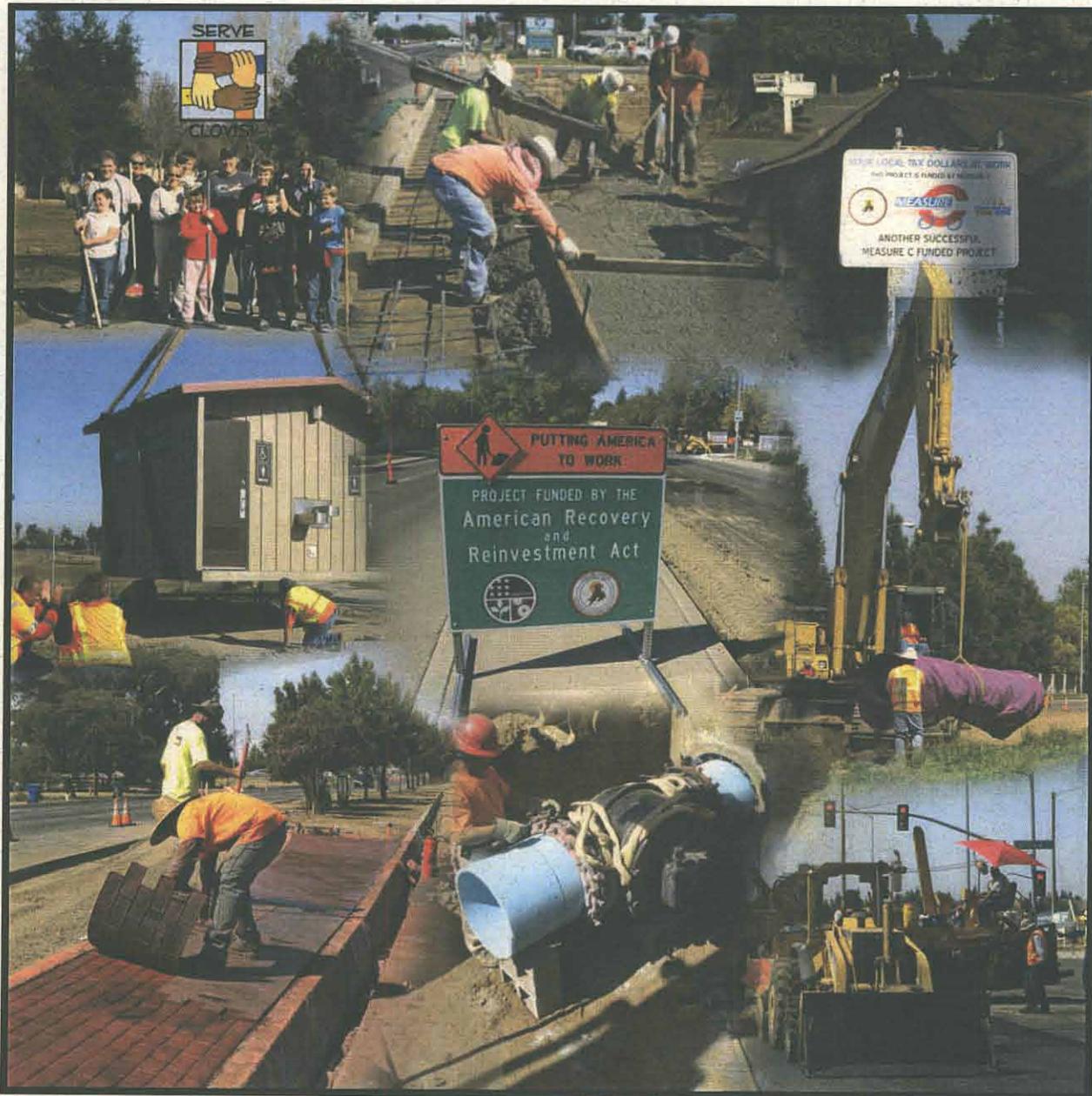


RECOMMENDED  
CITY OF CLOVIS  
CALIFORNIA

*Annual Budget*

2010 – 2011



Including Five-Year Community Investment Program  
And Clovis Community Development Agency



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Clovis  
California**

For the Fiscal Year Beginning

**July 1, 2009**

A handwritten signature in black ink, appearing to be 'H.R.' followed by a flourish.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Emery'.

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, 2009.

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

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

**Front Cover – “Clovis Works” – Volunteers Serve Clovis, ARRA and Measure C projects reconstruct streets, bonds finance infrastructure improvements, and Federal funds help improve parks.**

# ***CITY OF CLOVIS***



## **2010 - 2011 BUDGET**

**Submitted to City Council  
May 12, 2010**

---

***Harry Armstrong***  
Mayor

***José G. Flores***  
Mayor Pro-Tem

***Lynne Ashbeck***  
Council Member

***Nathan F. Magsig***  
Council Member

***Robert Whalen***  
Council Member

# HOW TO USE THIS BUDGET

This Budget document has been designed to provide the public concise and readable information about the City of Clovis. The Budget explains the services and objectives, annual spending plan for the 2010-2011 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 planning, key budget objectives, economic outlook, discretionary revenues, budget process and calendar, basis of budgeting, budgetary controls, appropriation limitation, fund descriptions, organizational chart, and a glossary of terms used in this document.

