow adequate space for travel training to increase ridership and shift some Round Up passengers to the Stageline service.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET DETAIL			
Salaries - Regular	1,152,714	1,242,600	1,383,800
Overtime	62,305	66,500	67,000
Extra Help	692,706	730,000	830,000
Benefits	678,924	662,300	769,900
Vehicle Charges	903,745	929,200	1,012,400
Communications	30,818	41,000	75,000
Professional Services	298,765	308,600	336,500
Travel & Meeting Expense	4,795	7,500	8,500
Training	6,310	5,500	23,500
Dues & Subscriptions	580	800	800
Admin & Overhead	647,900	720,100	842,900
Capital Outlays - Office Equip/Furn	51,628	646,200	0
Capital Outlays - Computer Equipment	26,825	0	0
Capital Outlays - Vehicles	443,462	567,000	465,000
TOTAL TRANSIT	<u>5,001,477</u>	<u>5,927,300</u>	<u>5,815,300</u>

SOURCES OF FUNDING			
Rents & Concessions	29,564	21,000	20,000
Taxes	1,300,734	1,370,000	1,440,000
Transit Fares	210,864	213,000	211,000
State Grants	517,747	37,000	0
Local Transportation	2,942,568	4,286,300	4,144,300
TOTAL	<u>5,001,477</u>	<u>5,927,300</u>	<u>5,815,300</u>

DETAIL OF POSITIONS			
Administrative Assistant	-	0.200	0.200
Bus Driver	16.000	16.000	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
Management Analyst	-	1.000	1.000
Principal Office Assistant	2.400	1.000	1.000
Transit Dispatcher	1.000	2.000	2.000
Transit Supervisor	1.000	1.000	1.000
TOTAL	<u>24.525</u>	<u>25.325</u>	<u>25.325</u>

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 2016-2017

- Provide support to other operating departments.
- Enhance training for key departmental personnel.
- Obtain long-term financing as needed.
- Refund existing bonds as appropriate.
- Perform a major upgrade to the city-wide financial accounting system.
- Upgrade the Business License software system.
- 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 20%-25% 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.
- Continue succession planning for key staff positions to make sure all major sections of the Finance Department have documented processes and procedures in place.
- Cross-train in key Finance positions.
- Revise the utility billing statements for the sewer bond charge rebate.

FINANCE

DEPARTMENT SUMMARY

Budgetary Highlights

- Review and audit revenues and departmental budgets.
- Work with SunGard on a major upgrade of our Financial Accounting System Software.
- 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.
- Continue to implement investment strategies to take advantage of safe investments and maximize yields within cash flow constraints.
- Annually 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 2016-2017 increase reserve to 17.1% of budgeted expenditures from 15.6% in last year's budget.
- Limit overtime in Finance with the use of more efficient work processes.
- Attract top qualified candidates to Finance positions with the Clovis culture of excellent employment opportunities.
- Implement new Governmental Accounting Standards Board (GASB) pronouncements as applicable to the City.

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>2014-2015 (actual)</u>	<u>2015-2016 (estimated)</u>	<u>2016-2017 (proposed)</u>
City Rate of Return	.48%	.63%	.73%
Greater than 120% of Treasury rate	2,388%	283%	188%

- 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	98.4%	98.6%	98.8%
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FINANCE DEPARTMENT SUMMARY

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET BY ACTIVITY			
Administration	<u>2,368,001</u>	<u>3,012,700</u>	<u>2,989,300</u>
TOTAL ALL ACTIVITIES	<u><u>2,368,001</u></u>	<u><u>3,012,700</u></u>	<u><u>2,989,300</u></u>
BUDGET BY FUND			
General Fund	<u>2,368,001</u>	<u>3,012,700</u>	<u>2,989,300</u>
TOTAL ALL FUNDS	<u><u>2,368,001</u></u>	<u><u>3,012,700</u></u>	<u><u>2,989,300</u></u>

2016-2017 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 as needed.
- Perform major upgrade to the Financial Accounting System.

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 utility 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.
- Work with SunGard to complete the upgrade to One Solution 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. For the 2016-2017 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. Finance activity will continue to include servicing existing and new utility accounts including taking into account drought measures to be implemented and reflected on the utility statements, 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 assist in monitoring capital projects and the various assessment districts within the City. Revenue enhancements will be a top priority.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	1,287,293	1,396,900	1,590,900
Overtime	6,889	37,000	30,000
Extra Help	87,931	95,000	113,000
Benefits	540,964	511,800	592,300
Vehicle Charges	21,649	18,500	18,700
Professional Services	98,220	526,500	195,500
Office Supplies	4,140	13,000	2,000
Travel & Meeting Expense	2,145	11,000	8,000
Training	17,621	79,000	56,000
Dues & Subscriptions	2,049	3,300	3,800
Admin & Overhead	299,100	310,700	379,100
Capital Outlays -Computer Equipment	0	10,000	0
TOTAL FINANCE ADMINISTRATION	<u>2,368,001</u>	<u>3,012,700</u>	<u>2,989,300</u>

SOURCES OF FUNDING

Licenses	69,000	71,000	71,000
Annexation Processing Fee	52,500	30,000	30,000
Capital Development - Streets	60,000	60,000	60,000
User Fees	219,245	224,000	224,000
Interfund Charges	2,134,390	2,202,000	2,262,000
Miscellaneous Income	21,035	15,000	15,000
Use of Discretionary Funds	<u>(188,169)</u>	<u>410,700</u>	<u>327,300</u>
TOTAL	<u>2,368,001</u>	<u>3,012,700</u>	<u>2,989,300</u>

DETAIL OF POSITIONS

Accountant/Senior/Principal	3.00	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	-	-
Finance Director/Treasurer	1.00	1.00	1.00
Principal Office Assistant	-	1.00	1.00
Senior Account Clerk/Principal	8.00	8.00	8.00
TOTAL	<u>19.15</u>	<u>20.00</u>	<u>20.00</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 is responsible for preparing policies to carry out the goals and objectives of the General Plan including projects like the Urban Greening Program, Northwest Area Design Guidelines (Heritage Grove), Agriculture Preserve Policy, and Central Clovis Specific Plan. 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 project entitlements 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 2016-2017

- Complete masterplan facilities planning for land uses identified under the newly adopted General Plan.
- Complete the Central Clovis Specific Plan, Agriculture Preserve Policy, Active Transportation Plan, and Heritage Grove Design Guidelines.
- 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.
- Expand and fully utilize the capabilities of the automated building permit system.
- Deliver Community Investment projects in a timely and cost efficient manner.
- Reduce the Building Divisions reliance on outside vendors.

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. 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>2014-2015 (actual)</u>	<u>2015-2016 (estimated)</u>	<u>2016-2017 (proposed)</u>
% of CIP projects Final Design	76%	78%	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	280 hours	330 hours	360 hours
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- 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, responding to a high degree of development requests, the Department is providing 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
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. As of July 2015, a new Assembly Bill (AB52) requires all discretionary projects to be included in the Native American Heritage Commission process. AB52 is expected to add an additional 30 days to the processing time for entitlements requiring the filing of a Notice of Determination. This will require a modification of the processing timeline for all projects.

** 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>2014-2015 (actual)</u>	<u>2015-2016 (estimated)</u>	<u>2016-2017 (proposed)</u>
Applications processed to Planning Commission within goal	64%	82%	55%
Applications processed to City Council within target time	78%	76%	60%
Site Plan Reviews processed within target time	82%	65%	85%
First submittal engineering plan checks within target time	75%	80%	85%
Subsequent submittal engineering plan checks within target time	88%	85%	85%
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

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET BY ACTIVITY			
Planning	1,452,795	1,569,500	1,770,600
Building	1,893,087	1,861,500	2,235,700
Engineering	<u>4,368,716</u>	<u>4,902,700</u>	<u>5,247,000</u>
TOTAL ALL ACTIVITIES	<u><u>7,714,598</u></u>	<u><u>8,333,700</u></u>	<u><u>9,253,300</u></u>
BUDGET BY FUND			
Planning & Development Services Fund	<u>7,714,598</u>	<u>8,333,700</u>	<u>9,253,300</u>
TOTAL ALL FUNDS	<u><u>7,714,598</u></u>	<u><u>8,333,700</u></u>	<u><u>9,253,300</u></u>

2016-2017 Goals

The goals of the Planning Division are to implement the current Clovis General Plan; to complete the City infrastructure planning in 2015-2016; 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 an update to the Central Clovis Specific Plan.
- Complete a local Agriculture Preservation Policy Plan to address agriculture mitigation.
- Complete the Heritage Grove Design Guidelines.
- 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 is facilitating 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 and as planning proceeds in the Heritage Grove area. Of particular focus will be exploring methods in water reduction for public landscaping. 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 surpass the twenty-five year average of 750 dwelling units annually. Clovis Medical Center is anticipating their next bed tower addition, central plant expansion and parking garage. The hospital environmental impact report is currently being updated to address additional phasing. Just north of the Clovis Medical Center campus, the anticipated California Health Sciences School has spurred interest in the Research and Technology Business Campus as well as mixed use areas along Herndon Avenue.

In the near term, evolving state regulations largely but not exclusively related to greenhouse gas reduction and the recent Assembly Bill AB52 pertaining to a new procedure for Native American Heritage Commission review 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 and their functions. Planning staff involvement in neighborhood meetings has increased and remains 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.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET DETAIL			
Salaries - Regular	399,065	438,900	629,900
Overtime	27,948	10,500	10,000
Extra Help	24,450	57,000	82,000
Benefits	164,627	175,000	259,800
Vehicle Charges	14,257	15,200	14,800
Communications	2,331	2,000	2,000
Professional Services	420,532	401,100	175,000
Office Supplies	262	2,000	1,000
Travel & Meeting Expense	4,026	4,000	4,000
Training	250	2,500	2,000
Dues & Subscriptions	1,145	3,000	2,500
Admin & Overhead	391,300	455,300	587,600
Capital Outlays - Computers	2,602	3,000	0
TOTAL PLANNING	<u>1,452,795</u>	<u>1,569,500</u>	<u>1,770,600</u>

SOURCES OF FUNDING			
State Grants	205,829	101,000	0
User Fees	1,144,297	1,417,500	1,715,600
Interfund Charges	2,669	1,000	5,000
Use of Discretionary Funds	<u>100,000</u>	<u>50,000</u>	<u>50,000</u>
TOTAL	<u>1,452,795</u>	<u>1,569,500</u>	<u>1,770,600</u>

DETAIL OF POSITIONS			
Administrative Assistant	0.40	0.40	0.40
Assistant/Associate Planner	2.00	2.00	3.00
City Planner	1.00	1.00	1.00
Deputy City Planner	1.00	1.00	-
Dir of Planning & Development Services	0.40	0.40	0.40
Permit Technician	0.50	0.50	0.50
Principal Office Assistant	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00
TOTAL	<u>7.30</u>	<u>7.30</u>	<u>7.30</u>

2016-2017 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 expertise on the 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.
- Expand the electronic services provided to our citizens and developers by allowing plans to be submitted, reviewed, and issued via our Citizen Access Portal (CAP). This expansion will make it possible for our customers to apply, submit, render payment, and receive their approved documents from their own home or place of business. 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 activity has signs of growth over the last two years and we expect continued industrial activity in the coming year.

Residential development activity and solar equipment permitting are currently the foundation of our activity and has maintained significant activity over the last 36 months. Robust activity is expected to continue into the following year. New Single Family Dwelling Permits are expected to be over 750, above the 25 year average. In light of this increased demand on building services, we are working to improve our performance times and reduce our reliance on outside service providers. While the fundamental work to be performed is not expected to change, several new code requirements and state mandates 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.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET DETAIL			
Salaries - Regular	767,168	837,500	943,200
Overtime	49,007	30,500	25,000
Extra Help	197,681	200,000	240,000
Benefits	366,275	363,100	427,100
Vehicle Charges	48,452	48,100	50,800
Communications	14,540	15,000	10,000
Professional Services	188,341	80,000	105,000
Office Supplies	7,472	5,000	5,000
Materials & Supplies	2,829	5,000	5,000
Supplies - Shop	1,898	2,000	2,000
Travel & Meeting Expense	13,933	6,000	5,000
Training	25,420	30,000	30,000
Dues & Subscriptions	5,911	7,000	17,000
Admin & Overhead	200,800	225,300	370,600
Capital Outlay - Computers	3,360	7,000	0
TOTAL BUILDING	<u>1,893,087</u>	<u>1,861,500</u>	<u>2,235,700</u>

SOURCES OF FUNDING			
User Fees	1,789,183	1,801,500	2,180,700
Miscellaneous Income	3,904	10,000	5,000
Use of Discretionary Funds	<u>100,000</u>	<u>50,000</u>	<u>50,000</u>
TOTAL	<u>1,893,087</u>	<u>1,861,500</u>	<u>2,235,700</u>

DETAIL OF POSITIONS			
Administrative Assistant	0.30	0.30	0.30
Assistant Dir of Planning & Development Serv	0.25	0.25	0.25
Building Inspector/Senior Bldg Inspector	4.00	4.00	4.00
Building Official	1.00	1.00	1.00
Business Workflow Analyst	1.00	1.00	1.00
Deputy Building Official/Plan Checker	1.00	-	-
Dir of Planning & Development Services	0.30	0.30	0.30
Permit Technician	1.50	1.50	1.50
Plans Examiner	2.00	3.00	3.00
TOTAL	<u>11.35</u>	<u>11.35</u>	<u>11.35</u>

2016-2017 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. The quality inspection program assures that public and private developments are being constructed in accordance with 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, the quality of life for the citizens of Clovis will be enhanced. 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 design and 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 continue its work on several major community service and public facilities plans in support of the General Plan update and subsequent community master plans. This includes updating the Recycled Water Master Plan, the Sewer and Water Master Plans, and transportation plans for the new growth areas. Strategizing on how to fund growth in 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.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET DETAIL			
Salaries - Regular	2,065,227	2,250,000	2,370,900
Overtime	83,732	87,000	87,000
Extra Help	344,810	363,000	363,000
Benefits	825,297	815,800	886,800
Vehicle Charges	126,951	132,300	130,500
Communications	26,936	38,900	37,400
Professional Services	136,242	313,500	298,500
Office Supplies	11,943	13,100	13,100
Supplies - Safety	2,946	5,500	5,500
Supplies - Shop	4,246	5,000	4,500
Travel & Meeting Expense	1,233	11,500	9,500
Training	22,311	45,500	30,500
Dues & Subscriptions	9,034	16,500	12,000
Admin & Overhead	690,400	766,600	981,300
Capital Outlays - Computers	17,408	33,500	11,500
Capital Outlays - Public Utilities	0	5,000	5,000
TOTAL ENGINEERING	4,368,716	4,902,700	5,247,000

SOURCES OF FUNDING

Taxes	20,000	10,000	10,000
State Grants	15,664	19,000	19,000
User Fees	4,211,757	4,652,700	4,998,000
Miscellaneous Income	21,295	21,000	20,000
Use of Discretionary Funds	100,000	200,000	200,000
TOTAL	4,368,716	4,902,700	5,247,000

DETAIL OF POSITIONS

Administrative Assistant	0.30	0.30	0.30
Assistant Engineer	7.00	7.00	7.00
Assistant Dir of Planning & Development Serv	0.75	0.75	0.75
Associate Civil Engineer	2.00	2.00	2.00
Dir of Planning & Development Services	0.30	0.30	0.30
Engineering Inspector	4.00	4.00	4.00
Engineering Program Supervisor	1.00	1.00	1.00
Engineering Tech/Senior Engineering Tech	2.00	2.00	2.00
Geographic Information Systems Specialist	1.00	1.00	1.00
Junior Engineer	6.00	6.00	6.00
Management Analyst	1.00	1.00	1.00
Senior Engineering Inspector	1.00	1.00	1.00
TOTAL	26.35	26.35	26.35

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.

Patrol

Section 51000

The Patrol section is the most highly visible section of the Police Department. It is overseen by a Captain and Lieutenants. Each shift or team is directly supervised by a Sergeant. Uniformed Patrol and Community Service Officers respond to calls for service, enforce all laws including City municipal codes, provide for safety and security of the public 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. Together they issue alcohol and entertainment permits within the City. 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, education, enforcement of traffic laws and implements DUI check points and DUI saturations. 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. Specialty units within the Department such as SWAT, Crisis Negotiations, Bike Unit and Jail operations fall under the Patrol Division as well.

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. Dispatch receives calls from citizens and businesses and assists by answering questions. They provide the appropriate resources, and dispatch police response when appropriate. They serve as a resource to Police Officers and Investigators, and provide information as necessary to officers in the field.

Investigations

Section 52000

The Investigations section is overseen by a Police Lieutenant and 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 on mid-level and street-level drug dealers, and dealers and users causing blight in our City. The unit will also partner with other local, state and federal agencies for larger scale investigations where more detectives are needed for a safe and successful outcome. They will also partner with the gang enforcement unit for cases involving gang members and narcotics trafficking. The gang unit focuses their investigations on those who are actively engaged in the gang lifestyle and committing crimes in our City. One officer is assigned to the F.B.I. Joint Terrorist Task Force or JTTF. This multi-agency unit is tasked with the gathering and dissemination of intelligence related to terrorists and terrorist activity.

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; equipment and supplies, report typing, court liaison, service of subpoenas, records requests, distribution of records and reports to allied agencies. They also manage 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, internal investigations, Homeland Security, grant administration, public information officer duties, hiring, 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.