## **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 2010-2011 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 2010-2011 through 2014-2015 and is also organized by activity. Projects are identified on the basis of priority need and availability of funding.

## **Appendix**

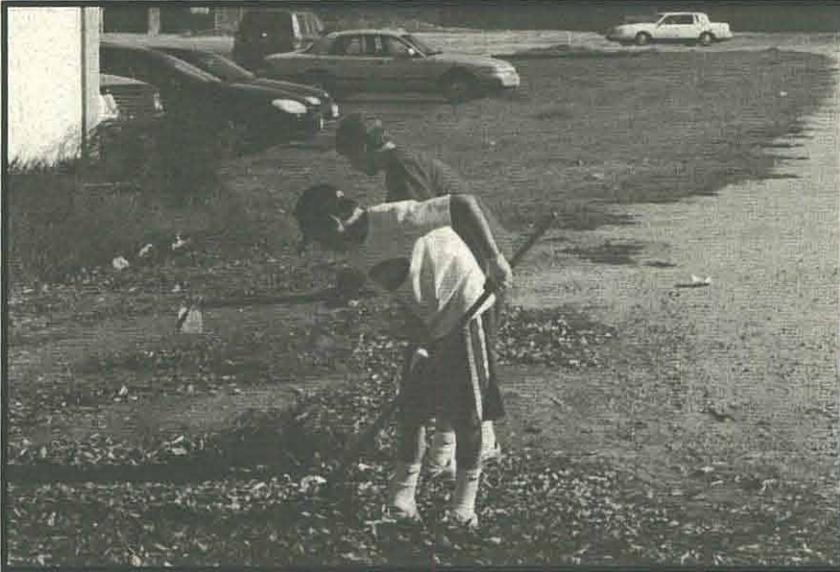
The Appendix Section provides demographic information, phone numbers of City offices, elected officials, and miscellaneous statistics.

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

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

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Serve Clovis! volunteers clean the Old Town Trail on the Disneyland "Give a Day – Get a Day" program.

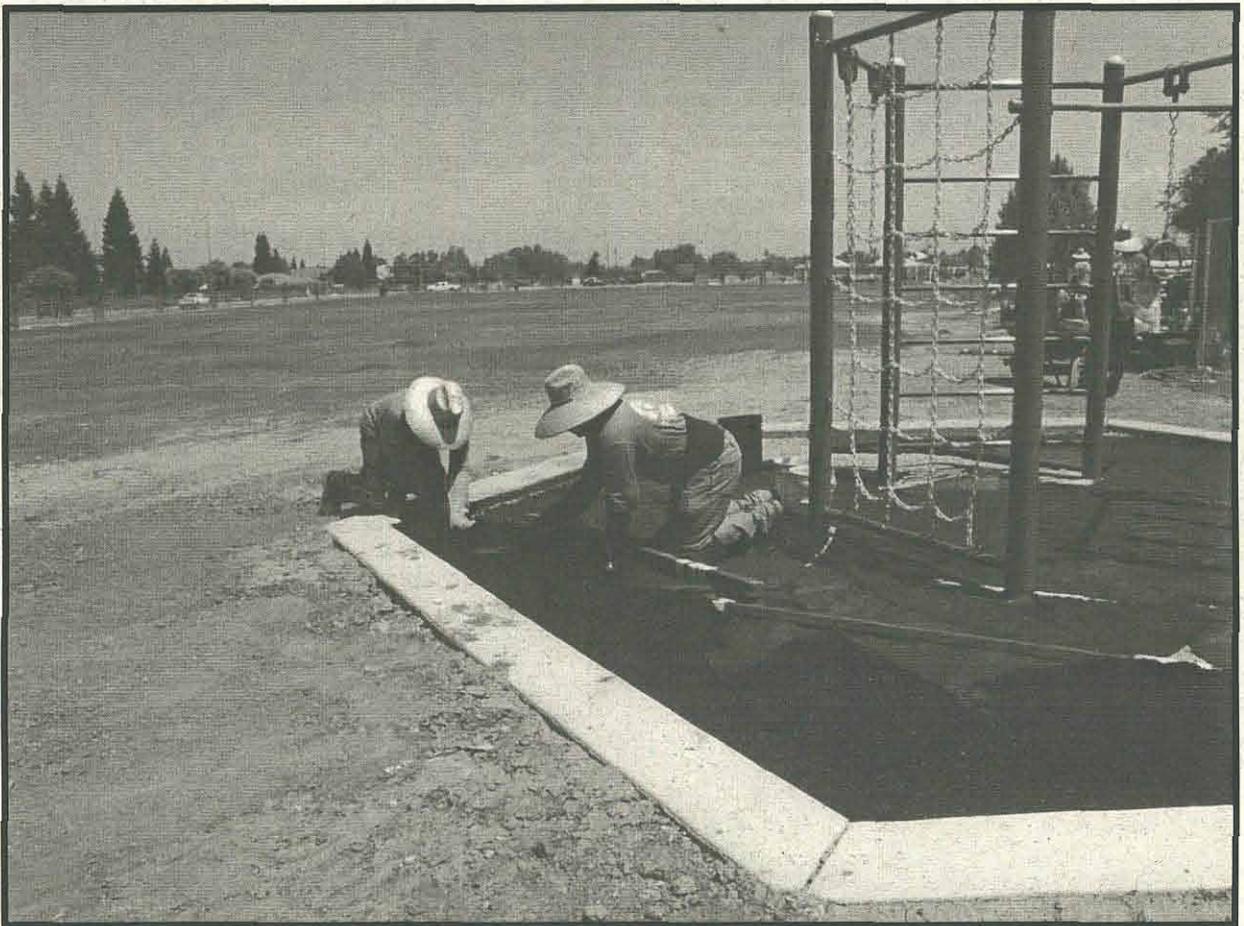
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## EXECUTIVE SUMMARY

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



Workers install adult (PAR course) recreational equipment at Dry Creek Park, funded by the Clovis Community Foundation and private donations.



# CITY OF CLOVIS

CITY HALL • 1033 FIFTH STREET • CLOVIS, CA 93612

May 17, 2010

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

## EXECUTIVE SUMMARY

The 2010-2011 Annual Budget for general operations and capital improvement programs for the City of Clovis and the Clovis Community Development Agency in the amount of \$158 million is balanced and is hereby submitted, in accordance with the Clovis Municipal Code.

This is the fourth year of continued fiscal challenges for communities across California and the nation dealing with the effects of a severe economic recession and the City of Clovis is no exception. Official recovery began in December 2009 and we are beginning to see small signs of that recovery in Clovis. Overall, the budget plan will meet the most critical needs of the City and can be characterized as stable with spending comparable to the prior year. Using guidelines for core services provided by the City Council and management principles of fiscal prudence, we are pleased to provide the City Council with a balanced budget plan, including reserve funds for contingencies and unforeseen emergencies. The City Council has exercised proactive leadership to address the fiscal issues of the economic recession early which has allowed the City to weather the current fiscal storms and meet the immediate service needs of the community. As a result, this budget restores positions to public safety with grant funding, proposes no further employee layoffs, maintains current service levels, includes important street improvements, and restores one-half of the employee concessions that were required in the prior year. The City continues to adjust and transform its business models, seeking more focus and more efficiency for delivering core services, and setting aside additional funds for the emergency reserve. Therefore, it is recommended by the City Manager that this budget be considered for approval by the City Council.

**State Budget Deficit May Target Local Government Revenues.** The persistent State budget deficit remains a constant threat for revenue take-aways from local governments. Proposition 1A, a Constitutional Amendment passed overwhelmingly by voters in 2004 to protect local government from future raids by the State, included a provision that allowed the state to borrow up to \$2 billion from local government revenues, if a declaration of fiscal emergency is made. Any borrowing under the provisions of Proposition 1A must be repaid within three years with interest. The purpose and intent of the borrowing was to provide the State some flexibility during fiscal crises, presumably after every effort to balance the State budget had been exhausted. In May 2009, the State Department of Finance recommended to the Governor that the State borrow the maximum \$2 billion from local governments to help offset a portion of the State budget deficit. The borrowing occurred and \$1.75 million was taken from Clovis local property taxes. This action created an immediate operating deficit for the City. Within months, the City was able to participate in a statewide pool with other cities and counties in which the amount of lost funds were securitized and sold as bonds which then became further debt of the State. The City of Clovis was able to restore the \$1.75 million to the local treasury by Fall 2009 to continue operations without having to deal with this sizeable operating deficit.

The State also took action in 2009 to raid another source of local property taxes of more than \$2 billion in the form of redevelopment agency revenue to offset the budget deficit. A similar attempt had been declared unconstitutional by the courts in 2008; however, since that time the State sought ways to be able to raid these funds. Once again, local governments immediately filed court action to prevent the State from taking these funds because these were designated for use by local governments for investment in business development and affordable housing in

deteriorating parts of communities. Clovis is at risk of losing \$1.7 million for the prior year and \$350,000 in local property taxes this year that would otherwise be invested in business development and affordable housing in project areas of the city. The Sacramento Superior Court recently ruled that the State may take this funding and use it for any purpose in the project areas. The State has expressed that it intends to use these funds to supplant other general funds of the State and will be able to redirect required school funding to other purposes. Cities and counties plan to appeal this decision to a higher court but a final ruling may not be issued prior to budget adoption.