2016-2017 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 as lowest in the valley - "Safest City in the Valley".
- Increase our efforts at combating gang and drug activity.
- Conduct effective Traffic Safety programs and reduce traffic collisions and injury rates through effective enforcement practices.
- Develop future leaders in the department.
- Continue to communicate with citizens through social media and Clovis PD App.
- Deploy Body Cameras to the Patrol Division.
- Provide continuous and developmental training for all officers.
- Continue to refine the use of the new CAD system for the Police Department.
- Actively pursuing state and federal grants for sworn officers and technology enhancements.
- Increase community outreach through planned events in neighborhoods, parks, and schools.

Budgetary Highlights

- Hire and train three new police officers and one Forensic Analyst.
- Replace and upgrade 30 rifles.
- Enhance training programs department wide. Enhance mental and physical fitness training.
- Deploy Body Camera Program.
- Provide safety service to major special events.
- Add additional full time Principal Office Assistant and Office Assistant.
- Improve and maintain citywide camera program.

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>2014-2015 (actual)</u>	<u>2015-2016 (actual)</u>	<u>2016-2017 (estimate)</u>
Priority I Average Response Times	4.85 Min	4.35 Min	5 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)	85%	94%	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. Rates for both Fresno County and state-wide are not available for comparison purposes.

California Crime Index (Crimes/100,000 Population)

	<u>2015 (actual)</u>	<u>2016 (estimated)</u>	<u>2017 (proposed)</u>
Clovis	1191	855	1200

POLICE DEPARTMENT SUMMARY

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET BY ACTIVITY			
Patrol	15,211,356	16,758,400	17,885,900
Communications	2,105,910	2,246,800	2,416,100
Investigations	2,977,636	2,941,500	3,132,600
Youth Services	691,042	728,300	744,900
Support Services	2,665,786	2,755,500	3,447,000
Administration	2,667,668	2,905,500	2,623,800
Animal Shelter	<u>1,253,249</u>	<u>1,300,200</u>	<u>1,392,700</u>
TOTAL ALL ACTIVITIES	<u><u>27,572,647</u></u>	<u><u>29,636,200</u></u>	<u><u>31,643,000</u></u>

BUDGET BY FUND			
General Fund	<u>27,572,647</u>	<u>29,636,200</u>	<u>31,643,000</u>
TOTAL ALL FUNDS	<u><u>27,572,647</u></u>	<u><u>29,636,200</u></u>	<u><u>31,643,000</u></u>

2016-2017 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 and comprehension of the seriousness of DUI.
- Continue aggressive traffic enforcement to reduce collisions and injuries related to collisions.
- Evaluate and respond to neighborhood quality of life issues. Work with other City departments to ensure that CSO's enforcement efforts have the greatest impact.
- Analyze property crime data and develop special enforcement plans, including stakeouts, forecasted crime patterns, saturation patrol, and parole/probation searches.
- Increase safety for the youth of our community by sponsoring bike safety education programs and classes funded from the California Office of Traffic Safety Grants.
- 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' programs to enhance relationships between students of all ages and the Police Department.
- Continue providing Community Outreach Events (i.e., Clovis Night Out, Cops and Kids Camp, etc.).

Five-Year Outlook

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 communities. It will also be crucial for the Police Department to remain engaged in the development process to assist in creation of safe neighborhoods and commercial development. The Patrol Division has been actively seeking grants to assist with the funding of body cameras.

Police Department	Patrol Section 51000
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	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET DETAIL			
Salaries - Regular	7,714,823	8,439,000	9,152,900
Overtime	841,224	812,500	612,000
Extra Help	125,380	191,000	165,000
Benefits	4,531,132	4,893,400	5,632,000
Vehicle Charges	1,358	600	600
Communications	106,132	90,800	90,000
Professional Services	114,296	93,900	83,500
Repairs & Maintenance	10,832	85,900	2,000
Materials & Supplies	43,769	57,900	69,500
Supplies - Safety	64,674	36,700	41,000
Travel & Meeting Expense	24,659	16,000	20,000
Training	98,962	148,600	76,900
Dues & Subscriptions	4,707	6,000	2,400
Admin & Overhead	1,449,000	1,783,700	1,770,300
Capital Outlays - Computers	2,830	4,400	5,000
Capital Outlays - Police Equipment	77,578	93,000	157,800
Capital Outlays - Communications	0	5,000	5,000
TOTAL PATROL	<u><u>15,211,356</u></u>	<u><u>16,758,400</u></u>	<u><u>17,885,900</u></u>

SOURCES OF FUNDING			
Taxes	859,075	932,000	1,020,000
Other Permits	8,750	9,000	9,000
Fines & Fees	205,363	206,000	206,000
State Grants	227,948	235,000	240,000
Federal Grants	7,079	0	0
Program Participation	913	1,000	1,000
Mandated Claims	195,194	180,000	180,000
Planning & Processing Fees	16,736	12,000	12,000
User Fees	35,835	33,000	33,000
Asset Forfeiture	63,606	0	0
Miscellaneous Income	7,047	98,000	9,000
Use of Discretionary Funds	<u><u>13,583,810</u></u>	<u><u>15,052,400</u></u>	<u><u>16,175,900</u></u>
TOTAL	<u><u>15,211,356</u></u>	<u><u>16,758,400</u></u>	<u><u>17,885,900</u></u>

DETAIL OF POSITIONS			
Community Service Officer	12.00	13.00	14.00
Deputy Police Chief	1.00	1.00	1.00
Police Captain	2.00	2.00	2.00
Police Corporal	13.00	13.00	13.00
Police Lieutenant	5.00	5.00	5.00
Police Officer/Recruit	54.00	57.00	60.00
Police Sergeant	9.00	9.00	9.00
Police Service Officer	1.00	1.00	1.00
TOTAL	<u><u>97.00</u></u>	<u><u>101.00</u></u>	<u><u>105.00</u></u>

2016-2017 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.
- Explore options for increasing the City camera system and monitoring that system.

Objectives to Meet the Goals

- Continue hiring and training of qualified communications personnel.
- Continue to refine the use and workflow related to 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 continue to refine the use of the new CAD system during this next fiscal year.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	1,038,619	1,155,300	1,251,700
Overtime	167,215	195,700	160,000
Extra Help	53,541	13,300	21,000
Benefits	530,792	549,800	615,100
Vehicle Charges	5,460	5,500	5,500
Energy	267	200	0
Communications	52,079	48,700	48,000
Professional Services	23,868	24,000	20,000
Repairs & Maintenance	16,853	21,900	18,500
Office Supplies	13,500	11,000	9,000
Materials & Supplies	1,184	1,500	1,000
Travel & Meeting Expense	1,922	0	3,500
Training	8,357	20,000	23,000
Dues & Subscriptions	75	300	1,300
Admin & Overhead	192,000	199,600	238,500
Capital Outlays - Communications	178	0	0
TOTAL COMMUNICATION	<u>2,105,910</u>	<u>2,246,800</u>	<u>2,416,100</u>

SOURCES OF FUNDING

Miscellaneous Income	22	0	0
Use of Discretionary Funds	<u>2,105,888</u>	<u>2,246,800</u>	<u>2,416,100</u>
TOTAL	<u>2,105,910</u>	<u>2,246,800</u>	<u>2,416,100</u>

DETAIL OF POSITIONS

Communication Supervisor	1.00	1.00	1.00
Lead Police Service Officer	3.00	3.00	3.00
Police Service Officer	<u>14.00</u>	<u>14.00</u>	<u>15.00</u>
TOTAL	<u>18.00</u>	<u>18.00</u>	<u>19.00</u>

2016-2017 Goals

- Continue to explore new technology to enhance the functions and goals of investigations.
- 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.
- Select and assign a dedicated high technology/computer forensic analyst.
- Work with other agencies to attack the issues related to street gangs within our City.
- Acquire, train and implement a narcotics K-9.

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.
- Create a full time Computer Forensic Analyst position dedicated to processing computer and high technology evidence.
- 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.
- Continue the partnership with the U.S. Marshal's Service, the A.T.F., the F.B.I. and allied units such as MAGEC and ACT to track and 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 General Investigations, Gang and Narcotics unit will need to continue to build expertise and investigative preparedness to meet the challenge of tomorrow.

The use of advanced technology by suspects to commit criminal acts is exploding. 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.

As Domestic Terrorism continues to rise, JTTF investigations, event pre-planning and threat assessments will grow and become a necessary part of routine law enforcement.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	1,372,438	1,479,900	1,601,600
Overtime	242,627	192,800	145,000
Extra Help	27,089	35,000	23,000
Benefits	837,062	855,300	939,400
Communications	27,277	24,000	25,000
Professional Services	190,443	88,000	119,500
Materials & Supplies	3,566	7,100	4,500
Supplies - Police	8,871	10,000	10,000
Supplies - Safety	7,714	3,000	5,000
Travel & Meeting Expense	10,639	4,000	7,000
Training	28,990	16,000	26,000
Dues & Subscriptions	690	900	1,800
Admin & Overhead	216,000	222,500	222,800
Capital Outlays - Police Equipment	4,230	3,000	2,000
TOTAL INVESTIGATIONS	<u>2,977,636</u>	<u>2,941,500</u>	<u>3,132,600</u>

SOURCES OF FUNDING

Mandated Claims	31,804	0	0
User Fees	17,049	15,000	15,000
Asset Forfeiture	56,274	0	0
Use of Discretionary Funds	<u>2,872,509</u>	<u>2,926,500</u>	<u>3,117,600</u>
TOTAL	<u>2,977,636</u>	<u>2,941,500</u>	<u>3,132,600</u>

DETAIL OF POSITIONS

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

2016-2017 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.
- Provide opportunities for youth to get involved in positive activities.

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

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. Youth Services is focused and dedicated to the delivery of meaningful crime prevention and crime reduction services for the next five years.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	267,849	320,600	321,900
Overtime	29,092	17,000	19,000
Extra Help	66,444	70,100	90,000
Benefits	142,112	145,300	155,100
Vehicle Charges	6,060	6,100	6,100
Communications	1,638	1,100	2,000
Professional Services	10,145	6,100	10,000
Office Supplies	1,685	1,300	1,000
Materials & Supplies	2,168	4,200	3,700
Supplies - Police	2,593	4,000	2,000
Supplies - Shop	16,647	10,000	10,000
Travel & Meeting Expense	3,286	3,800	4,500
Training	4,746	3,500	5,000
Dues & Subscriptions	604	400	1,000
Admin & Overhead	128,000	126,400	105,600
Capital Outlays - Computers	7,898	7,800	8,000
Capital Outlays - Equipment	75	600	0
TOTAL YOUTH SERVICES	<u>691,042</u>	<u>728,300</u>	<u>744,900</u>

SOURCES OF FUNDING

User Fees	2,580	3,000	3,000
Use of Discretionary Funds	<u>688,462</u>	<u>725,300</u>	<u>741,900</u>
TOTAL	<u>691,042</u>	<u>728,300</u>	<u>744,900</u>

DETAIL OF POSITIONS

Community Service Officer	1.00	1.00	1.00
Office Assistant	1.00	1.00	2.00
Police Service Manager	1.00	1.00	1.00
Police Service Officer	2.00	2.00	1.00
TOTAL	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>

2016-2017 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 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.
- Utilize the new Leads software program to create efficiencies and analyze data related to Fleet, Records and Training goals.
- Train department personnel on new technology.
- Redeploy personnel as necessary to carry out functions of the records division.
- Improve our services to the public under the requirements of the Public Records Act.
- Work with staff to update and create the Department's website for access to public 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.
- Continue to work toward an E-filing system with the District Attorney's Office for criminal complaints.

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 assist the Patrol and Investigative Divisions with criminal investigations and 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 tenants and criminals who try to make Clovis their home.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	445,957	540,500	802,300
Overtime	14,897	15,500	9,500
Extra Help	234,056	200,100	150,000
Benefits	217,984	229,200	364,900
Vehicle Charges	1,266,270	1,320,100	1,560,100
Communications	8,388	5,600	6,000
Professional Services	68,567	72,100	71,700
Repairs & Maintenance	24,206	19,700	67,500
Office Supplies	1,950	2,300	2,000
Materials & Supplies	7,421	7,500	6,000
Supplies - Police	128,785	77,800	94,000
Travel & Meeting Expense	4,361	3,000	3,000
Training	10,672	16,000	17,000
Dues & Subscriptions	3,158	5,800	5,700
Admin & Overhead	183,000	188,600	206,300
Capital Outlays - Computers	0	1,800	0
Capital Outlays - Police Equipment	46,114	49,900	81,000
TOTAL SUPPORT SERVICES	<u>2,665,786</u>	<u>2,755,500</u>	<u>3,447,000</u>

SOURCES OF FUNDING

Other Permits	21,742	36,000	36,000
Mandated Claims	30,510	0	0
User Fees	49,826	50,000	50,000
Miscellaneous Income	11,708	23,000	15,000
Use of Discretionary Funds	<u>2,552,000</u>	<u>2,646,500</u>	<u>3,346,000</u>
TOTAL	<u>2,665,786</u>	<u>2,755,500</u>	<u>3,447,000</u>

DETAIL OF POSITIONS

Administrative Assistant	-	1.00	1.00
Forensic Analyst	-	-	1.00
Office Assistant	4.00	3.00	4.00
Principal Office Assistant	5.00	5.00	6.00
Property & Evidence Technician	2.00	2.00	2.00
Records Supervisor	1.00	1.00	1.00
Senior Systems Video Analyst	-	1.00	1.00
Systems Video Technician	-	1.00	1.00
TOTAL	<u>12.00</u>	<u>14.00</u>	<u>17.00</u>

2016-2017 Goals

- Seek ways to minimize overtime department wide.
- Look for solutions to minimize on-duty injuries through effective fitness programs and training.
- 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 social media and main stream media to promote the Police Department mission to all segments of the community.
- Prepare and implement 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.
- Develop leaders within the Police Department.
- Oversee the implementation and policy development of body cameras for officers.
- Continue to build trust and working relationships with citizens and the business community.

Objectives to Meet the Goals

- Restructure 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.
- Utilize data from our New World CAD/RMS system to examine and evaluate all aspects of our Department's functions.

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.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	535,265	560,600	573,200
Overtime	632,551	720,300	649,000
Extra Help	11,697	13,100	0
Benefits	360,822	421,600	426,600
Vehicle Charges	10,920	10,900	10,900
Communications	6,945	3,600	6,900
Professional Services	184,319	238,900	93,800
Materials & Supplies	9,539	6,700	7,000
Travel & Meeting Expense	3,298	4,000	24,000
Training	129,762	147,500	69,000
Dues & Subscriptions	5,372	2,100	3,300
Admin & Overhead	637,300	621,400	675,100
Capital Outlays - Police	139,878	154,800	85,000
	<u>2,667,668</u>	<u>2,905,500</u>	<u>2,623,800</u>
TOTAL ADMINISTRATION	<u>2,667,668</u>	<u>2,905,500</u>	<u>2,623,800</u>

SOURCES OF FUNDING

State Grants	180,910	78,000	30,000
Federal Grants	285,592	373,000	168,000
Mandated Claims	95,402	128,000	109,000
User Fees	46,204	87,000	87,000
Miscellaneous Income	1,533	0	0
Use of Discretionary Funds	<u>2,058,027</u>	<u>2,239,500</u>	<u>2,229,800</u>
	<u>2,667,668</u>	<u>2,905,500</u>	<u>2,623,800</u>
TOTAL	<u>2,667,668</u>	<u>2,905,500</u>	<u>2,623,800</u>

DETAIL OF POSITIONS

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

2016-2017 Goals

- Continue marketing to increase the public awareness of the Miss Winkles Clovis Pet Adoption Center and Clovis Animal Services in general.
- Continue to provide opportunities for citizens to support Clovis Animal Services and the Miss Winkles Pet Adoption Center by volunteering.

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.
- Continue to provide volunteer opportunities for citizens.
- Develop multiple fundraising opportunities for citizens and businesses.
- Continue to provide high quality animal care and adoptions.
- Continue to educate the public about proper animal care.