City officials have continued to oppose such financial gimmicks and loopholes utilized by the State to raid or borrow local government revenue because the small portion of taxes dedicated to local services is essential for services that our citizens need most and contributes to improvement of the local economy. As a result of these actions by the State, cities and other local governments found it necessary to seek another statewide ballot initiative to close these loopholes and prohibit the State once and for all from raiding or borrowing that portion of taxes that are designated for local services. Such loss of funds jeopardizes local public safety, emergency response, transportation, transit, parks, recreation and senior services. This ballot measure known as the "Local Taxpayer, Public Safety and Transportation Protection Act" will be scheduled for the November 2010 ballot.

**Budget Highlights.** The 2010-2011 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 core services that are most essential to our citizens. Earlier efforts at "belt-tightening" and redefining core services have resulted in the reduction of expenditure needed to meet the continuing financial challenges. In the effort to sustain the most essential public services the City has chosen to defer funding for future vehicle replacements, defer funding for future facility maintenance, reduce and/or suspend public education and outreach, reduce and/or suspend some recreation and senior services, and ultimately reduce the workforce. Deferred investment in equipment and facilities will be some of our biggest funding challenges we have in the future and will need to be addressed as early as possible as fiscal recovery takes hold. At the time of this writing, the City is meeting with all employees and labor groups to again discuss wage/benefit concessions but in a lesser amount than that of prior years. Budget highlights include:

- **Restore funding for public safety positions utilizing Federal stimulus grant funds.** Public safety is a core service of the city. The City's goal continues to direct public safety to strive for a response to high priority emergency calls within five minutes, 90% of the time. Achievement of this goal has been a real challenge given reduced staffing levels and many changes have been made to service delivery, scheduling and use of volunteers to help achieve it. Late last year the City was the recipient of Federal stimulus funds for five additional police officers and is now the recipient of such funding for six additional firefighters in 2010-2011. These additional positions are essential to provide more acceptable coverage and response to emergencies throughout the city. The addition of firefighters will allow the City to reopen the Old Town Fire Station on a full-time basis by November 2010 when all positions have been filled and training completed. Staffing for service coverage to the community pursuant to master service plans for both police and fire cannot be met in the long term with the tax revenues now received by the City and it is recommended that strategies for revenue sources to adequately fund these essential services for the future be revisited.
- **Expand the use of Serve Clovis! volunteers throughout the City.** City resident Kathryn Hamlin generously volunteered last year to help start up a web-based volunteer registration system for the City linking to the regional volunteer network called Hands-On Central California and all departments stepped up efforts to expand the use of citizen volunteers. The City has relied on over 300 volunteers for many years to support senior and recreation services as well as animal shelter services and police patrol. This new program was wildly successful and last year the City enlisted the aide of more than 1500 new volunteers to spend up to four hours each in service throughout the community, particularly with park, trail and tree maintenance. Police Reserve Officers and Volunteers in Police Services (VIPS) have also been very successful in assisting police officers with administrative support in records, investigations, and active field patrol. Citizen Emergency Response Team (CERT) volunteers have provided a support function to on-scene fire fighters and citizens. Police and Fire Explorer volunteers have also provided valuable service to the community while learning skills for future careers. Volunteer service to the community may be the greatest gift that our citizens have given over the years.

- **Sustain current services of the Clovis Senior Center, the Batting Range, the Rotary Skate Park, and some adult recreation fee-based programs.** Clovis Recreation Center operation will remain open on a limited basis for adult sport activities. Both centers provide important services to elders and youth/families in the community; however, funding continues to be limited.
- **Refurbish selected parks and median islands in the older areas of the City to conserve water and reduce maintenance demand.** Funding for maintenance of older parks and median islands in parts of the City that do not have a Landscape Maintenance District is inadequate and the community appearance continues to suffer. Use of volunteers has greatly assisted with parks and trails maintenance but is limited for median islands due to safety concerns. Some citizens have stepped forward to help fund maintenance of selected median islands. About one-half of the City is included in a Landscape Maintenance District and property owners pay additional tax assessments each year to support adequate maintenance for landscape and neighborhood parks. This funding mechanism could be utilized in the future for the entire city and is recommended for review by a citizen's advisory committee.
- **Provide for an aggressive schedule of street repair, overlay and reconstruction.** The City was very successful obtaining Federal stimulus funding for street projects last year and will seek additional funding this year to supplement the planned construction schedule. The budget includes a combination of revenue from Measure C Extension special sales taxes, gas excise taxes, competitive grants, and development fees, all in an amount of \$7 million. Most of these revenue sources have declined in recent years due to the economic recession. However, key projects to be undertaken will be overlays or reconstruction of Alluvial Avenue from Clovis to Minnewawa, Ashlan Avenue from Fowler to Claremont and Armstrong to Temperance, Clovis Avenue from Shaw to Third, Gettysburg Avenue east of Minnewawa, Temperance Avenue north and south of Sierra; traffic signal upgrades will be made at Peach/Gettysburg, Clovis/Santa Ana, and Fifth/Sunnyside; and repairs to various neighborhood streets will be made citywide.
- **Complete the landfill remediation project and begin construction of a new cell liner to accept additional refuse.** The City has worked for several years to mitigate and/or eliminate water pollution and methane gas at the landfill by excavation and sorting of a 50-year old cell containing refuse, cleaning the cell, and installing a methane gas recapture system.
- **Utilize recycled water from the "purple pipe" distribution system for landscape irrigation throughout the east side of the City.** The City now operates a state-of-the-art wastewater treatment and water reuse facility to treat and disinfect over 2 million gallons of water each day. This new source of water will ultimately replace 20% of potable water resources that are used for homes and businesses. This conjunctive use of water resources represents a best practice and is the future of water resource management in California.
- **Proceed with the General Plan Update utilizing smart growth principles to develop a sustainable community for the next 20 years.** The General Plan will take into consideration the Regional Blueprint Planning preferred scenario of growth management for the future of the Central Valley and the SB 375 Sustainable Communities Strategy to conserve water and energy to reduce greenhouse gas emissions.
- **Provide targeted code enforcement to advance the strategies of the Southwest Neighborhood Revitalization Plan.** This is a long term effort to improve community appearance and neighborhood stabilization through owner housing rehabilitation and repair, public street improvement and active code enforcement.
- **Update economic development strategies to improve job opportunities, retail diversity, and expansion of business parks; team up with partners to encourage entrepreneurship, business start ups, and investment of private venture capital.** Conduct more outreach to existing businesses for retention and expansion opportunities and increase attraction efforts through partnership with the Economic Development Corporation, Technopolis Clovis and the Central Valley Business Incubator. Seek efficiencies to improve the development review process and new financing tools to collect payment of development fees.