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.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	363,746	390,900	454,800
Overtime	4,279	20,200	8,900
Extra Help	140,578	150,000	135,000
Benefits	195,647	185,900	212,200
Vehicle Charges	6,060	7,900	6,100
Communications	9,024	7,200	8,000
Professional Services	81,445	117,300	97,000
Repairs & Maintenance	9,635	2,100	2,200
Materials & Supplies	18,989	16,400	12,500
Supplies - Safety	69,463	63,000	63,000
Travel & Meeting Expense	0	1,000	1,000
Training	1,380	3,200	1,000
Dues & Subscriptions	1,003	1,000	1,500
Admin & Overhead	352,000	334,100	389,500
TOTAL ANIMAL SHELTER	<u>1,253,249</u>	<u>1,300,200</u>	<u>1,392,700</u>

SOURCES OF FUNDING

Licenses	72,839	96,000	89,000
Fines & Fees	3,293	10,000	10,000
Miscellaneous Income	2,905	3,000	3,000
Use of Discretionary Funds	<u>1,174,212</u>	<u>1,191,200</u>	<u>1,290,700</u>
TOTAL	<u>1,253,249</u>	<u>1,300,200</u>	<u>1,392,700</u>

DETAIL OF POSITIONS

Animal Control Officer	3.00	3.00	3.00
Community Service Officer	2.00	2.00	2.00
Management Analyst	-	1.00	1.00
Principal Office Assistant	1.00	-	-
Supervisor of Animal Services	1.00	1.00	1.00
TOTAL	<u>7.00</u>	<u>7.00</u>	<u>7.00</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

2016-2017 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, prevent loss of tax revenue, 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 two new staff vehicles to maintain the fire department fleet;
- Continue the multiple phase construction process as funding permits to accomplish improvements and remodeling of the Fire Department Training Facility for more comprehensive use of the facility for the City as well as provide public-private partnership opportunities for lower long-term operational costs;
- Continue to move forward with the consolidation of the Fire Department Logistics Center from 650 Fowler Avenue to 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;
- 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>2014 (actual)</u>	<u>2015 (estimated)</u>	<u>2016 (proposed)</u>
5 Minutes or Less Response Time Goal	88%	89%	88%
Total Number of Calls for Service	9,619	10,252	10,420
Total Number of EMS Calls	5,881	6,185	6,342

- 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
"excellent" 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	\$ 1,750,000	\$ 1,300,000	\$ 1,850,000
Number of Children Receiving Life Safety Training	3,000	9,000	9,000
Number of Adults Receiving Life Safety Information	800	900	900

FIRE DEPARTMENT SUMMARY

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET BY ACTIVITY			
Emergency Services	11,729,768	12,326,600	12,281,800
Life Safety and Enforcement	775,633	809,900	845,400
Emergency Preparedness	119,731	125,100	96,100
Fire Administration	<u>569,409</u>	<u>603,400</u>	<u>725,700</u>
TOTAL ALL ACTIVITIES	<u><u>13,194,541</u></u>	<u><u>13,865,000</u></u>	<u><u>13,949,000</u></u>

BUDGET BY FUND			
General Fund	<u>13,194,541</u>	<u>13,865,000</u>	<u>13,949,000</u>
TOTAL ALL FUNDS	<u><u>13,194,541</u></u>	<u><u>13,865,000</u></u>	<u><u>13,949,000</u></u>

2016-2017 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 thirty seconds (5:30) 90% of the time, or a Total Response Time of six minutes and forty seconds (6:40) 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: 40 seconds, EMS Dispatch to station alert: 120 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 enhance its use and provide for public-private partnerships when the opportunity is presented.
- 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.
- 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.
- Maintain the current 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.

Fire Department	Emergency Services Section 61000
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	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	5,374,567	5,586,000	5,818,400
Overtime	1,157,725	1,768,500	1,077,000
Extra Help	22,579	25,000	15,000
Benefits	2,709,305	2,642,200	2,982,500
Vehicle Charges	599,982	509,700	628,800
Communications	18,913	25,000	24,000
Professional Services	355,328	380,600	368,000
Repairs & Maintenance	26,208	41,500	43,250
Special Events	867	1,500	1,500
Office Supplies	4,870	3,850	3,800
Materials & Supplies	17,023	20,500	22,450
Supplies - Safety	72,745	87,950	85,500
Supplies - Shop	496	1,500	1,500
Travel & Meeting Expense	12,270	19,000	29,000
Training	62,385	78,000	84,000
Dues & Subscriptions	2,141	4,000	4,500
Admin & Overhead	1,220,500	1,051,300	1,032,100
Capital Outlays - Fire Equipment	56,432	52,000	50,500
Capital Outlays - Communications	10,478	25,500	6,000
Capital Outlays - Vehicles	4,954	3,000	4,000
	<u>11,729,768</u>	<u>12,326,600</u>	<u>12,281,800</u>
TOTAL EMERGENCY SERVICES	<u>11,729,768</u>	<u>12,326,600</u>	<u>12,281,800</u>

SOURCES OF FUNDING

Taxes	283,274	315,000	360,000
State Grants	754,040	1,005,000	300,000
Project Participation	26,890	39,000	22,000
User Fees	18,189	28,000	28,000
Miscellaneous Income	815	1,000	1,000
Use of Discretionary Funds	<u>10,646,560</u>	<u>10,938,600</u>	<u>11,570,800</u>
	<u>11,729,768</u>	<u>12,326,600</u>	<u>12,281,800</u>

DETAIL OF POSITIONS

Battalion Chief	3.00	3.00	3.00
Deputy Fire Chief	1.00	1.00	1.00
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
TOTAL	<u>59.00</u>	<u>59.00</u>	<u>59.00</u>

2016-2017 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 increased enforcement of illegal fireworks possession and use.
- Implement approved Master Fee Schedule for specific activities provided for users that place inordinate or unnecessary demand for service on the public safety system.

Five-Year Outlook

New development plan checks and inspections will continue to be a priority for the Life Safety and Enforcement Division. After analyzing annual inspection results for the past three years, it is clear our focus should be to make sure existing fire protection systems operate properly when needed and the public is able to safely exit any buildings in our community. Our focus for the near-term will be working with businesses and finding opportunities to install early warning/alerting systems to reduce business and City tax revenue losses. Continue our public education program in conjunction with the Alisa Ann Ruch Burn Foundation and the Clovis Unified School District. This program will allow us to reach approximately 10,000 K-6th graders annually, which have 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, remain a critically important facet to maintain a fire-safe community.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET DETAIL			
Salaries - Regular	372,206	400,300	425,800
Overtime	39,579	45,300	46,300
Extra Help	5,704	10,000	0
Benefits	166,160	167,400	181,000
Vehicle Charges	68,729	68,100	76,100
Professional Services	40,977	28,300	30,300
Repairs & Maintenance	0	600	600
Office Supplies	1,200	2,500	3,000
Material & Supplies	1,251	500	1,000
Supplies - Safety	1,287	1,500	1,000
Supplies - Shop	359	500	500
Travel & Meeting Expense	1,955	7,000	7,000
Training	13,761	11,000	11,000
Dues & Subscriptions	3,343	4,200	4,200
Admin & Overhead	58,500	62,700	55,600
Capital Outlays - Vehicles	622	0	2,000
TOTAL LIFE SAFETY AND ENFORCEMENT	<u>775,633</u>	<u>809,900</u>	<u>845,400</u>

SOURCES OF FUNDING

Other Permits	6,293	1,000	1,000
Planning & Processing Fees	89,890	98,000	98,000
User Fees	20,385	27,000	27,000
Miscellaneous Income	6,687	6,000	6,000
Use of Discretionary Funds	<u>652,378</u>	<u>677,900</u>	<u>713,400</u>
TOTAL	<u>775,633</u>	<u>809,900</u>	<u>845,400</u>

DETAIL OF POSITIONS

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	-
Senior Fire Prevention Officer	-	-	1.00
Special Proj/Life Safety Enforce Mgr	1.00	1.00	1.00
TOTAL	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>

2016-2017 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 California OES Type 1 Hazardous Materials Response Team and California OES 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. Expanded use of Fire/RMS and FireView software will centralize data collection and assist in measuring outputs against performance level objectives for a majority of department responsibilities.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET DETAIL			
Overtime	18,649	28,000	28,500
Benefits	4,780	2,600	0
Professional Services	5,089	6,900	6,500
Repairs & Maintenance	5,270	2,500	4,000
Materials & Supplies	0	1,000	1,500
Supplies - Safety	487	2,000	3,500
Travel & Meeting Expense	2,926	4,500	11,000
Training	5,292	10,000	13,000
Dues & Subscriptions	567	600	500
Admin & Overhead	5,900	5,000	3,600
Capital Outlays - Fire Equip	66,538	59,500	22,500
Capital Outlays - Vehicles	4,233	2,500	1,500
TOTAL EMERGENCY PREPAREDNESS	<u>119,731</u>	<u>125,100</u>	<u>96,100</u>

SOURCES OF FUNDING			
State Grants	12,100	0	0
Federal Grants	32,451	37,000	0
Miscellaneous Income	151	0	0
Use of Discretionary Funds	<u>75,029</u>	<u>88,100</u>	<u>96,100</u>
TOTAL	<u>119,731</u>	<u>125,100</u>	<u>96,100</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.

2016-2017 Goals

- Maintain Accreditation through the CPSE for the years 2016-2020.
- Maintain an ISO rating of Class 2.
- Maintain a cost per capita ratio of less than \$148 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 with limited resources 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 increase service demands and increases in new development areas. Pursuit and management of technology and workflow tools to support Fire Department activities will be a key administrative function.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET DETAIL			
Salaries - Regular	262,304	269,100	331,200
Overtime	7,698	3,700	8,300
Extra Help	24,894	55,000	30,000
Benefits	138,267	142,600	173,500
Vehicle Charges	66,600	63,600	89,600
Professional Services	13,254	11,500	10,000
Repairs & Maintenance	423	500	500
Special Events	122	1,500	1,500
Office Supplies	5,174	3,800	3,800
Materials & Supplies	1,265	700	700
Travel & Meeting Expense	14,408	11,000	11,000
Dues & Subscriptions	1,886	3,800	3,800
Admin & Overhead	29,900	35,000	60,300
Capital Outlays - Fire Equip	3,214	1,600	1,500
TOTAL FIRE ADMINISTRATION	<u>569,409</u>	<u>603,400</u>	<u>725,700</u>

SOURCES OF FUNDING

Miscellaneous Income	37	0	0
Use of Discretionary Funds	<u>569,372</u>	<u>603,400</u>	<u>725,700</u>
	<u>569,409</u>	<u>603,400</u>	<u>725,700</u>

DETAIL OF POSITIONS

Fire Chief	1.00	1.00	1.00
Principal Office Assistant	2.00	2.00	3.00
TOTAL	<u>3.00</u>	<u>3.00</u>	<u>4.00</u>

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 preventative and corrective maintenance on City streets, sidewalks, and alleys. The unit also maintains pavement markings such as lane lines, legends, crosswalks, and limit lines as well as regulatory, warning, information, and street name signs.

Parks

Section 73000

Responsible for providing maintenance to City parks, trails, street landscaping, City trees, and numerous recreational facilities, including playgrounds, sports fields, 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 municipal waste material 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 municipal waste material 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

2016-2017 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. Continue reduction in water use in City landscaped areas and modify components of the irrigation systems to maximize plant and turf survival through the drought restrictions.
- 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

- Maximize the use of available surface water supply at the surface water treatment plant and in the City owned recharge facility and flood control basins for groundwater replenishment.
- Continue contracting of services for street-side 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. Reduce water usage in meeting requirements of the Governor's Executive Order while maximizing plant and turf survivability.
- Utilize more efficient compactions methods to increase the lifespan of the Landfill. Acquire and utilize additional cover material for the active phase of the landfill by continuing import of suitable soil, and sorting and refining of on-site material through a contractual agreement.
- Increase street sweeping level of service and address growth in the City through the addition of one Street Sweeper and one Street Sweeper Operator position.

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>2015 (actual)</u>	<u>2016 (estimated)</u>	<u>2017 (proposed)</u>
• Fleet Availability	96.20%	95.4%	96%
• Preventative maintenance % of work	33.38%	32.3%	35%

Wastewater - 76500

	2015	2016	2017
• Clean all City sewers every two years	174%	180%	180%
• Provide high-level of customer satisfaction by keeping system complaints (stoppages) below 2 per 1000 population	0.00	0.00	0.00

Water Service - 77000

	2015	2016	2017
• Meet all demands for water consumption (Acre-feet delivered)	23,171	20,000	24,000
• Monitor system costs for unusual fluctuations (\$/acre foot delivered)	\$468	\$589	\$547
• Provide high level of customer satisfaction by keeping complaints under 2 per 1000 population	0.7	0.5	0.5

PUBLIC UTILITIES DEPARTMENT PERFORMANCE MEASURES

STREET MAINTENANCE, SANITATION AND PARKS DIVISION

Street Maintenance – 71000

	<u>2015 (actual)</u>	<u>2016 (estimated)</u>	<u>2017 (proposed)</u>
• Weighted Average PCI	76	76	76
• Prepare streets for slurry/cape seal	3,474,000 sf	2,691,000 sf	2,500,000 sf
• Repair AC pavement as needed	200 tons	180 tons	175 tons
• Repair concrete sidewalks as needed	80 cu. yds.	80 cu. yds.	75 cu.yds.
• Repaint all lane striping each year	100%	100%	100%
• Replace/repair/install signs	400 signs	400 signs	404 signs

Parks/Landscape Maintenance- 73000/73200

(Includes Landscape Maintenance District)

• Efficiently use City resources and contract services to maintain an increasing inventory and intensity of parks/landscaping:			
– Total acres maintained (as of July 1)	446	454	462
– Maintenance cost/acre/year	\$9,840	\$9,642	\$9,700
– Gen. Fund acres maintained	213	214	214
– GF Maintenance cost/acre/year	\$7,241	\$6,737	\$7,000
– LMD acres maintained	233	240	245
– LMD Maintenance cost/acre/year	\$12,216	\$11,509	\$12,000

Refuse Collection – 76100

• Perform refuse pickup (exclude CCU: tons collected, % achieved)	42,654 tons 100%	50,000 tons 100%	51,000 tons 100%
• Monitor system costs for unusual fluctuations (\$/ton)	\$142.89	\$142.84	\$145.10

Refuse Landfill – 76200

• Landfill refuse received daily (include CCU: tons landfilled, % compliance)	48,178 tons 100%	52,000 tons 100%	53,000 tons 100%
• Monitor system cost for unusual fluctuations (\$/ton)	\$89.01	\$88.45	\$88.68

Recycling Contracts – 76300

• Total tons recycled through private vendor contracts for curbside recycling greenwaste programs (does not include all waste diverted from City's landfill)	24,393 tons	27,000 tons	28,000 tons
• Monitor costs for unusual fluctuations (\$/ton)	\$154.08	\$155.56	\$157.14
• AB939/AB341 Diversion Compliance	Yes	Yes	Yes

Street Cleaning - 77500

• Sweep 100% of residential streets twice monthly, major street sweeping weekly (total miles swept, % achieved)	61,436 mi 100%	64,000 mi 100%	65,000 mi 100%
• Monitor service costs for unusual fluctuations (\$/mile)	\$19.59	\$20.97	\$21.43

PUBLIC UTILITIES DEPARTMENT SUMMARY

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET BY CATEGORY

Street Maintenance	2,048,237	2,171,200	2,217,800
Street Lighting	1,534,585	1,735,400	1,896,400
Storm Drain	13,021	24,500	34,500
Parks	4,469,749	4,613,400	4,981,200
Landscape Maintenance District	2,927,400	2,825,000	3,226,000
Fleet Maintenance	8,288,751	9,906,900	9,122,600
Community Sanitation	16,601,747	17,567,900	18,476,600
Wastewater	10,306,653	11,766,100	11,604,900
Water	<u>10,847,273</u>	<u>11,788,800</u>	<u>13,223,500</u>
TOTAL ALL ACTIVITIES	<u><u>57,037,416</u></u>	<u><u>62,399,200</u></u>	<u><u>64,783,500</u></u>

BUDGET BY FUND

General Fund	8,065,592	8,544,500	9,129,900
Landscape Maintenance District	2,927,400	2,825,000	3,226,000
Community Sanitation Fund	16,601,747	17,567,900	18,476,600
Sewer Service Fund	10,306,653	11,766,100	11,604,900
Fleet Maintenance Fund	8,288,751	9,906,900	9,122,600
Water Service Fund	<u>10,847,273</u>	<u>11,788,800</u>	<u>13,223,500</u>
TOTAL ALL FUNDS	<u><u>57,037,416</u></u>	<u><u>62,399,200</u></u>	<u><u>64,783,500</u></u>

2016-2017 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 through contract services.
- 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 preventative 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. 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 preventative maintenance program, continually evaluating both the types of materials used and the frequency of application.

	2014-2015	2015-2016	
	Actual	Revised Estimate	2016-2017 Budget

BUDGET DETAIL

Salaries - Regular	784,722	853,000	885,100
Overtime	20,098	20,700	15,200
Extra Help	5,310	5,000	20,000
Benefits	375,338	372,100	399,500
Vehicle Charges	298,507	284,600	276,800
Communications	3,273	3,500	3,500
Professional Services	137,901	167,900	159,400
Repairs & Maintenance	4,683	6,300	6,300
Building & Equipment Rental	3,023	1,000	1,000
Office Supplies	476	500	300
Materials & Supplies	176,344	227,300	227,300
Supplies - Shop	4,833	6,000	6,000
Travel & Meeting Expense	2,534	3,000	3,000
Training	3,619	3,800	3,800
Dues & Subscriptions	733	500	500
Admin & Overhead	149,695	163,000	165,100
Capital Outlays - Office Equip/Furn	0	3,000	3,000
Capital Outlays - Public Utilities	62,730	14,000	24,000
Capital Outlays - Vehicles	11,539	28,000	10,000
Capital Outlays -Miscellaneous	2,879	8,000	8,000
	<u>2,048,237</u>	<u>2,171,200</u>	<u>2,217,800</u>
TOTAL STREET MAINTENANCE			

SOURCES OF FUNDING

Taxes	583,446	660,000	581,000
Planning & Processing Fees	3,070	3,000	3,000
Engineering Processing Fees	42,527	27,000	27,000
Interfund Charges	1,416,000	1,447,000	1,511,000
Miscellaneous Income	15,655	34,000	33,000
Use of Discretionary Funds	(12,461)	200	62,800
	<u>2,048,237</u>	<u>2,171,200</u>	<u>2,217,800</u>
TOTAL			

DETAIL OF POSITIONS

Assistant Engineer	0.15	0.15	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	9.00	9.00	9.00
Management Analyst	0.10	0.10	0.10
Office Assistant	0.05	0.05	0.15
Principal Office Assistant	0.20	0.20	0.15
Street Maintenance Manager	1.00	1.00	1.00
	<u>12.95</u>	<u>12.95</u>	<u>13.00</u>
TOTAL			

2016-2017 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.

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. Most City-owned streetlights have been retrofitted with LED fixtures to reduce energy costs and maintenance but they are a small percentage of the total number of lights. New PG&E lights that are not thematic are going in as LEDs to reduce long term costs. Traffic signal maintenance costs will continue to increase with the addition of new signals as the City expands.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	40,206	58,400	78,900
Overtime	1,636	3,300	10,500
Benefits	20,824	16,700	26,400
Vehicle Charges	38,075	44,000	29,000
Energy	1,350,811	1,477,000	1,620,000
Repairs & Maintenance	43,986	92,500	66,000
Materials & Supplies	7,447	7,200	15,400
Training	0	300	1,000
Admin & Overhead	31,600	36,000	49,200
	<u>1,534,585</u>	<u>1,735,400</u>	<u>1,896,400</u>
TOTAL STREET LIGHTING	<u>1,534,585</u>	<u>1,735,400</u>	<u>1,896,400</u>

SOURCES OF FUNDING

Taxes	568,000	580,000	699,000
User Fees	17,500	11,000	11,000
Miscellaneous Income	23,746	6,000	6,000
Use of Discretionary Funds	<u>925,339</u>	<u>1,138,400</u>	<u>1,180,400</u>
TOTAL	<u>1,534,585</u>	<u>1,735,400</u>	<u>1,896,400</u>

DETAIL OF POSITIONS

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

2016-2017 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. 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.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Overtime	1,836	2,600	5,000
Vehicle Charges	5,699	5,000	6,000
Professional Services	2,919	5,800	9,700
Repairs & Maintenance	0	100	100
Office Supplies	0	100	100
Materials & Supplies	2,067	8,800	12,000
Admin & Overhead	500	1,600	600
Capital Outlays - Public Utilities	<u>0</u>	<u>500</u>	<u>1,000</u>
TOTAL STORM DRAIN	<u><u>13,021</u></u>	<u><u>24,500</u></u>	<u><u>34,500</u></u>

SOURCES OF FUNDING

Use of Discretionary Funds	<u><u>13,021</u></u>	<u><u>24,500</u></u>	<u><u>34,500</u></u>
TOTAL	<u><u>13,021</u></u>	<u><u>24,500</u></u>	<u><u>34,500</u></u>

2016-2017 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 454 acres consisting of:
 - 70 parks totaling 170 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 59 parks are passive neighborhood and mini-parks with tot lots that are scattered throughout the community, including a 4 acre trail junction park-and-ride.
 - 259 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 37,000 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.
- Develop a plan for turf replacement in select areas with climate-appropriate plant species.

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.
- 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.
- Develop and implement a refurbishing plan for deferred areas within the General Fund parks and grounds.
- Develop and implement water reduction strategies, excluding recycled water sites.

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 being maintained in the budget year, which will provide for a level of service that will allow some improvement to current infrastructure. 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 current budget in the General Fund areas should allow some of the deferred maintenance tasks in the General Fund areas to be addressed.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	999,777	1,074,000	1,021,700
Overtime	42,876	62,600	51,500
Extra Help	10,176	40,000	90,000
Benefits	492,256	504,500	617,700
Vehicle Charges	390,019	371,800	390,600
Energy	866,645	676,000	732,000
Communications	5,262	5,000	5,000
Professional Services	1,176,416	1,266,000	1,428,000
Repairs & Maintenance	22,891	17,500	20,500
Office Supplies	106	500	1,000
Materials & Supplies	155,859	194,700	217,000
Supplies - Safety	2,538	5,500	4,000
Supplies - Shop	2,211	4,000	4,000
Travel & Meeting Expense	1,151	1,500	2,000
Training	23,829	34,000	22,000
Dues & Subscriptions	1,257	2,500	1,500
Admin & Overhead	270,912	299,300	327,200
Capital Outlays - Office Equip/Furn	0	1,000	500
Capital Outlays - Public Utilities	5,568	53,000	45,000
TOTAL PARKS	<u>4,469,749</u>	<u>4,613,400</u>	<u>4,981,200</u>

SOURCES OF FUNDING

Facility Reimbursements	67,730	61,000	68,000
Planning & Processing Fees	30,261	30,000	30,000
Engineering Processing Fees	13,300	16,000	16,000
User Fees	2,960,076	2,859,000	3,265,000
Interfund Charges	34,664	0	0
Miscellaneous Income	52,456	17,000	12,000
Use of Discretionary Funds	<u>1,311,262</u>	<u>1,630,400</u>	<u>1,590,200</u>
TOTAL	<u>4,469,749</u>	<u>4,613,400</u>	<u>4,981,200</u>

DETAIL OF POSITIONS

Assistant Engineer	0.10	0.10	0.10
Assistant Public Utilities Director	0.10	0.10	0.10
Maintenance Worker/Senior Maint Worker	8.40	8.40	8.40
Management Analyst	0.25	0.25	0.25
Office Assistant	1.20	1.20	0.65
Parks Maintenance Leadworker	3.00	3.00	3.00
Parks Manager	1.00	1.00	1.00
Principal Office Assistant	0.15	0.15	0.45
Utility Worker	6.00	6.00	6.00
TOTAL	<u>20.20</u>	<u>20.20</u>	<u>19.95</u>

2016-2017 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.
- Maintain reduced 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, affect 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 no longer require an increase in their annual assessment.

The LMD as a whole continues to have adequate reserves to carry it through 2017. Each year the LMD zones are analyzed for revenues verses expenditures. This analysis estimates when expenditures will exceed revenue, and therefore determines when an assessment increase election is needed. Pending the results of the 2016 assessment increase election, another LMD election should not be needed for five years, and the LMD revenues will be adequate to maintain the level of landscaping that currently exists, while providing some improvements.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET DETAIL			
Professional Services	<u>2,927,400</u>	<u>2,825,000</u>	<u>3,226,000</u>
TOTAL LANDSCAPE MAINTENANCE DISTRICT	<u><u>2,927,400</u></u>	<u><u>2,825,000</u></u>	<u><u>3,226,000</u></u>
SOURCES OF FUNDING			
User Fees	<u>2,927,400</u>	<u>2,825,000</u>	<u>3,226,000</u>
TOTAL	<u><u>2,927,400</u></u>	<u><u>2,825,000</u></u>	<u><u>3,226,000</u></u>

2016-2017 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 is being tasked with installing new emission control devices or replacing vehicles with new vehicles with compliant engines. This means that vehicles are occasionally replaced earlier than normal.

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.

The Police and Fire Departments have not contributed funds to the vehicle renewal account since 2006-2007. This requires that vehicles be retained longer than is ideal. In recent years these departments have replaced vehicles utilizing lease purchase financing. This year they will continue to replace vehicles utilizing lease purchase financing but also will be making transfers to the fund to start building up a replacement reserve. In future years when lease purchasing is no longer financially viable, vehicles can be replaced with the reserve funds.

Public Utilities Department	Fleet Maintenance Section 75000
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	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	944,162	1,009,600	1,136,500
Overtime	4,416	10,000	15,000
Extra Help	29,212	50,200	73,000
Benefits	436,544	421,200	524,400
Vehicle Charges	55,664	52,200	52,200
Communications	41	100	100
Professional Services	58,442	63,000	76,000
Repairs & Maintenance	469,303	347,000	467,000
State Mandates	4,317	5,500	9,000
Office Supplies	1,058	1,000	1,000
Materials & Supplies	2,647	2,600	2,700
Supplies - Safety	7,459	7,500	10,000
Supplies - Shop	2,373,318	2,520,000	2,725,000
Travel & Meeting Expense	1,076	4,500	4,500
Training	1,743	3,200	18,200
Dues and Subscriptions	311	200	1,100
Admin & Overhead	850,900	891,200	892,200
Debt Service	66,335	52,900	69,400
Lease Purchases	868,744	647,500	655,000
Capital Outlays - Office Equip/Furn	1,343	0	1,000
Capital Outlays - Public Utilities	110,370	99,700	194,500
Capital Outlays - Vehicles	2,001,346	3,717,800	2,194,800
TOTAL FLEET MAINTENANCE	<u><u>8,288,751</u></u>	<u><u>9,906,900</u></u>	<u><u>9,122,600</u></u>

SOURCES OF FUNDING

Long-Term Proceeds	0	1,460,000	593,000
Fleet Maintenance Charges	8,282,121	8,365,900	8,529,600
Miscellaneous Income	6,630	81,000	0
TOTAL	<u><u>8,288,751</u></u>	<u><u>9,906,900</u></u>	<u><u>9,122,600</u></u>

DETAIL OF POSITIONS

Assistant Mechanic/Service Worker	4.00	4.00	4.00
Assistant Public Utilities Director	0.10	0.10	0.10
Equipment Mechanic	6.00	6.00	6.00
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	0.95
Parts Clerk	2.00	2.00	2.00
Principal Office Assistant	-	-	0.05
TOTAL	<u><u>17.20</u></u>	<u><u>17.20</u></u>	<u><u>17.20</u></u>

2016-2017 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 contracts (commercial compactor, and curbside recycling and greenwaste).
- 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 anticipated that the full annual 4% increase will not be required in 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. Street Sweeping operations are managed under a separate budget section for accountability and control.

Public Utilities Department	Community Sanitation Section 76000/77500
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	2014-2015	2015-2016	2016-2017
	Actual	Revised Estimate	Budget

BUDGET DETAIL

Salaries - Regular	2,863,066	3,096,200	3,273,200
Overtime	197,302	257,100	249,800
Extra Help	35,822	60,000	117,000
Benefits	1,403,958	1,368,400	1,519,300
Vehicle Charges	3,470,037	3,620,300	3,852,300
Energy	16,368	16,000	16,000
Communications	9,390	9,800	13,500
Professional Services	3,979,167	3,833,500	4,331,000
Repairs & Maintenance	45,598	23,900	49,200
State Mandates	793,405	781,000	854,500
Building & Equipment Rental	0	0	10,000
Office Supplies	34,228	39,000	66,000
Materials & Supplies	67,509	104,100	84,500
Supplies - Safety	24,874	26,900	23,400
Supplies - Shop	14,073	12,900	15,600
Travel & Meeting Expense	9,018	13,500	10,000
Training	30,510	19,500	37,500
Dues & Subscriptions	8,491	12,500	11,000
Admin & Overhead	2,308,100	2,458,300	2,588,300
Debt Service	783,440	792,500	794,500
Capital Outlays - Public Utilities	362,875	365,000	415,000
Capital Outlays - Vehicles	144,516	657,500	145,000
TOTAL COMMUNITY SANITATION	<u>16,601,747</u>	<u>17,567,900</u>	<u>18,476,600</u>

SOURCES OF FUNDING

User Fees	<u>16,601,747</u>	<u>17,567,900</u>	<u>18,476,600</u>
TOTAL	<u>16,601,747</u>	<u>17,567,900</u>	<u>18,476,600</u>

DETAIL OF POSITIONS

Assistant Engineer	0.75	0.75	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	1.35	1.35	1.35
Principal Office Assistant	1.00	1.00	0.65
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	5.00	6.00	6.00
Utility Worker	10.00	10.00	10.00
TOTAL	<u>50.10</u>	<u>51.10</u>	<u>50.75</u>

2016-2017 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 373 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.

Public Utilities Department	Wastewater Section 76500
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	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
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BUDGET DETAIL

Salaries - Regular	690,941	738,700	776,600
Overtime	6,437	10,900	14,000
Extra Help	1,174	2,500	10,000
Benefits	309,086	307,500	334,600
Vehicle Charges	221,979	228,700	223,000
Energy	713,587	830,000	872,000
Communications	1,399	1,500	2,500
Professional Services	4,074,433	4,649,500	4,663,500
Repairs & Maintenance	52,374	66,500	83,100
Office Supplies	1,106	2,500	10,000
Materials & Supplies	66,744	45,700	69,700
Supplies - Shop	2,895	4,300	5,500
Travel & Meeting Expense	535	4,000	7,000
Training	2,058	9,200	14,200
Dues and Subscriptions	2,723	2,000	2,000
Admin & Overhead	1,993,500	2,069,000	2,123,700
Debt Service	1,223,778	1,242,600	1,242,000
Capital Outlays - Office Equip/Furn	0	0	2,500
Capital Outlays - Public Utilities	6,558	51,000	53,000
Capital Impr - Sewer	935,346	1,500,000	1,096,000
	<u>10,306,653</u>	<u>11,766,100</u>	<u>11,604,900</u>
TOTAL SEWER	<u>10,306,653</u>	<u>11,766,100</u>	<u>11,604,900</u>

SOURCES OF FUNDING

User Fees	<u>10,306,653</u>	<u>11,766,100</u>	<u>11,604,900</u>
TOTAL	<u>10,306,653</u>	<u>11,766,100</u>	<u>11,604,900</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	0.20
Principal Office Assistant	0.20	0.20	0.15
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
	<u>11.25</u>	<u>11.25</u>	<u>11.25</u>
TOTAL	<u>11.25</u>	<u>11.25</u>	<u>11.25</u>

2016-2017 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; maintain and update the Surface Water Treatment Plant; 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.
- Work with other agencies in the Kings Basin to develop a Sustainable Groundwater Management Agency to implement the Sustainable Groundwater Management Act.

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 was completed 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 2013/14 to better utilize the City's surface water supply. Due to the drought conditions and recent court decisions related to water rates, revised rates were adopted during 2015/16. The rate schedules include a normal schedule and a schedule that may be utilized when drought or mandated reductions in water sales are required. These new rate structures will allow the enterprise fund to better weather reduced demand conditions.

	2014-2015 Actual	2015-2016 Revised Estimate	2016-2017 Budget
BUDGET DETAIL			
Salaries - Regular	2,103,623	2,228,000	2,510,500
Overtime	77,523	83,900	89,100
Extra Help	41,662	35,000	45,000
Benefits	1,006,722	976,600	1,111,100
Vehicle Charges	441,624	435,500	460,400
Energy	2,326,062	2,100,000	2,600,000
Communications	7,385	7,000	16,500
Professional Services	877,527	1,351,700	1,489,400
Repairs & Maintenance	199,360	330,400	391,200
Office Supplies	19,664	30,000	21,000
Materials & Supplies	725,494	931,200	1,063,700
Supplies - Shop	17,215	22,000	25,000
Travel & Meeting Expense	2,101	2,000	5,000
Training	11,064	25,500	34,500
Dues and Subscriptions	4,536	4,000	5,300
Admin & Overhead	2,251,231	2,400,100	2,461,300
Capital Outlays - Office Equip/Furn	0	3,500	3,000
Capital Outlays - Public Utilities	674,446	696,000	720,500
Capital Outlays - Vehicles	60,034	126,400	171,000
TOTAL WATER	<u>10,847,273</u>	<u>11,788,800</u>	<u>13,223,500</u>

SOURCES OF FUNDING

User Fees	<u>10,847,273</u>	<u>11,788,800</u>	<u>13,223,500</u>
TOTAL	<u>10,847,273</u>	<u>11,788,800</u>	<u>13,223,500</u>

DETAIL OF POSITIONS

Assistant Public Utilities Director	0.45	0.45	0.45
Assistant Water Systems Technician	4.00	4.00	4.00
Associate Civil Engineer	0.25	0.25	0.25
Construction Manager	0.30	0.30	0.30
Electrician	-	1.00	1.00
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	10.60	10.60	10.60
Management Analyst	0.20	0.20	0.20
Meter Reader	4.00	4.00	4.00
Office Assistant	0.25	0.25	0.70
Principal Office Assistant	0.45	0.45	0.55
Public Utilities Director	0.30	0.30	0.30
Utility Manager	0.50	0.50	0.50
Utility Worker	2.75	2.75	3.75
Water Production Manager	1.00	1.00	1.00
Water System Technician	1.00	1.00	1.00
Water Treatment Plant Operator	4.00	3.00	3.00
TOTAL	<u>35.30</u>	<u>35.30</u>	<u>36.85</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 2016/17 budget is \$675,000 for principal and \$667,000 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>
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>\$14,955,000</u>	<u>\$6,381,412</u>	<u>\$21,336,412</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.

	2014-2015 Actual	2015-2016 Estimated	2016-2017 Projected
ADDITIONS			
Redevelopment Property Tax Trust Fund	1,779,320	2,483,600	-1,713,500
Miscellaneous Income	<u>1,270</u>	<u>0</u>	<u>0</u>
TOTAL SUCCESSOR AGENCIES	<u><u>1,780,590</u></u>	<u><u>2,483,600</u></u>	<u><u>1,713,500</u></u>
DEDUCTIONS			
Admin & Overhead	7,088	11,000	4,500
Professional Services	260,796	350,000	350,000
Debt Service	<u>1,512,706</u>	<u>2,122,600</u>	<u>1,359,000</u>
TOTAL SUCCESSOR AGENCIES	<u><u>1,780,590</u></u>	<u><u>2,483,600</u></u>	<u><u>1,713,500</u></u>

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COMMUNITY INVESTMENT PROGRAM

The Community Investment Program is presented for each of the community investment funds. Each proposed project for the current budget year is listed.



Council Member Armstrong at the groundbreaking ceremony for the Recycled Water Plant (2007) and then receiving a State of California Assembly Proclamation at the grand opening of the state-of-the-art plant in 2008.

COMMUNITY INVESTMENT PROGRAM BUDGET SUMMARY

The 2016-2017 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 2016-2017 Community Investment Program are:

- Ongoing American with Disabilities Act (ADA) improvements throughout the City of Clovis.
- Construction of the Dry Creek Business Park Expansion.
- Design and construction of a new Transit Station.
- Design and development of the Civic Center North site.
- Design and Construction of Shaw Avenue widening from DeWolf to McCall Avenues.
- Design of Willow Avenue widening from Shepherd to Copper Avenues.
- 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 2016 - 2017 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.