- **Complete development of a new affordable housing neighborhood at Ashlan and Fowler Avenues in partnership with Self-Help Enterprises.** Continue rehabilitation and construction of affordable homes in partnership with Fresno City College, World Changers and University HOPE and seek additional partnerships with non-profit housing corporations.
- **Rebuild the emergency reserve of the General Fund with a target of 15% of annual operating expenses.** The emergency reserve is slowly being rebuilt with 9% or \$4.65 million being set aside this year for unforeseen emergencies. This target amount has been recommended by the City's auditors as a prudent reserve for a city operation the size of Clovis. This fund is intended to be utilized for catastrophic losses that are one-time occurrences that would not be covered by normal insurance and requires a 4/5ths vote of the City Council for utilization.

The 2010-2011 Annual Budget is the investment plan to implement the short and long-term goals of the City Council as a result of its 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 2010-2011 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.ci.clovis.ca.us](http://www.ci.clovis.ca.us) as of June 1, 2010. Individual copies may be purchased from the Finance Department upon request. Public hearings to consider the Annual Budget will be held at the regular City Council meetings of June 7 and June 21, 2010, 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**

The decline in revenue accelerated this year and intensified the "perfect storm" of financial conditions. After a review of economic indicators, it is the consensus that we may have hit "bottom" and a turnaround is upon us. However, it is a slow turnaround and not all financial sectors are expected to recover at the same rate. Sales tax, property tax and development related revenues have been the most impacted by the recession. Sales tax revenue, after declining this year to the lowest level in many years is projected to show a slight increase in 2010-2011. Sales taxes have been most impacted by the sharp decline in car sales and home building materials. Retail sales, based on the last quarter reported, have begun to rebound and new auto sales appear to be getting stronger. Sales taxes will be bolstered by the recent announcement by two major retailers, Kohl's and Gottschalk by Joe Levy, that plan to open stores in the Sierra Vista Mall in time for the Holiday season. Sales taxes comprise about 37% of total general fund discretionary revenue and largely support public safety services.

Property taxes, which have been impacted by the collapse of the housing market, are projected to continue to decline in 2010-2011 due to market conditions and the downward adjustment of assessed values. Property values began to decline slightly in 2006 with an abrupt and steep correction in 2007. The declines in residential property values continued through 2008, although they began to stabilize in 2009. Values are still being impacted by foreclosures but to a much lesser degree than in the past two years. Proposition 13 is the state law which directs 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. This year the CPI that is utilized for adjusting assessed valuation of property is a negative 0.237%. It is expected that the City will experience an additional decline of 2.5% in property tax revenue for 2010-2011. This downward trend in assessed valuation and commensurate collection of property taxes for the 2010-2011 fiscal year is in sharp contrast to the double digit growth prior to 2008. The City's share of property tax and property tax in-lieu of motor vehicle license fees comprise two of the top three discretionary revenue sources for general fund operations. Property related taxes represent about 47% of total general fund discretionary revenue and, again, largely support public safety services.

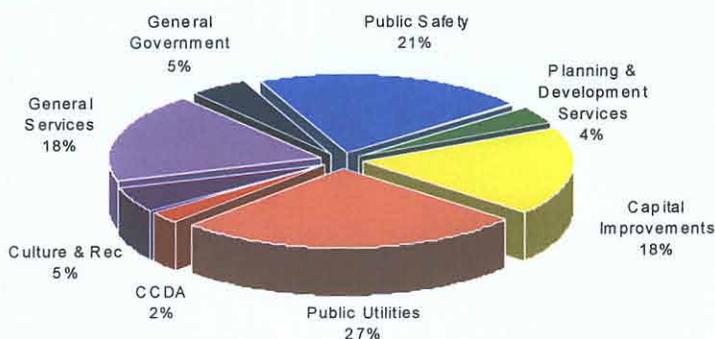
One of the challenges encountered with the method of allocating local taxes established in 2004 is that it relies on a two-year retrospective analysis of change in demographic and financial condition of each agency, tempered by a statewide averaging of growth trends, and a cash flow adjustment which has changed from that of monthly deposits to semi-annual deposits. This means that revenue needed to match community growth and demand for services will always trail the demand by up to 18 months. This continues to be the challenge for making revenue and expenditure projections for general operations. When dramatic changes to the economy occur that affect property and sales taxes as we are now experiencing, the situation becomes even more volatile and difficult to predict. One of the keys for fiscal health for a growing community like Clovis is to accumulate savings sufficient to fund the necessary growth in essential services when the demand occurs, recognizing that the funding to support the service demands of growing population will not arrive in the City treasury for at least 18 months. The City has reached that point at which accumulated annual savings have been spent and only emergency reserves remain intact. We have again budgeted for a fund balance of about \$500,000 to be carried forward this year as a contingency reserve for the annual operating fund in addition to additional savings directed to the emergency reserve. Due to the need to fund the most essential services, the City will have to defer the opportunity to save for future maintenance and capital needs for general government operations including the suspension of contributions to equipment replacement funds for police and fire vehicles. When the City's fiscal condition improves, it should be a top priority to begin restoring funds for critical equipment replacement.

The Community Facilities District assessments enacted in 2004 for gap-funding for police and fire services for new growth areas are now performing better after a slow start due to an extended tax enrollment period for properties. The first collections that were shared between police and fire were made in fiscal 2005-2006 in an amount of \$83,000 far short of funding even one safety officer in either department. It is anticipated that the amount to be collected in 2010-2011 will be about \$497,000 and provides an important investment in front line public safety services.

Enterprise operations and other funds need to be self-balancing with sufficient reserves to meet service obligations and debt coverage. All enterprise operations and other funds are balanced. The Refuse, Water, and Sewer Enterprises all have scheduled rate increases during the year. Rate increases in each fund are necessary to pay for increased operating costs, bond debt charges, and maintain sufficient reserves to meet bond covenants. Due to the lack of development activity and collection of fees, water and sewer ratepayers must temporarily pay the bond debt charges. It is estimated that this payment will be needed for five years before it could be sunset. Refuse and water rates are scheduled to increase July 2010. Sewer rates are scheduled for hearing before the City Council in June 2010 with subsequent rate increases scheduled to become effective by August 2010. The Transit Enterprise will be required to reduce some services due to declines in sales and gas/excise tax collections.

The 2010-2011 Annual Budget for all funds totals \$158 million, is balanced by the use of current revenues, anticipated rate increases, and capital reserves. This budget represents a 17% decrease below the estimated expenditures for the prior year. Significant capital construction spending was included in the prior budget after adoption that included carryover projects or one time new projects added to the budget from the Federal stimulus. The General Fund budget represents a 1.7% increase above estimated expenditures for the prior year. This is the result of Federal grant funding for 11 public safety positions and a partial restoration of employee concessions. There are no staffing layoffs in the proposed budget but there is a suspension of funding of four vacant engineering positions. These positions are being suspended due to the continued slowdown in residential and commercial building activity. There are four new positions to be added in the Refuse, Water, and Sewer Enterprises to support ongoing operations of new facilities. Complete details of the allocation of personnel are listed in the **Personnel Section** of this budget. The budget also reflects proposed employee concessions in total compensation but less than half that was required in the prior year. Discussions are ongoing with all employee bargaining units in an effort to seek substantial dollar savings in order to avoid further lay-offs or service reductions. A summary of expenditures by function is provided below:

General Government	\$7,233,100
Public Safety	33,015,100
Planning & Development Services	5,599,400
Capital Improvements	28,524,500
Public Utilities	41,963,700
CCDA	4,040,900
Culture & Rec.	8,302,900
General Services	29,197,900
<b>TOTAL</b>	<b>\$157,877,500</b>



### **Fiscal Overview**

Economic forecasts for the Central Valley and Fresno County indicate a much slower economic recovery as compared to all of California and the Nation. Population growth tracks to new housing growth and rates of growth are expected to increase slowly over the next few years as the economy recovers. According to state housing needs estimates, there is still a need for housing production in the City. The current market for housing is changing and the demand is for somewhat higher density and lower cost units. Commercial and office vacancies remain high and will be a challenge to absorb over the next five years. The recent release of the January 2010 population data by the State Department of Finance estimates 96,868 persons reside in Clovis compared to the previous year of 94,993 representing a 1.97% change over the year. Fresno hit 502,303 and Fresno County is now nearing the 1 million mark with a total population of 953,761. Smaller cities on the periphery of the metropolitan area both east and west are contributing greatly to this growth. The unemployment rate of Clovis residents has also increased to 10.2% as compared to 18.5% experienced in all of Fresno County.