**2016 - 2017 COMMUNITY INVESTMENT PROGRAM
GENERAL GOVERNMENT FACILITIES**

The capital projects for the General Government Services Facilities Program are comprised of acquisition and development 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 2016 - 2017 are:

- Design and development of the Civic Center North Campus.
- Design and construction of a new Transit Station.
- Roof repairs to the Police/Fire Headquarters buildings.
- Accessibility, irrigation and landscape improvements for the Civic Center Campus and City Hall area.
- Rehabilitation of existing City facilities for compliancy with ADA.
- Upgrades and repairs to various park facilities.

The proposed government facilities projects increase in square footage will increase the cost of general services and other departmental operations by approximately 25%.

SUMMARY

2016 - 2017 COMMUNITY INVESTMENT PROGRAM

GENERAL GOVERNMENT FACILITIES

<u>General Government Facilities:</u>	<u>PRIOR</u>	<u>BUDGET</u>	<u>FUTURE</u>
<u>Section 90000</u>	<u>YEARS</u>	<u>YEAR</u>	<u>YEARS</u>
<i>Public Safety Services</i>			
Fire Stations Security/Surveillance	0	40,000	80,000
Fire Station 2 Modifications	98,000	25,000	4,600,000
Fire Station 3 Modifications	0	40,000	170,000
Fire/Police Headquarters	100,000	570,000	515,000
Fire/Police Training Site	0	100,000	6,265,000
<i>Public Services and Utilities</i>			
Corporation Yard Lighting, Safety, & Security	0	70,000	0
Civic Center Hydronic Waterline Replacement	0	80,000	0
ADA Master Planning	50,000	50,000	200,000
Civic Center Plaza	115,000	115,000	705,000
Civic Center ADA Improvements	109,000	60,000	240,000
Civic Center North	1,510,000	1,000,000	4,000,000
Downtown Streetscape	0	75,000	0
Winery Property Demolition/Development	310,000	560,000	0
Park Improvements	65,000	512,000	1,587,000
Fiber Security/Fiber Optics	82,500	80,000	603,000
TOTAL	<u>2,439,500</u>	<u>3,377,000</u>	<u>18,965,000</u>

Budget Year Revenues:

General Fund	3,307,000
Proposition 1B	70,000
TOTAL	<u>3,377,000</u>

**2016 – 2017 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 2013 Wastewater Revenue Bond, and the 2015 Wastewater Revenue Bond which is the previous 2005 Wastewater 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 2016 – 2017 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 2016 - 2017 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

2016 - 2017 COMMUNITY INVESTMENT PROGRAM

SEWER PROJECTS

	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<u>Sewer Capital Projects - Enterprise:</u>			
<i>Section 91000</i>			
<i>Preventative Maintenance</i>	0	0	0
Subtotal	<u>0</u>	<u>0</u>	<u>0</u>
<u>Sewer Capital Projects - Developer:</u>			
<i>Section 92000</i>			
<i>Extensions</i>			
Miscellaneous Extensions	50,500	50,000	200,000
<i>Master Planning</i>			
Wastewater Master Plan	125,000	25,000	100,000
<i>Sewer System Improvements</i>			
Pump Station E - Pump Addition	0	150,000	0
<i>Debt Services</i>			
Bond Handling Charges	104,500	118,000	200,000
2007 Sewer Revenue Bond	4,335,300	4,356,000	98,084,000
2013 Wastewater Revenue Bond	1,021,100	1,022,000	15,285,000
2015 Wastewater Revenue Bond	0	1,043,000	33,730,000
Subtotal	<u>5,636,400</u>	<u>6,764,000</u>	<u>147,599,000</u>
TOTAL	<u>5,636,400</u>	<u>6,764,000</u>	<u>147,599,000</u>

Budget Year Revenues:

Major Sewer Fees	6,754,000
Sewer Connections	<u>10,000</u>
TOTAL	<u>6,764,000</u>

**2016 - 2017 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 2016 - 2017 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.
- Continued preliminary Master Planning for a Regional park in the Northeast.
- Start site prep and design for a Regional park in the south at the old winery site.

The addition of the proposed improvements to the Park's inventory will increase the yearly operational budget. It is anticipated that the currently scheduled park improvements will minimally increase the annual operational costs in the Parks General Fund account. Similar to prior years, the proposed 2016-2017 Parks maintenance and operations budget has additional General Fund monies invested in the Parks General Fund account to keep our Parks maintained at the level of service our community expects.

This year's budgeted projects will continue to make major contributions to the development of park facilities throughout the City.

SUMMARY

2016 - 2017 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	900,000	1,000,000	4,000,000
Parks Master Plans	45,000	25,000	0
Miscellaneous Park Improvements	100,000	100,000	400,000
Sierra/Temperance Park	0	65,000	900,000
Regional Sports Complex	0	560,000	4,175,000
Regional Park Master Planning	5,000	25,000	0
Trail System Survey	0	20,000	80,000
SR168/Enterprise Canal Bridge	20,000	190,000	8,450,000
Pedestrian Trails Master Plan Update	5,000	45,000	0
TOTAL	<u><u>1,075,000</u></u>	<u><u>2,030,000</u></u>	<u><u>18,005,000</u></u>

Budget Year Revenues:

Measure "C" Extension	241,000
Park Fees	<u>1,789,000</u>
TOTAL	<u><u>2,030,000</u></u>

**2016 – 2017 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 2016 - 2017 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

2016 - 2017 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	254,000	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	468,000	520,000	2,180,000
<i>Pedestrian Facilities</i>			
Bicycle, Pedestrian and Handicap Facilities	340,000	1,500,000	1,370,000
ADA Survey and Projects	595,000	314,000	1,510,000
<i>Traffic Signal/Intersection Improvements</i>			
Owens Mountain/Temperance Roundabout	0	809,000	0
Shepherd/Minnewawa Traffic Signal	295,000	430,000	0
Shaw/Sunnyside Traffic Signal	40,000	140,000	0
Shepherd/Temperance Traffic Signal	50,000	375,000	0
<i>Reconstruction, Overlay and Widening Projects</i>			
Miscellaneous Repairs & Alleys	75,000	345,000	365,000
Fowler Avenue Improvements	780,000	45,000	1,208,000
Herndon Avenue Improvements	0	1,250,000	11,445,000
Owens Mountain Parkway	0	100,000	1,450,000
Peach Avenue Improvements	0	15,000	1,098,000
Shaw Avenue Improvements	6,315,000	13,500,000	2,020,000
Local Streets and ADA Ramps	1,650,000	1,075,000	4,300,000
TOTAL	10,887,000	20,693,000	27,946,000

<u>Budget Year Revenues:</u>	
Proposition 111	2,221,000
Proposition 42 Replacement	2,099,000
Measure "C" Extension	13,981,000
Federal/State/Other Agency Grants	2,392,000
TOTAL	20,693,000

**2016 - 2017 COMMUNITY INVESTMENT PROGRAM
WATER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER**

The proposed Water Capital Projects budget for 2016 - 2017 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 2016 - 2017 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 Northern Water Intertie.
- Continued examination and development for new well sites throughout the City of Clovis.
- Property acquisition in the north area of town for a new water facility.

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 2016 - 2017 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, which are anticipated to be approximately \$50,000 in the first year of operation.

SUMMARY

2016 - 2017 COMMUNITY INVESTMENT PROGRAM

WATER PROJECTS

<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	15,000	25,000	100,000
Sierra Avenue Water Main Replacement	0	160,000	0
Well 1 Water Main Replacement	0	50,000	0
<i>Well Site Improvements</i>			
Well Panel Upgrades	0	165,000	0
Subtotal	<u>15,000</u>	<u>400,000</u>	<u>100,000</u>
<u><i>Water Capital Projects - Developer:</i></u>			
<i>Section 97000</i>			
<i>Extensions</i>			
Miscellaneous Extensions	50,000	50,000	200,000
<i>Surface Water Treatment Plant Improvements</i>			
Nees Transmission Main	0	200,000	200,000
Water Facility	0	2,600,000	0
<i>Water Storage Facilities</i>			
Water Revenue Bond - Debt Service	3,031,900	3,047,800	33,150,000
Water Development	500,000	500,000	1,300,000
<i>Water Well Improvements</i>			
Well 34 - Auxiliary Power	0	95,000	0
Various Well Site Development	60,000	60,000	215,000
Subtotal	<u>3,641,900</u>	<u>6,552,800</u>	<u>35,065,000</u>
TOTAL	<u><u>3,656,900</u></u>	<u><u>6,952,800</u></u>	<u><u>35,165,000</u></u>

Budget Year Revenues:

Water Enterprise	3,889,800
Water Major Facilities	3,058,000
Water Connections	<u>5,000</u>
TOTAL	<u><u>6,952,800</u></u>

**2016 - 2017 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 2016 - 2017 are:

- Improvements to the (CNG) compressed natural gas station located at the Corporation yard.

The community sanitation projects for 2016 - 2017 will increase the efficiency of the community sanitation operations creating a cost savings.

SUMMARY

2016 -2017 COMMUNITY INVESTMENT PROGRAM

COMMUNITY SANITATION PROJECTS

<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> CNG Station Improvements	<u>0</u>	<u>750,000</u>	<u>0</u>
TOTAL	<u>0</u>	<u>750,000</u>	<u>0</u>

Budget Year Revenues:

Community Sanitation Enterprise Fund	<u>750,000</u>
TOTAL	<u>750,000</u>

**2016 - 2017 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 2016 - 2017 include:

- Assistance in the repair and rehabilitation of affordable housing.
- Assist Low-Moderate income families with first home purchase.

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

2016 - 2017 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	54,000	1,050,000	320,000
Home Improvement Grants	121,000	202,000	600,000
First Time Homebuyer Loans	75,000	821,000	400,000
TOTAL	<u>325,000</u>	<u>2,073,000</u>	<u>1,320,000</u>

Budget Year Revenues

Federal/State/Other Agency Grants	<u>2,073,000</u>
TOTAL	<u>2,073,000</u>

**2016 - 2017 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 2016 – 2017 include:

- Improvements to the streetscape in Old Town.
- Improvements for the Dry Creek Industrial Park.

<p>SUMMARY</p> <p>2016 - 2017 COMMUNITY INVESTMENT PROGRAM</p> <p>SUCCESSOR AGENCIES</p>

<u>Successor Agency - Administration:</u> <i>Section 49110</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
Dry Creek Expansion	215,000	2,650,000	0
Old Town Streetscape Improvements	0	600,000	0
Herndon Project Area Improvements	0	200,000	0
TOTAL	<u>0</u>	<u>3,450,000</u>	<u>0</u>

Budget Year Revenues

Bonds	<u>3,450,000</u>
TOTAL	<u>3,450,000</u>

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

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).



Council Member Armstrong is ready for another Clovis Rodeo.

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.
- Design and development of the Civic Center North campus site, including a new transit building.
- 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.
- Design and development of the Clovis Regional Sports Complex located at the old winery site.
- 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:
 - Willow Avenue Widening from Shepherd to Copper.
 - Shaw Avenue Widening from DeWolf to McCall.
 - 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>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-2020</u>	<u>2020-2021 or Later</u>
General Services	3,377,000	6,480,000	3,495,000	4,030,000	22,410,000
Sewer	6,764,000	9,552,000	6,714,000	6,540,000	236,688,000
Parks	2,030,000	3,355,000	8,370,000	3,480,000	9,775,000
Streets	20,693,000	18,814,000	11,594,000	11,581,000	16,280,000
Water	6,952,800	6,968,000	4,581,500	3,463,000	46,954,600
Community Sanitation	750,000	0	75,000	0	15,680,000
Housing and Community Development	2,073,000	330,000	330,000	330,000	330,000
TOTAL	<u>42,639,800</u>	<u>45,499,000</u>	<u>35,159,500</u>	<u>29,424,000</u>	<u>348,117,600</u>
**Successor Agencies	<u>3,450,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Sources of Funding

Fund Balance	8,353,800	11,184,950	6,114,000	3,951,400	900,000
Revenue from Agencies	20,257,000	16,890,050	8,751,000	2,569,300	623,265
Developer Capital Fees	12,376,000	13,420,000	12,375,500	11,208,000	13,922,000
Enterprise Revenues	1,653,000	1,820,000	1,820,000	1,075,000	1,530,000
Long-Term Financing	0	0	0	0	0
Property Sale Proceeds	0	0	0	0	0
*Unfunded	<u>0</u>	<u>2,184,000</u>	<u>6,099,000</u>	<u>10,620,300</u>	<u>331,142,335</u>
TOTAL	<u>42,639,800</u>	<u>45,499,000</u>	<u>35,159,500</u>	<u>29,424,000</u>	<u>348,117,600</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	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>PUBLIC SAFETY SERVICES</u>							
71057	Facilities Administration Master Plan					80,000	d Master plan for relocation of Fire Administration headquarters. (General Fund)
71096	Clovis Explorers/Youth Leadership Facility Improvements			5,000	75,000		d Building improvements for the Clovis PD Explorer/Youth Leadership facility. (General Fund)
71457	Fire Station Security Video Surveillance	10,000	5,000	5,000			d Install camera system at all fire facilities. (General Fund)
		30,000	35,000	35,000			c
71075	Fire Station 2 Minnewawa, S/O Shaw Rebuild Fire Station					500,000	d Demolish and rebuild or refurbish fire station to meet new construction standards. (General Fund)
						4,000,000	c
						50,000	s
71075	Window Replacement	7,000					d Replace all windows with dual pane. (General Fund)
		18,000					c
	Kitchen Remodel				5,000		d Total remodel of existing kitchen facilities. (General Fund)
					45,000		c
71076	Fire Station 3 Herndon and Villa Remodel Kitchen			20,000			d Remodel needed for ongoing maintenance and the health and safety of occupants. (General Fund)
				150,000			c
71076	Garage Door Replacement	10,000					d Replace all four roll up garage doors and openers. (General Fund)
		30,000					c

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See glossary at the end of this section for an explanation of acronyms and abbreviations.

GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
	Fire Station 4 Armstrong and Gettysburg Remodel Kitchen		10,000 d 190,000 c				Remodel needed for ongoing maintenance and the health and safety of occupants. (General Fund)
71435	Fire Station 6 Southeast Area Leonard/Loma Vista		450,000 d	2,000,000 c 100,000 f	2,000,000 c		Design and construction of a new fire station in the southeast area. (Developer Fees)
71440	Fire Station 7 Northwest Area			350,000 a		500,000 d 4,000,000 c 100,000 f	Design and construction of a new fire station in the northwest area. Adjacent to a major street. (Developer Fees)
Fire / Police Training Site							
71451	Emergency Generator	10,000 d 40,000 c					Relocation of a generator from old logistics building for emergency power. (General Fund)
71452	Minnewawa Access Gate		15,000 d 150,000 c				Construction of access gate to Minnewawa Avenue. (General Fund)
71458	New Logistics Building	50,000 d	450,000 c				Construct new logistics building on site. Including storage, office and ADA bathrooms. (General Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
	Fire / Police Training Site						
71434	Phase 2 Continued site improvements, training props and Flood Control fees				150,000 d 1,500,000 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 Fund)
	Phase 3 Administration offices, classroom, and training props					100,000 d 3,900,000 c	Construct classrooms, offices, and burn building phased over multiple years. (General Fund)
	Police/Fire Headquarters						
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 Fund)
71453	Public Safety Facility Flooring Repair	10,000 d 35,000 c					Replace flooring in jail control room & other minor areas of the facility with stained concrete. (General Fund)
71456	Gym and Training Room Expansion		25,000 d 200,000 c				Expand existing building envelope by 25' to increase the size of the gym and training room. (General Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
Police/Fire Headquarters							
71459	Reroof Public Safety Facility	30,000					Install new roof covering assembly under existing tile roof. Phase I - Dispatch area, Phase II - North side of facility, Phase III - South side of facility (General Fund)
	Phase I	175,000					
	Phase II	320,000					
	Phase III		230,000				
71380	Shooting Range						
	Locate Site					10,000 d	Conduct a feasibility study for a shooting range and acquire land. (General Fund)
						250,000 a	
	Site Development					175,000 d	Develop site for shooting range. Phase I: pistol range, Phase II: Civil improvements, shotgun and rifle ranges. (General Fund)
	Phase I					1,150,000 c	
	Phase II					2,900,000 c	
<u>Villa Yard Reorganization</u>							
	Police Storage Facilities					120,000 d	Design and construction of facilities for impounding and storage of evidence including an area for the Community Service Work Program. (General Fund)
						1,200,000 c	
<u>PUBLIC SERVICES AND UTILITIES</u>							
71359	Civic Center Expansion						Acquisition of State courthouse for office expansion and structural repairs to the building. (General Fund)
	Acquire State Facility		250,000				

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
	Civic Center Expansion						
	Tenant Improvement to County Facility			25,000 d 250,000 c			Tenant Improvement to County Facility to provide for City use. (General 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 Fund)
	Civic Center Plaza						
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 Fund)
71362	Bollard Replacement Phase Approach	5,000 d 25,000 c	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 Fund)
71392	ADA Improvements Phase Approach	10,000 d 50,000 c	10,000 d 50,000 c	10,000 d 50,000 c	10,000 d 50,000 c	10,000 d 50,000 c	Address ADA compliancy standards in the Civic Center campus. (General Fund)
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 Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
Corporation Yard							
	Parking Improvement					1,300,000 150,000	a Improvements to Public Utilities parking d facilities. (Sewer, Water, and Refuse Fund)
71417	Yard lighting, safety and security	70,000					Improve the lighting for the transit bus area for safety and security purposes. (Proposition 1B funded)
71397	ADA Master Planning	50,000	50,000	50,000	50,000	50,000	c Continue ADA Master Plan compliance and upgrades. (General Fund)
Senior Center							
71419	Parking Lot		5,000 45,000				Repair Senior Center parking lot area including asphalt, curb, sidewalk and irrigation/landscaping. (General Fund)
Downtown Streetscape							
71460	Pollasky Avenue	25,000 50,000					Add additional tree well and irrigation along Pollasky Avenue in Old Town. (General Fund)
Winery Property							
71535	Property Demolition	525,000					Demolish all buildings on site with exception to front annex building and Clovis Recreation and site prep. (General Fund)
71530	Property Development	35,000					Feasibility study for developing the site. (General Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
Civic Center North							
71325	Onsite Improvements	1,000,000 d					Construct Civic Center North site improvements. (General Fund)
			4,000,000 c				
<u>Park Maintenance</u>							
Sierra Bicentennial Park Sunnyside and Sierra							
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 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 Fund)
	Parking Lot Lighting					8,000 d 30,000 c	Install additional lights to improve security. (Contingent upon a future grant and General Fund)
	Stadium Lighting					4,000 d 40,000 c	Install additional lighting to existing poles to increase visibility on the playing field. (General Fund)
71375	South Restroom Arbor Replacement	15,000 d 50,000 c					Replace existing arbor around the southern restroom. (General Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
Rotary Park							
71351	Upgrade Irrigation System	12,000 d 40,000 c					Upgrade and redesign the existing irrigation system. (General Fund)
Treasure Ingmire Park							
71352	Replace Restroom	25,000 d 250,000 c					Demo existing restroom and replace with a prefabricated restroom. (General Fund)
Letterman Park W/S of Villa, S/O Bullard							
71413	Wrought Iron Fence (West)			15,000 d 135,000 c			Construct a fence on west side of park bordering canal. (Contingent Upon Funding)
75620	Deauville Park Temperance/Shepherd Surfacing Improvements		2,500 d 32,500 c				Replace existing play surface with poured-in-place surfacing material. (LMD Funded)
Kiwanis Park Tenth and DeWitt							
75540	Irrigation and Lighting					5,000 d 35,000 c	Remove and replace irrigation system and install security lighting. (Community Donations)
Temperance/Gettysburg Northwest Corner-Greenbelt							
						15,000 d 125,000 c	Remove and replace existing landscape and irrigation of greenbelt. (Contingent Upon Funding)
Helm Ranch Park							
71353	Play Area Shade Structure	10,000 d 40,000 c					Install shade structure over the existing play equipment. (General Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
Railroad Park							Install shade structure over the existing play equipment. (General Fund)
71354	Play Area Shade Structure	10,000 d 60,000 c					
<u>Fiber Optics/Communications</u>							
71408	Citywide Public Safety Fiber Optics System		10,000 d 75,000 c			10,000 d 100,000 c	Installation of fiber and hubs for Public Safety connection throughout the City. (General Fund)
71450	Miscellaneous Fiber Optic Installation	30,000 c	10,000 c	10,000 c	10,000 c	10,000 c	Miscellaneous fiber optic repair and installation. (General Fund)
71401	Fiber Documentation	50,000 c	50,000 c	5,000 c	5,000 c	5,000 c	Develop and implement a fiber labeling and documentation system for new and existing fiber optic lines. (General 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. (Contingent Upon Funding)
	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. (Contingent Upon Funding)
TOTAL- GENERAL GOVERNMENT FACILITIES		<u>3,377,000</u>	<u>6,480,000</u>	<u>3,495,000</u>	<u>4,030,000</u>	<u>22,410,000</u>	

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>EXTENSIONS</u>							
72010	Miscellaneous Extensions	50,000 c	Install sewer mains and laterals at various locations.				
<u>MASTER PLANNING</u>							
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 & GPA Consultant Fees)				
<u>SEWAGE TREATMENT - WATER REUSE FACILITY</u>							
Sewage Treatment - Water Reuse Facility							
	Phase 2					1,500,000 d 22,000,000 c	Increase plant capacity from 2.84 MGD to 5.68 MGD. (Development Fees)
	Phase 3					2,500,000 d 32,500,000 c	Increase plant capacity from 5.68 MGD to 8.34 MGD. (Development Fees)
Clovis Sewage Treatment - Water Reuse Facility - Offsite Improvements							
73205	Shepherd Pump Station W/Force Main, DeWolf Sewer					1,000,000 d 14,500,000 c	Needed to serve the Northwest area. (Development Fees)

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>RECYCLED WATER SYSTEM IMPROVEMENTS</u>							
	Pump Station No. 1 Phase 2					100,000	d Construct pump station at ST-WRF.
						700,000	c Upgrade plant capacity. (Development Fees)
73320	Pump Station No. 2 Temperance/Sierra					1,500,000	d Construct pump station at Temperance
						8,500,000	c and Sierra Avenues. (Development Fees)
73225	Pump Station No. 3 DeWolf/Owens Mountain					40,000	d Construct pump station at DeWolf Avenue
						285,000	c and Owens Mountain Parkway. (Pending Grant Funding)
Recycled Water Mains							
73370	Sierra Avenue Temperance to Peach					3,000,000	d Install recycled water transmission main in
						18,500,000	c Sierra Avenue. (Development Fees)
73380	Nees/DeWolf/Teague Pipelines					24,000	d Install recycled water distribution mains to
			1,350,000	c		1,300,000	c supply recycled water to northeast area. (Harlan Ranch HOA)
	Shaw Avenue E/O DeWolf						Install master planned recycled water main with street project. (Development Fees)
			470,000	c			

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
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SEWER SYSTEM IMPROVEMENTS

72597	Pump Station E Pump Addition	20,000	d				Install an additional pump to keep up with demand. (Loan from Enterprise Fund)
		130,000	c				
	Wastewater Pump Station Herndon/Clovis					100,000 d	Partial construction of pump station and related connection to sewer main. (Development Fees)
						266,000 c	

SEWER MAINS

	Nees Avenue Dry Creek to Sunnyside			20,000 d			Install new 8 inch PVC main with wyes to serve properties on the south side of Nees.
				150,000 c			
	Heritage Avenue E/O Temperance					15,000 d	Install new 8 inch PVC sewer main and services. (Reimbursement from property owners)
						180,000 c	
	Enterprise Avenue W/O Locan					15,000 d	Install new 8 inch PVC sewer main and services. (Reimbursement from property owners)
						180,000 c	
	Shaw Avenue E/O DeWolf						Install master planned sewer main with street project. (Development Fees)
				300,000 c			
	Willow Avenue Shepherd to International						Install master planned sewer main with street proejct. (Development Fees)
				900,000 c			

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>DEBT SERVICES</u>							
67201	Bond Handling Charges	118,000	50,000	50,000	50,000	50,000	Handling Charges.
<u>2007 Sewer Revenue Bond</u>							
67735	Principal	1,480,000	1,535,000	1,620,000	1,700,000	56,300,000	Debt Service Principal.
67835	Interest	2,876,000	2,805,000	2,731,000	2,648,000	28,745,000	Debt Service Interest.
<u>2013 Wastewater Revenue Bonds</u>							
67750	Principal	480,000	495,000	515,000	535,000	9,555,000	Debt Service Principal.
67850	Interest	542,000	523,000	503,000	482,000	2,677,000	Debt Service Interest.
<u>2015 Wastewater Revenue Bonds</u>							
67757	Principal	145,000	155,000	160,000	165,000	20,975,000	Debt Service Principal.
67857	Interest	898,000	894,000	890,000	885,000	9,606,000	Debt Service Interest.
TOTAL - SEWER CAPITAL PROJECTS - DEVELOPER		<u>6,764,000</u>	<u>9,552,000</u>	<u>6,714,000</u>	<u>6,540,000</u>	<u>236,688,000</u>	

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
75600	Park Property Acquisition	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. (Development Fees)
75010	Parks Master Plans	25,000 d					Complete development and update of Master Plans for City of Clovis park sites. (Development Fees)
75015	Misc. Park Improvements	100,000 c	100,000 c	100,000 c	100,000 c	100,000 c	City participation in miscellaneous projects and unforeseen expenses that are development related.
<u>COMMUNITY PARKS (15 acres or greater)</u>							
	Sierra Bicentennial Park Sunnyside and Sierra Sports Field Area Modifications					25,000 d 160,000 c	Modification and improvement of existing sports field per Master Plan. (Contingent Upon Funding)
	Sierra and Temperance Security Lighting, Landscaping Irrigation, Hardscape, Structures				60,000 d 500,000 c		Continued site grading and installation of turf, trees, irrigation, security lighting, hardscape and structures. (Contingent upon Grant Funding and Community Contributions)
76071	Playlot	15,000 d 50,000 c					Construct playlot with play equipment. (Development Fees)
	Amphitheater				40,000 d 300,000 c		Construct cover over stage. (Contingent upon Grant Funding and FMFCD Participation)

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
	Regional Park Northeast area						
75065	Master Plan	25,000					Continue development of master plan for a City of Clovis regional park site. (Development Fees)
	Sports Complex Located within Regional Park				65,000		d Develop facilities, including lighting, for
					1,250,000		a soccer fields and baseball diamonds.
					1,000,000		c (Contingent Upon Funding)
	Clovis Regional Sports Complex - South						
	Parking lot, Trail Relocation, Sports Fields, Lighting				175,000		d Construction of parking lot, sports fields,
					4,000,000		c site and field lighting, and realign existing trail at the old winery site. (Contingent upon Grant Funding)
71535	Property Demolition and Prep	525,000					One-half of demolition of the old winery property and site prep for a sports complex. (See General Government Services for other half.) (Development Fees)
71530	Property Development	35,000					One-half of feasibility study for property development. (See General Government Services for other half.) (Development Fees)
	<u>BASIN PARKS</u>						
	Basin 1E Ashlan and Gould Canal						
75122	Landscaping and Play Fields				40,000		d Construction of baseball and soccer facilities, irrigation, trees, and turf. (Development Fees and FMFCD Participation)
					450,000		c

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
Basin 1E							
Ashlan and Gould Canal							
75123	Recreation Facilities					17,000 d 114,000 c	Install recreation fields, parking lot ramps. (Development Fees and FMFCD Participation)
75124	Restroom				15,000 d 125,000 c		Construct restroom. (Contingent upon Grant Funding)
75125	Field "Sports" Lighting					25,000 d 208,000 c	Construct sports lighting.(Contingent upon Grant Funding)
<u>TRAILS</u>							
75145	Pedestrian/Trails Update Master Plan	45,000 d					Update master plan for pedestrian trails. (Measure C Funded)
75591	Trail System Survey	20,000 d	20,000 d	20,000 d	20,000 d	20,000 d	Bike and pedestrian survey and counting data for Clovis trail system. (Measure C Funded)
Clovis Old Town Trail							
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)
Dry Creek Trail							
	Willow to Old Town Trail					83,000 d 455,000 a 828,000 c	Complete unfinished portion of trail. (Contingent upon Grant Funding)

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
Gould Canal Trail							
75580	Fowler to DeWolf					250,000	a Purchase property for the future development of the Gould Canal Trail. (Development Fees)
Sierra Gateway Regional Trail							
	Shepherd to DeWolf						
	Phase I		20,000				Construct paved trail. (ATP Funded)
			850,000				
	Phase II				830,000		Construct landscaping and lighting. (Contingent upon Grant Funding)
SR168/Enterprise Canal Pedestrian Bridge							
74980	Phase I - Environmental Studies	190,000					Obtain environmental clearance and obtain agreement with Caltrans (ATP Funded)
	Phase II - Design & Construction		1,200,000		250,000		Construct pedestrian bridge over SR168 east of Temperance along the Enterprise Canal Trail. (Contingent upon Funding)
				7,000,000			
TOTAL - PARKS		<u>2,030,000</u>	<u>3,355,000</u>	<u>8,370,000</u>	<u>3,480,000</u>	<u>9,775,000</u>	

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>REIMBURSEMENTS</u>							
74010	Misc. Street Widening	250,000 c	City participation in miscellaneous projects and provisions for unforeseen expenses. (Proposition 111 and Proposition 42 Funded)				
<u>SURVEYS</u>							
74128	Fiber Optic Plats	25,000 d					Maintain plats of fiber optics and conduit of City owned services. Validate current system for maintenance purposes. (Proposition 111 Funded)
<u>PREVENTATIVE MAINTENANCE</u>							
74020	Slurry Seals and Pavement Rejuvenation	40,000 d 420,000 c	40,000 d 430,000 c	40,000 d 440,000 c	40,000 d 450,000 c	40,000 d 460,000 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)
74561	Trail Pavement Maintenance	10,000 d 50,000 c	Asphalt/sand slurry sealing and pavement rejuvenation of the City Trails. Locations prioritized on a yearly basis using Pavement Management System. (Measure C Funded)				

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION	
<u>BRIDGE AND STREAM CROSSINGS</u>								
74529	Leonard/Enterprise Canal				1,000,000	c	Replace and widen bridge section at Leonard and Enterprise Canal. (HBRR Grant)	
	Dry Creek/Barstow Bridge						15,000 d Reconstruction of the bridge. 35,000 a (Street Fee Reimbursement)	
74559	Bridge Maintenance Plan		5,000	d			5,000 d Establish Plan for Bridge Maintenance. (HBRR Grant)	
<u>RESEARCH AND TECHNOLOGY PARK</u>								
	Phase 2 Alluvial, E/O Armstrong						372,000 a Westerly extension of Phase 1 25,000 d improvements along Alluvial Avenue, 3,082,000 c including Armstrong Avenue. (Street Fee Reimbursement)	
<u>PEDESTRIAN / BICYCLE FACILITIES</u>								
74110	Bicycle and Pedestrian Facilities	55,000	c	55,000	c	55,000	c	Construct pedestrian and bicycle facilities at various locations. (LTF Article 3)
74210	Misc. Concrete Improvements	10,000	d	10,000	d	10,000	d	10,000 d Curb, gutter, sidewalk improvements and 100,000 c repairs at various locations. Includes ADA compliance. (Proposition 111.Funded)
	Sidewalk Improvements Barstow - Locan to Redington			10,000	d			Sidewalk Improvements to in-fill areas along Barstow Avenue. (Contingent upon Funding from FMFCD)
				100,000	c			