New residential permits in Clovis are expected to be about 250 units next year. Due to market conditions, new housing starts have been lagging, with activity spurred by both state and federal tax incentives. Business growth has been very slow with many businesses making adjustments for downsizing to meet the current economy. Office and commercial vacancies are a major concern to the City and efforts have been made to work closely with the brokerage community and property owners to seek tenants. The Sierra Vista Mall is the site of two announced tenants to restore two large anchor sites. Kohl's department store is currently in progress with tenant improvements at the former Mervyn's site and is expected to open in October 2010. Gottschalk by Joe Levy just recently announced a reopening of the vacant anchor site at the Mall by November 2010. These two additions are welcomed to the Shaw Avenue business corridor and are expected to help attract others to occupy other vacant storefronts at the Mall. Although the loss of major retailers over the past two years has hurt the retail environment in Clovis, the remaining retailers have demonstrated real staying power with sales remaining stable even during the worst months of the recession. This is evidence of the diversity and value of shopping opportunities in Clovis. With the new hotel spaces made available in Clovis over the past two years there is now adequate offering of rooms for visitors to festivals and sport events to stay and dine in Clovis for the entire event. The upcoming season for hospitality appears that it will be a good opportunity to see how this newly formed business sector performs. Rooms are reportedly sold out for the upcoming CIF state track and field competition at Veteran's Memorial Stadium in June 2010.

Sierra Pathology Laboratory opened a new facility during the year in the Dry Creek Industrial Park bringing over 100 medical and technical jobs to Clovis. This laboratory provides surgical pathology and cytology diagnosis for more than 600 physicians and several major hospitals in the region. The laboratory also provides forensic pathology services. At the eastern most portion of the Herndon Avenue Business Corridor, a major construction project now in its second year is making good progress at the Clovis Community Medical Center. The \$27 million facility expansion includes outpatient surgical services expansion, emergency room expansion, parking lot renovation, and other remodeling to improve capacity and energy efficiency. Further plans to construct medical offices, expand the operating room and patient bed capacity are also underway and new medical offices are expected to be completed soon. This represents an important investment in health care services for the future of the Clovis and outlying foothill communities.

The 80-acre phase 1 development of the Research and Technology Business Park at Temperance/Alluvial is sold out and major projects such as CargoBay, Precision Plastics, APPL, and Portal Sierra with OfficeBay and VentureBay are all in operation. The service retail center adjacent to the Business Park has constructed a first phase to include food and beverage services in addition to fuel sales. Planning for expansion of the street system eastward and addition of another 125-acre phase of the business park will continue this year.

The Old Town Business District continues to be the site of redevelopment improvements and new businesses supporting the ever popular festivals through the spring and summer months. The former DMV site owned by the City is vacated and ready for development. It is currently being planned for redevelopment as a mixed use housing and office/retail project by a private developer in cooperation with the City. Financing for this type of project is a challenge at this time but efforts will continue to be pursued for a workable plan for the site.

Economic recovery offers a good opportunity to plan for better times and to adjust programs to prepare for the changes that have occurred in the business environment. The ongoing challenge for every community is to provide the necessary infrastructure to assure that business sites are available and ready to build and to provide educated and properly trained employees to attract target industries. The City continues planning for the future and will pursue further phases of work to update the General Plan. The City's economic development strategy includes target industries that form a cluster of business around key industries already operating, new business clusters for the future, and the assets of the community. The strategy focuses on the hospitality and tourism cluster, the retail cluster, education cluster, and a research, technology, and manufacturing cluster. This remains a vital tool for realizing the City's jobs-economy-housing goals and objectives. Improvement of transportation, land use, and air quality goals are also important issues for the overall health of the community and its economy. The City recognizes that the best way to reach a healthier economy is to encourage private sector investment in business and industry that will employ our residents. The economy will be stronger for it and the revenue to support the desired quality of life in the community will become more reliable.

Development fees and permit processing are always matters of concern to business. The City continues to work with the business community to maintain a fee-based program to finance the cost of planning and the public infrastructure to serve new development. The City's policy states that new growth and development must pay its way and not be a burden to existing taxpayers. This is a considerable challenge when investing in new water and sewer facilities that must provide capacity for the future and when that financing must rely on repayment by development fees or higher rates for services when new development lags. Another challenge comes in the form of new regulations and fees mandated by other agencies. The City has little to no control over the impact of these decisions but bears the responsibility of implementing the law. All of these circumstances come under scrutiny during economic recovery such as we are experiencing because they represent barriers to business recovery. The City will continue its review of the fee-based program to determine where changes may be made to position the City more competitively in the market, yet retain the fiscal stability and quality of future community development.