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>PEDESTRIAN / BICYCLE FACILITIES</u>							
74214	Sidewalk Improvements Shaw - Temperance to Sunnyside	275,000 c					Sidewalk Improvements to in-fill areas along Shaw Avenue. (CMAQ)
74211	ADA Survey	50,000 d	50,000 d	50,000 d	50,000 d	50,000 d	Citywide survey of City facilities located within the City's public right-of-way. (Proposition 111 Funded)
74886	Misc. Wheelchair Ramps Various Locations	200,000 c	300,000 c	300,000 c	300,000 c	300,000 c	Install wheelchair accessible (ADA) ramps at various locations. (CDBG & Measure C ADA Funding)
74016	ADA Transit Various Locations	10,000 d 54,000 c			15,000 d 95,000 c		Improve existing Bus Stop locations to meet ADA compliance. (LCTOP Funded)
71461	Clovis Avenue Streetscape Downtown Area	80,000 d 920,000 c					Reconstruct streetscape on Clovis south of Third and on Third east of Clovis. (Caltrans 168 Relinquishment Fund)
74216	Peach Avenue Sidewalk Vartikian to Palo Alto	60,000 d	70,000 a	330,000 c			Construct sidewalk access on Peach Avenue from Vartikian to Palo Alto. (CMAQ Grant)
	Santa Ana Sidewalk Repair Peach to Villa		15,000 d 75,000 c				Replace sidewalk for ADA compliance and accessibility concerns. (Contingent on CDBG funding)
	Villa Avenue Sidewalk Repair Gettysburg to Santa Ana			20,000 d 90,000 c			Replace sidewalk for ADA compliance and accessibility concerns. (Contingent on CDBG funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>LANDSCAPING IMPROVEMENTS</u>							
74023	LMD Landscape Improvements Sunnyside - Fwy 168 to Alluvial Alluvial - Clovis to Sunnyside					5,000 75,000	d Modify soil and re-landscape to improve the current median and outside travel lane areas. c (LMD Funded)
74866	Landscape Maintenance District - Area 2 Fowler Landscaping Gettysburg to Ashlan					19,000 188,000	d Evaluate existing landscaping, design and c install new landscaping and irrigation. (General Government Services Fund and LMD Reserves)
74024	Shaw Avenue Improvements Willow - Clovis					25,000 115,000	d Modify soil and re-landscape to improve the current median and outside travel lane areas. c (LMD Funded)
74564	LMD - Benefit Zone 1 & 3 Clovis Center Median Sierra to Herndon					5,000 75,000	d Remove and replace existing landscape c and irrigation. (LMD Reserves)
<u>TRAFFIC SIGNALS</u>							
<u>Traffic Signal/Intersection Improvements</u>							
74588	Owens Mountain/Temperance Roundabout	115,000				d a c	Construct Roundabout. (CMAQ)
74547	Shepherd/Minnewawa Traffic Signal	430,000				c	Install traffic signal. (CMAQ)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION			
<u>Traffic Signal/Intersection Improvements</u>										
74839	Clovis/Seventh Street Traffic Signal					59,000 500,000 430,000	d Install traffic signal and acquire right-of-way. c (Contingent upon Funding)			
74393	Shaw/Sunnyside Traffic Signal	140,000	c				Signal modifications to improve traffic flow and congestion. (CMAQ)			
74389	Shepherd/Temperance Traffic Signal	375,000	c				Install traffic signal. (CMAQ and Measure C Funded)			
	Peach/Herndon Quad Intersection					250,000	c Completion of improvements to facilitate the quadrant intersection design and operation.			
	Willow/Herndon Quad Intersection					750,000	c Completion of improvements to facilitate the quadrant intersection design and operation.			
<u>RECONSTRUCTION AND WIDENING PROJECTS</u>										
74215	Miscellaneous Repairs	75,000	c	75,000	c	75,000	c	75,000	c	c Perform miscellaneous repairs at various locations. (Proposition 42 and 111 Funded)
<u>Alley Improvements</u>										
76430	Cherry Lane/Oxford Eighth to Ninth	15,000	d					50,000	c	Alley reconstruction. (Contingent on CDBG funding)
74460	Minnewawa/Cherry Lane Ninth to Cherry Lane	15,000	d					70,000	c	Alley reconstruction. (Contingent on CDBG funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>Alley Improvements</u>							
	Minnewawa/Cherry Lane Eighth to Ninth		15,000 d 50,000 c				Alley reconstruction. (Contingent on CDBG funding)
74563	Santa Ana Alley East of Peach	120,000 c					Alley reconstruction. (CDBG)
<u>Armstrong Avenue Improvements</u>							
	Ashlan to Gould Canal					13,000 d 125,000 c	Overlay street. (Contingent upon Funding)
	Shaw to Barstow					22,000 d 243,000 c	Overlay street. (Contingent upon Funding)
	Barstow to Bullard					50,000 d 650,000 c	Reconstruct street. (Contingent upon Funding)
	Polson to Sierra				22,000 108,000		d Reconstruct street. c (Contingent upon Funding)
	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)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>Ashlan Avenue Improvements</u>							
74554	Willow to Peach					35,000	d Overlay street.
						375,000	c (Contingent upon Funding)
	Temperance to Locan					43,000	d Overlay street.
						425,000	c (Contingent upon Funding)
<u>Barstow Avenue Improvements</u>							
	Minnewawa to Harvard				13,000	d	Overlay street.
					125,000	c	(Contingent upon Funding)
	Helm Canal E/O Peach					86,000	d Remove constriction at the Dry Creek
						440,000	c crossing and the hump at the Helm Canal crossing. Coordinate with sewer project. (Contingent upon Funding)
<u>Bullard Avenue Improvements</u>							
	Armstrong to Temperance				15,000	d	Overlay street.
					150,000	c	(Contingent upon Funding)
	Villa to Minnewawa					33,000	d Overlay street.
						325,000	c (Contingent upon Funding)
<u>Clovis Avenue Improvements</u>							
	Nees to El Paso			18,000	d		Overlay street.
				165,000	c		(Contingent upon Funding)
	Alluvial to Cromwell			30,000	d		Overlay street.
				300,000	c		(Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<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>							
74929	Herndon to Tollhouse	45,000 d					Reconstruct/overlay street. (RSTP Grant)
			590,000 c				
74042	Alluvial to El Paso					15,000 d	Overlay street.
						120,000 c	(Contingent upon Funding)
	Vartikian to Escalon			21,000 d			Overlay street.
				77,000 c			(Contingent upon Funding)
	Barstow to Shaw		35,000 d				Overlay street. (Measure C Pass-through Flexible Funded)
			350,000 c				
<u>Gettysburg Avenue Improvements</u>							
	Temperance to Armstrong					18,000 d	Overlay street.
						196,000 c	(Contingent upon Funding)
	Sierra Vista Pkwy to Clovis					30,000 d	Overlay street. Joint project with Fresno
						290,000 c	County. (Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>Herndon Avenue Improvements</u>							
	Fowler to Tollhouse				25,000 d		Thick overlay.
					295,000 c		(Contingent upon Funding)
74184	Temperance to DeWolf	1,250,000 d					Widen, install dual lefts, traffic signal,
			4,250,000 a				sidewalk and other improvements.
				6,875,000 c			(Regional Measure C Funded)
<u>Holland Avenue Improvements</u>							
	Winery to Willow and National Avenue					24,000 d	Overlay streets.
	Winery to Willow					147,000 c	(Contingent upon Funding)
<u>Locan Avenue Improvements</u>							
	Bullard to Browning				15,000 d		Thick overlay.
					109,000 c		(Contingent upon Funding)
	Robinwood to Barstow				10,000 d		Thin overlay.
					63,000 c		(Contingent upon Funding)
74872	Gettysburg to Alamos					25,000 d	Overlay street.
						200,000 c	(Contingent upon Funding)
74873	Gettysburg to Richert					25,000 d	Thin overlay.
						187,000 c	(Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>Minnewawa Avenue Improvements</u>							
	Alluvial to Herndon				330,000 a		Reconstruct and Widening. (Contingent upon Funding)
					150,000 d		
					1,711,000 c		
	S/O Herndon				8,000 d		Reconstruct street. (Contingent upon Funding)
					42,000 c		
	Powers to Teague		15,000 d				Thick overlay. (Contingent upon Funding)
			120,000 c				
	Nees to Teague				40,000 d		Overlay street. (Contingent upon Funding)
					365,000 c		
	Barstow to Bullard					35,000 d	Thin overlay. (Contingent upon Funding)
						275,000 c	
<u>Nees Avenue Improvements</u>							
	Magnolia to Temperance				15,000 d		Thin overlay. (Contingent upon Funding)
					120,000 c		
	Minnewawa to Clovis				427,000 a		Reconstruction and Widening (Contingent upon Funding)
					120,000 d		
					1,414,000 c		
<u>Owens Mountain Parkway Improvements</u>							
74589	East of Temperance to east of Enterprise Canal	100,000 d					Street construction and widening. (RSTP Grant)
			1,450,000 c				

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>Peach Avenue Improvements</u>							
74741	Vartikian to Polson	15,000 d	212,000 c				Street reconstruction and widening. (RSTP Grant)
	HWY 168 to Sierra				50,000 d 409,000 c		Street reconstruction and widening, curb and gutter, wheelchair ramp, and paving. (Street Fee Reimbursement)
	Shepherd to Powers		10,000 d 95,000 c				Thin overlay. (Contingent upon Funding)
	Powers to Teague		13,000 d 116,000 c				Thin overlay. (Contingent upon Funding)
74729	Ashlan to Dakota				18,000 d 175,000 c		Overlay east side of street. (Contingent upon Funding)
<u>Pollasky Avenue Improvements</u>							
	Third to Sierra					19,000 d 161,000 c	Overlay street. Coordinate with water main construction. (Contingent upon Funding)
<u>Shaw Avenue Improvements</u>							
	Sunnyside to Fowler			70,000 d 675,000 c			Overlay street. (Contingent upon Funding)
74844	Armstrong to Temperance					55,000 d 585,000 c	Thick overlay. (Measure C Pass-through Flexible Funded)
	Temperance to Carson					25,000 d 225,000 c	Thin overlay. (Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>Shaw Avenue Improvements</u>							
	Carson to Locan					35,000 d	Overlay and pulverize-in-place.
						350,000 c	(Contingent upon Funding)
74057	DeWolf to McCall						Construct 6-lane divided expressway, traffic signal, curb and gutter, and other improvements. (Regional Measure C Funded)
		13,500,000 c					
<u>Sierra Avenue Improvements</u>							
	Villa to Clovis				30,000 d		Thin overlay.
					342,000 c		(Contingent upon Funding)
<u>Sunnyside Avenue Improvements</u>							
	Highway 168 to Alluvial					15,000 d	Reconstruct street.
						159,000 c	(Contingent upon Funding)
	Bullard to Jefferson				18,000 d		Thick overlay.
					232,000 c		(Contingent upon Funding)
<u>Temperance Avenue Improvements</u>							
	Barstow to Shaw				55,000 d		Overlay street.
					525,000 c		(Contingent upon Funding)
	Bullard to Barstow		48,000 d				Overlay street.
			475,000 c				(Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>Third Street Improvements</u>							
74286	Hughes to Tollhouse					25,000 d 400,000 c	Replace curb & gutter. Coordinate with installation of water main. (Contingent upon Funding)
<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)
	Shaw to Barstow		50,000 d 400,000 c				Reconstruct/overlay street. (Measure C Pass-through Flexible Funds)
	Gettysburg to Swift					18,000 d 145,000 c	Reconstruct street. (Contingent upon Funding)
<u>Willow Avenue Improvements</u>							
	Sierra to Herndon					28,000 d 267,000 c	Thin overlay. (Contingent upon Funding)
74566	Shepherd to Copper						Construct additional northbound lanes, traffic signal, and other improvements. (Regional Measure C Funded)
			7,800,000 c				

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>Local Streets</u>							
74995	Local Street Improvements Various Streets Cape Seal Program Rehabilitation Program	50,000 d 750,000 c	Overlay various streets in local neighborhoods as programmed through the Pavement Management System (PMS) - per separate document.				
74567	ADA Ramps for Local Street Improvements	25,000 d 250,000 c	Improve access ramps at the same locations as the local street Improvement project to satisfy ADA requirements.				
TOTAL - STREET IMPROVEMENTS		20,693,000	18,814,000	11,594,000	11,581,000	16,280,000	

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WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
76010	Various Water Main Replacement	25,000	25,000	25,000	25,000	25,000	Replace water mains within the City that need to be upsized, relocated, or replaced.
<u>WATER MAINS</u>							
76508	Third Street Sunnyside to Pollasky			45,000 d 450,000 c 50,000 a			Install 18 inch main in accordance with the Water Master Plan.
76509	Sierra Avenue DeWitt to SR168	20,000 d 140,000 c					Replace 12 inch main in the current alignment.
77240	Well 1 Water Main	15,000 d 35,000 c					Replace 6" water main through well site 1.
<u>SURFACE WATER SUPPLY</u>							
	Rotary Park 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	Railroad Park (Peach/Alluvial) Pump, Motor, Electrical and Piping					30,000 d 350,000 c	Extend purple piping from Cottonwood to Peach/Alluvial Park.
	Cottonwood Park & Dry Creek Trail 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.

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 - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>WELL SITE IMPROVEMENTS</u>							
77572	Well 14 - Peach N/O Sierra		45,000 d				Install GAC facilities. (DBCP Settlement Fund)
	GAC		550,000 c				
77516	Well Panel Upgrades	15,000 d					Upgrade electrical panels at well sites due to deterioration of well functionality.
	Wells 22,4AA & 17	150,000 c					
<u>WELL REPLACEMENT</u>							
77650	Well 6 Replacement						Install pump and motor.
	Willow/Barstow Avenues						
	Pump and Motor		25,000 d				Install chlorination facilities.
			300,000 c				
	Chlorination Facilities		13,500 d				Install chlorination facilities.
			60,000 c				
77351	Well 11 Replacement						Install pump and motor.
	Fowler/Barstow Avenues						
	Pump and Motor		25,000 d				Install chlorination facilities.
			300,000 c				
	Chlorination Facilities		13,500 d				Install chlorination facilities.
			60,000 c				
	Various Well Replacement					45,000 d	Replacement of various wells within the City to maintain water production.
						730,000 c	
TOTAL - WATER CAPITAL PROJECTS - ENTERPRISE		400,000	1,417,000	570,000	25,000	1,680,000	

a = acquisition, c = construction, d = design, f = development fees
See glossary at the end of this section for an explanation of acronyms and abbreviations.

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>EXTENSIONS</u>							
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.
<u>WATER STORAGE FACILITIES</u>							
2013 Water Revenue Bond Debt Service							
67751	Principal	1,755,000	1,825,000	1,890,000	1,965,000	19,605,000	Debt Service Principal.
67201	Bond Handling Charges	35,800	10,000	10,000	10,000	10,000	Handling Charges
67851	Interest & Handling Charges	1,257,000	1,186,000	1,113,000	1,038,000	4,488,000	Debt Service Interest.
	Water Storage Reservoir #2 Villa N/O Barstow					25,000 450,000	d Install a 500 GPM pump station to boost 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	300,000		c Secure water to serve areas within the City of Clovis General Plan.
<u>SURFACE WATER TREATMENT PLANT IMPROVEMENTS</u>							
77531	SWTP Process Addition		25,000	25,000	25,000	1,975,000	d Add treatment process to alleviate taste c and odor concerns based on pilot testing.

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See glossary at the end of this section for an explanation of acronyms and abbreviations.

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>SURFACE WATER TREATMENT PLANT IMPROVEMENTS</u>							
77538	Nees Transmission Main 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.
	SWTP Expansion					100,000 d	Expand capacity of plant from 22.5 MGD to 37.5 MGD. Project need established in the Urban Water Management Plan.
						15,000,000 c	
77534	Water Facility Near the Enterprise Canal	2,600,000 a					Purchase future site for development of either SWTP or Recharge
<u>WELL IMPROVEMENTS</u>							
77605	Landscape Improvements 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	Well 34 - Teague/Willow Auxiliary Power	10,000 d					Install auxiliary power.
		85,000 c					
77670	Well 36 - Nees E/O Willow Auxiliary Power					75,000 c	Install auxiliary power.

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>WELL IMPROVEMENTS</u>							
77600	Well 35 - DeWitt/Santa Ana Drill and Develop					7,500 d 125,000 c	Drill and develop well.
	Pump and Motor					15,000 d 285,000 c	Install pump and motor, water main and site improvements.
	Chlorination					13,500 d 60,000 c	Install chlorination facilities.
	Auxiliary Power					15,400 d 122,400 c	Install auxiliary power.
77680	Well 39 - Willow/Magill Pump and Motor			15,000 d 285,000 c			Install pump and motor, water main and site improvements.
	Chlorination			13,500 d 60,000 c			Install chlorination facilities.
	Southeast Area Well Drill and Develop					7,500 d 125,000 c	Drill and develop well.
	Pump and Motor					15,000 d 285,000 c	Install pump and motor, water main and site improvements.
	Chlorination					13,500 d 60,000 c	Install chlorination facilities.

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See glossary at the end of this section for an explanation of acronyms and abbreviations.

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
<u>WELL IMPROVEMENTS</u>							
	Well at Armstrong/Hwy 168						
	Drill and Develop					7,500 d 125,000 c	Drill and develop well.
	Pump and Motor					15,000 d 285,000 c	Install pump and motor, water main and site improvements.
	Chlorination Facilities					13,500 d 60,000 c	Install chlorination facilities.
<u>WATER MAINS</u>							
77750	Water Intertie - North		25,000 d				
	Willow - Shepherd to Behymer		400,000 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 with Street Project.
	Barstow Avenue					8,000 d 125,000 c	Upgrade to 12 inch main including valves in accordance with the Water Master Plan.
	Peach to Minnewawa						
76635	Villa Avenue					7,500 d 75,000 c	Install 12 inch main in accordance with the Water Master Plan.
	Barstow to Ninth						
	Heritage Avenue					15,000 d 160,000 c	Install 8 inch water main and services. (Reimbursement from property owners)
	E/O Temperance						
	Enterprise Avenue					15,000 d 160,000 c	Install 8 inch water main and services. (Reimbursement from property owners)
	W/O Locan						

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later.	DESCRIPTION
<u>WATER MAINS</u>							
	Saginaw Avenue W/O DeWolf					15,000 d	Install 8 inch water main and services.
						159,000 c	(Reimbursement from property owners)
	Shaw Avenue E/O DeWolf		830,000 c				Install master planned water main with street widening project.
	Willow Avenue Shepherd to International		450,000 c				Install master planned water main with street widening project.
77090	Various Well Site Development						
	1. Test Hole	20,000 d	15,000 d	15,000 d	15,000 d	20,000 d	Drill test hole.
		40,000 c	35,000 c	35,000 c	35,000 c	45,000 c	
	2. Land Banking					130,000 a	Land acquisition of acceptable sites.
	3. Well Construction					20,000 d	Construct well.
						500,000 c	
	4. Construct Chlorination Facilities					13,500 d	Construct chlorination unit and building.
						60,000 c	
	5. Auxiliary Power					15,400 d	Install generator.
						122,400 c	
TOTAL - WATER CAPITAL PROJECTS - DEVELOPER		6,552,800	5,551,000	4,011,500	3,438,000	45,274,600	

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See glossary at the end of this section for an explanation of acronyms and abbreviations.

COMMUNITY SANITATION IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
81130	Clovis Landfill 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	Landfill Wireless Link					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	Landfill Site Acquisition					20,000 a	Purchase remnant parcel to avoid private development in close proximity to vicinity of landfill. (Refuse Enterprise Fund)
	Landfill Access Road			10,000 d			Pave access road with asphalt concrete from bridge approach to landfill property line. (Refuse Enterprise Fund)
	Pave Bridge Access Road			65,000 c			
	Landfill Security System 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)

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COMMUNITY SANITATION IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
81205	Landfill Transfer Station Green Waste					50,000 d 250,000 c	Acquire land and build green waste transfer station. (Refuse Enterprise Fund)
81200	Villa Corporation Yard Master Plan					5,000 d 80,000 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)
81210	CNG Station Improvements	750,000	c				Improvements to the existing Compressed Natural Gas station located at the Corporation Yard. (Refuse Enterprise Fund)
81147	Clovis Landfill Liner Liner System (Stage II)					300,000 d 3,000,000 c	Landfill expansion as needed for City growth. Expansion estimated to occur in 2025 - 2026. (Refuse Enterprise Funds)
	Liner System (Stage III)					100,000 d 1,000,000 c	Landfill expansion as needed for City growth. Expansion estimated to occur in 2043 - 2044. (Refuse Enterprise Funds)
	Clovis Landfill Closure					300,000 d 7,200,000 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)

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See glossary at the end of this section for an explanation of acronyms and abbreviations.

COMMUNITY SANITATION IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 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)
TOTAL - REFUSE		<u>750,000</u>	<u>0</u>	<u>75,000</u>	<u>0</u>	<u>15,680,000</u>	

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HOUSING & COMMUNITY DEVELOPMENT

42750/49210 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
80100	Home Repair Loans/Grants	1,050,000 c	80,000	80,000	80,000	80,000	Agency participation in the repair and rehabilitation of affordable housing. Replace substandard mobile homes for low income senior citizens in the mobile home parks. (CalHome)
80101	First Time Home Buyer Loans	821,000 c	100,000	100,000	100,000	100,000	Assist low/mod income families with first home purchase. (CAHCD HOME Grant & HOME Recap)
80105	Home Improvement Grants	202,000 c	150,000	150,000	150,000	150,000	Home improvement and repair grants. (CDBG)
TOTAL - HOUSING AND COMMUNITY DEVELOPMENT		<u>2,073,000</u>	<u>330,000</u>	<u>330,000</u>	<u>330,000</u>	<u>330,000</u>	

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See glossary at the end of this section for an explanation of acronyms and abbreviations.

SUCCESSOR AGENCIES

49110 ACCT	PROJECT LOCATION	2016-17	2017-18	2018-19	2019-20	2020-21 or Later	DESCRIPTION
ADMINISTRATION							
71427	Dry Creek Expansion	2,650,000					Expansion of the Dry Creek Business Park. (Bond Funds)
71460	Old Town Streetscape Improvements	100,000	d				Improvements to the Clovis Avenue Streetscape including sidewalk, lighting, and landscape. (Bond Funds)
		500,000	c				
71470	Herndon Project Area Improvements	200,000	c				Improvements to the Herndon Avenue Streetscape including sidewalk, lighting, and landscape. (Bond Funds)
TOTAL - SUCCESSOR AGENCY ADMINISTRATION		3,450,000	0	0	0	0	

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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	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.
c	Construction		
d	Design		
f	Development Fees	CUSD	Clovis Unified School District
s	Construction Supervision	DBCP	Dibromochloropropane Pesticide used in the past by farmers for Nematodes. Has now been found in the groundwater.
u	Underground Service Alert		
n/o	North of	Fibar	Processed wood fibers blended together to form a firm, stable, and cushioned surface used for playground surfaces
s/o	South of		
e/o	East of	FID	Fresno Irrigation District
w/o	West of	FMFCD	Fresno Metropolitan Flood Control District
ADA	Americans with Disabilities Act. A federal act requiring accessibility for the disabled to all facilities.	GAC	Granular Activated Carbon. Large (20,000 gallon ±) vessels filled with Granular Activated Carbon for removal of DBCP.
ATP	Active Transportation Plan	GPM	Gallons per Minute
BTA	Bicycle Transportation Account	Hardscape	Landscaping such as patios, sidewalks, and paths
CalHome	A program to enable low and very-low income households to become or remain homeowners.	HSIP	Highway Safety Improvement Program
CDBG	Community Development Block Grant. A source of federal funding for improvements in low income or blighted areas.	HBRR	Highway Bridge Rehabilitation and Repair. A federal funding source for repair and replacement of bridges.
CIP	Community Investment Program	HOPE	Housing Opportunities through Education
CHIP	Clovis Housing Improvement Program		

COMMUNITY INVESTMENT PROGRAM GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS, CONT.

LCTOP	Low Carbon Transit Operations Program. A state source of funding under Senate Bill 862 to provide operating and capital assistance for transit agencies.	REMOVE	Reduce Motor Vehicle Emissions. A state source of funding for projects that reduce motor vehicle emissions.
LMD	Landscape Maintenance District	R&T Park	Research and Technology Park
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, such as 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.		

APPENDIX

The Appendix Section provides demographic information, phone numbers of City offices, listing of elected officials, and miscellaneous statistics.



Council Member Armstrong, along with local and state dignitaries, at the grand opening of Freeway 168 in Clovis (2001) and Freeway 180. Council Member Armstrong has been a leader in regional transportation serving as Chair of the Fresno County Transportation Authority. He was recently honored with the Lifetime Achievement Award from the California Department of Transportation.

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.

Nathan Magsig, Mayor
nathanm@cityofclovis.com

Bob Whalen, Mayor Pro Tem
bobw@cityofclovis.com

Lynne Ashbeck, Council Member
lynnea@cityofclovis.com

Harry Armstrong, Council Member
harrya@cityofclovis.com

Jose Flores, Council Member
josef@cityofclovis.com

FRESNO COUNTY BOARD OF SUPERVISORS

Debbie Poochigian, Supervisor
Room 300, Hall of Records
2281 Tulare Street
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(559) 600-5000

Andreas Borgeas, Supervisor
Room 300, Hall of Records
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STATE

ASSEMBLY MEMBER

Jim Patterson
6245 N. Fresno St., Suite 106
Fresno, CA 93710
(559) 446-2029

SENATOR

Tom Berryhill
6215 N. Fresno St., Ste. 104
Fresno, CA 93710
(559) 253-7122

UNITED STATES

REPRESENTATIVE

Devin Nunes
264 Clovis Avenue, #206
Clovis, CA 93612
(559) 323-5235

SENATORS

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	Personnel Job Line	324-2733
City Hall Information	324-2000	Utility Billing	324-2130
Clovis Branch Library	299-9531		

CITY OF CLOVIS DEPARTMENTS (Area Code 559)

Administration	324-2060	General Services	324-2700
Animal Control Officer	324-2450	Parks/Streets/Sewer/Water	324-2600
Building Inspection	324-2390	Personnel	324-2725
City Clerk	324-2072	Planning/Development Services	324-2340
Clovis of Clovis Recreation	324-2780	Police (Information)	324-2400
Finance	324-2101	Senior Services	324-2750
Fire (Information)	324-2200	Solid Waste	324-2604

MISCELLANEOUS DEMOGRAPHIC INFORMATION

POPULATION	Year	City of Clovis	Fresno County	Year	City of Clovis	Fresno County
		1950	2,766	276,550	2007	92,269
	1960	5,546	365,945	2008	94,278	931,098
	1970	22,133	413,329	2009	95,128	942,298
	1980	33,021	514,621	2010	95,480	923,373
	1990	49,300	667,490	2011	96,848	940,220
	2000	70,746	805,005	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
	2005	86,015	883,537	2015	104,339	972,297
	2006	89,924	899,514	2016	108,039	984,541

Source: City of Clovis, U.S. Bureaus of the Census, State Department of Finance

CLIMATE

	2015 Average Daily Temperature (Degrees)			Precip. (Inches)
	Maximum	Minimum	Average	
January	67.0	28.0	49.0	0.21
February	77.0	38.0	57.0	1.13
March	91.0	41.0	64.0	0.06
April	93.0	43.0	64.3	1.25
May	99.0	50.0	68.5	0.57
June	107.0	56.0	81.9	0.01
July	108.0	62.0	83.1	0.43
August	108.0	62.0	82.4	0.00
September	105.0	56.0	78.7	0.12
October	97.0	52.0	71.3	0.49
November	80.0	32.0	52.0	1.74
December	69.0	29.0	45.8	2.97
YEAR	108.0	28.0	68.0	8.98

Source: <http://www.wrh.noaa.gov/hnx/fatmain.php>

AREA (SQUARE MILES)

Year	City of Clovis	Year	City of Clovis
1950	1.05	2006	20.66
1960	2.88	2007	22.77
1970	4.22	2008	23.14
1980	9.02	2009	23.14
1990	14.34	2010	23.14
2000	17.28	2011	23.14
2002	18.40	2012	23.14
2003	18.60	2013	23.42
2004	19.20	2014	24.02
2005	19.75	2015	24.15

Source: City of Clovis

RETAIL SALES INFORMATION

2014	<u>Type of Business</u>	<u>City of Clovis</u>	<u>Fresno County</u>
RETAIL SALES <i>(In Thousands of Dollars)</i>	Motor Vehicle and Parts	353,067	1,911,677
	Furniture and Home Furnishings	0	211,413
	Electronics and Appliances	0	209,239
	Home Furnishings and Appliances	46,933	0
	Building Materials, Equipment and Supplies	121,825	782,285
	Food and Beverage	77,010	633,392
	Health and Personal Care	0	210,410
	Gasoline Stations	134,693	1,343,910
	Clothing and Clothing Accessories	73,245	519,168
	Sporting Goods, Hobby, Book and Music	0	209,327
	General Merchandise	318,704	1,282,789
	Miscellaneous Store Retailers	0	359,595
	Nonstore Retailers	0	110,375
	Food Services and Drinking Places	177,969	1,147,050
	Other Retail Group	115,130	0
	Retail Stores Total	1,418,576	8,930,630
	All Other Outlets	164,281	4,347,170
TOTAL ALL OUTLETS	1,582,858	13,277,800	

Source: State Board of Equalization - www.boe.ca.gov/news/tsalescont.htm

1180001

ANNUAL TAXABLE SALES <i>(In Thousands of Dollars)</i>	<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	2006	1,434,872	12,560,649
	1980	165,377	3,131,515	2007	1,376,902	12,308,257
	1990	448,565	5,739,359	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
	2004	1,228,225	10,424,959	2013	1,509,721	12,618,111
	2005	1,333,463	11,888,436	2014	1,582,858	13,277,800

Source: State Board of Equalization

MISCELLANEOUS BUILDING INFORMATION

DWELLING UNITS	<u>Year</u>	<u>City of Clovis</u>	<u>Year</u>	<u>City of Clovis</u>
		1970	4,347	2006
	1980	13,357	2007	34,256
	1989	18,585	2008	34,780
	1990	19,379	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
	2004	31,003	2014	37,905
	2005	32,282	2015	38,929

Source: City of Clovis, County of Fresno

NEW DWELLING UNITS AUTHORIZED	<u>Year</u>	<u>City of Clovis</u>		<u>Total</u>
		<u>Single</u>	<u>Multiple</u>	
	2000	386	0	386
	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
	2014	703	32	735
	2015	815	209	1024

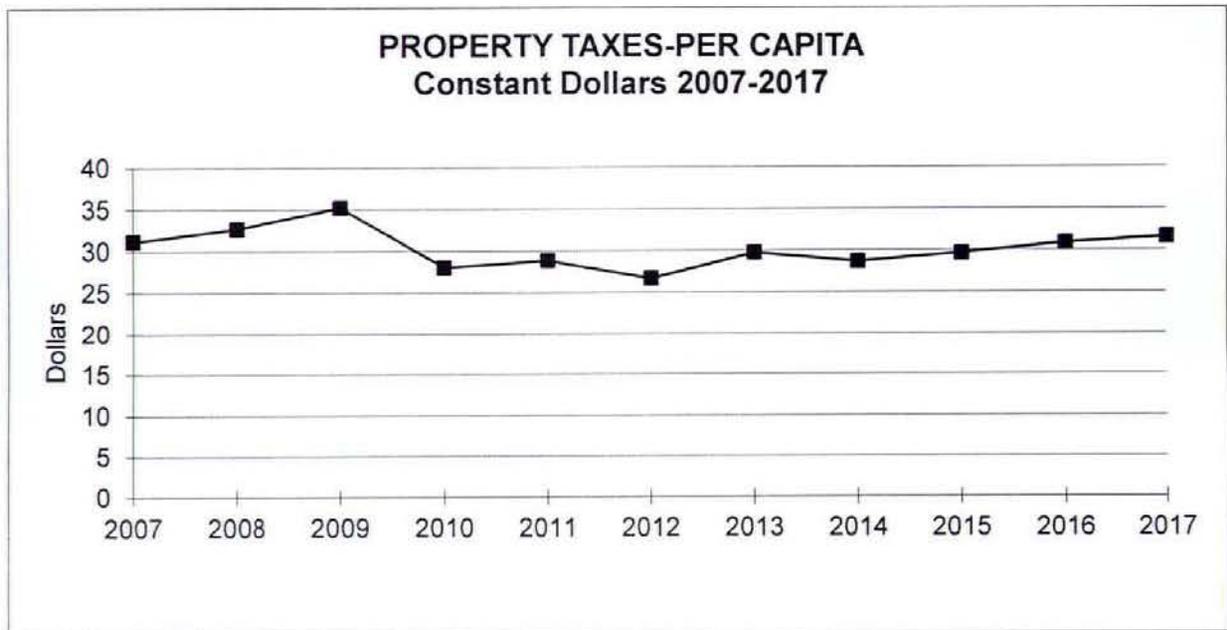
Source: City of Clovis

BUILDING PERMITS --- VALUATIONS	<u>Year</u>	<u>City of Clovis</u>
		2000
	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
	2014	315,967,000
	2015	323,641,000

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>
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	10,631,129	19.03%	104.04	28.66
2014-15	11,322,526	19.14%	108.52	29.65
2015-16 (EST)	12,367,000	19.84%	115.97	30.84
2016-17 (EST)	12,931,000	20.13%	118.70	31.57

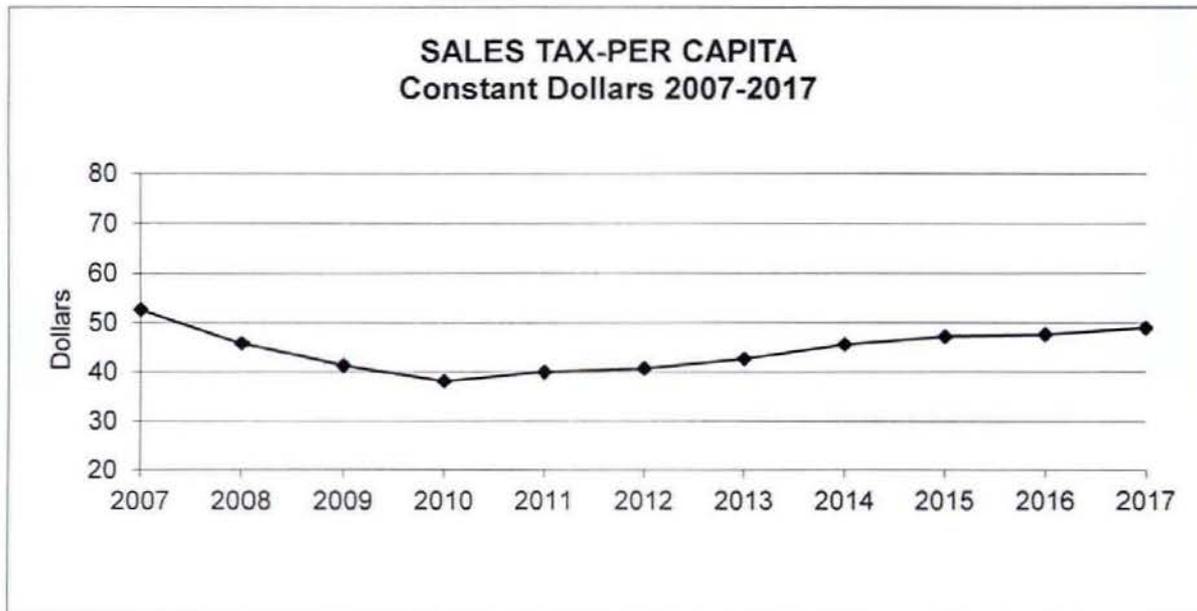


REVENUE BY CATEGORY

GENERAL FUND

SALES TAX

	<u>AMOUNT RECEIVED</u>	<u>% OF TOTAL REVENUE</u>	<u>PER CAPITA</u>	<u>PER CAPITA (ADJUSTED FOR INFLATION)</u>
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	14,076,648	26.15%	142.75	40.67
2012-13	15,284,968	29.20%	152.88	42.58
2013-14	16,916,616	30.28%	165.54	45.60
2014-15	18,037,580	30.49%	172.87	47.23
2015-16 (EST)	19,104,000	30.65%	179.15	47.65
2016-17 (EST)	20,051,000	31.22%	184.06	48.95



**CITY OF CLOVIS
PRINCIPAL EMPLOYERS
JUNE 30, 2015**

<u>Employer</u>	<u>Approximate Number of Employees</u>
Clovis Unified School District	5,563
Clovis Community Hospital	1,643
Wawona Frozen Foods	1,011
Wal-Mart	740
Pelco	711
City of Clovis	622
Target	419
Anlin Industries	267
Costco	260
Savemart	259

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.

ATP – Active Transportation Plan

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 stated 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 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 that typically last more than one year.

CAD - Computer Aided Dispatch

CalEMA - California Emergency Management Agency

CAP - Citizen Access Portal

CAR - Clovis Area Recreation

CCDA - Clovis Community Developmental Agency. The City of Clovis' former redevelopment agency.

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

CPI (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

CTFP - Confidential Technical and Finance Professionals

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. This was 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.

Enterprise Fund - Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises-where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

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

Fiduciary Fund - Fiduciary funds are used to account for assets held by the government as an agent for individuals, private organizations, other governments and/or other funds.

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) - Established to finance, administer, and account for departments of a government whose primary 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

LLTOP - Low Carbon Transit Operations Program

LIS - Land Information System

LAFCO - Local Agency Formation Commission

LMD - Landscape Maintenance District

LTF (Local Transportation Funding) - Derived from $\frac{1}{4}\%$ 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.

Marjoree Mason - Emergency shelter house for women and children victims of domestic violence.

Measure C - County wide $\frac{1}{2}\%$ 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) - 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.