### **General Fund**

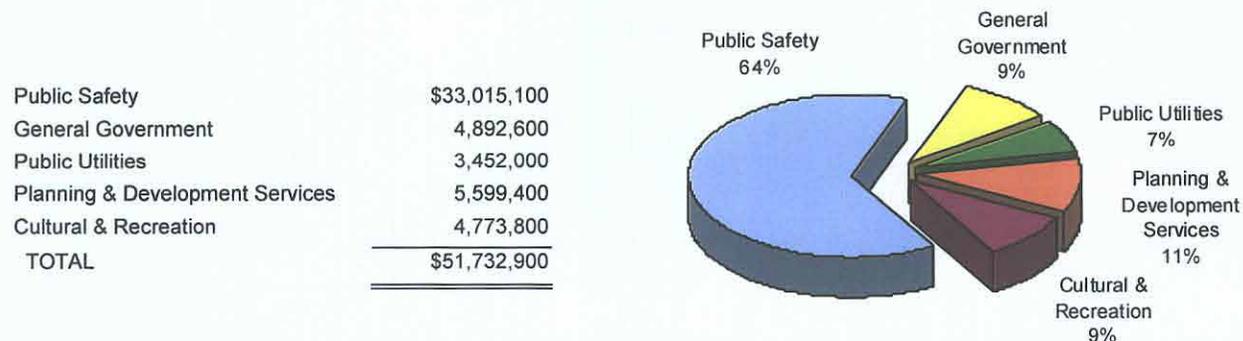
The General Fund as proposed is wholly balanced with current year revenues. Revenues as projected are \$51.8 million which is a slight increase of less than 1% when compared to the prior year. Expenditures as projected are \$51.7 million and represent an increase of 1.7% more than the prior year. The increase in revenue is attributable primarily to grant revenues for six fulltime firefighters and full year grant funding for five fulltime police officers. Sales taxes are also projected to increase slightly. These revenue increases are offset by lesser property taxes and lesser permit revenues derived from residential construction activity. Expenditures overall are increasing due to the grant funded safety positions. Department budgets are not proposed for significant reduction or increase this year, but some expenditure categories are increasing necessitating a reduction in other categories to keep the budget balanced. Reductions are occurring in overtime, extra help, travel and training, capital expenditures and general service charges.

The General Fund is the primary source of discretionary funding for essential government services such as public safety, streets, parks, recreation and senior services. The General Fund budget is moving towards stability this year when compared to the prior year. Revenues and expenditures are increasing slightly due to receiving grant funding for new public safety positions and a partial reinstatement of prior employee wage/benefit concessions. There are no layoffs proposed in the budget, but four currently vacant engineering positions will remain unfunded due to the continued slowdown in development related activity. The General Fund includes the addition of six firefighters which are being funded by the Staffing for Adequate Fire and Emergency Response (SAFER) grant. The SAFER grant is a 3-year federal grant which will provide full funding for these six positions for a period of two years with the city obligated to pick up those costs in the third year. These positions will provide staff coverage sufficient to allow the city to reopen Fire Station #1 in the Old Town district on a fulltime basis by November 2010 and be better able to provide quick response to emergency calls throughout the city with five operating fire stations. Over the last three years the City will have eliminated 95 General Fund positions out of a total of 396 full-time positions. While current service levels are not being reduced further, the effects of the economic recession over the past few years have resulted in a reduction to service levels throughout the city.

In preparation for this budget, it has been necessary to continue to constrain expenditures. By keeping expenditures within the constraints of current revenues, the city has obtained a stable base that can be sustained in the future. The budgeting goals have been to keep the most essential core services operating at acceptable levels to meet the most urgent needs; target \$500,000 as a fund balance for the General Fund operations budget to account for economic uncertainty during the fiscal year; and begin rebuilding the Emergency Reserve fund to 9% of annual operating costs for the fiscal year. These larger goals have been met and the current level of services to the community will remain in tact. There remain few good options for expenditure reduction throughout the City's core services. The City has repeatedly made expenditure reductions and deferred spending over the past two years and is, for a third year, seeking wage/benefit concessions from employees although an amount less than half that required in the prior year.

Because of these budgetary constraints and the need to maintain essential core services, the General Fund is unable to transfer funds to General Government Facilities again this year. This fund was established to perform ongoing facility maintenance, equipment maintenance and replacement, facility remodeling and new construction. This fund is also the source of revenue for ongoing technology equipment replacement and improvement, supplemental revenue for park improvements and funds for economic development initiatives. The city's investment in technology is no longer a luxury, it is a necessity for conducting daily business and major upgrades to equipment and programming will be needed very soon. A plan will be developed this year to determine a multi-year schedule of replacement needs and costs.

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



The General Fund is the only fund with discretionary revenues to fund all or portions of general government 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 22% of the City's current year revenues are available for discretionary spending. The remaining revenue is 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 2010-2011 fiscal year is estimated to be \$0.5 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 \$4.65 million or 9.0% of annual expenditures, which is recommended to be designated to be set aside for emergency or unforeseen expenditures that may be required.

### **Other Funds**

Although a major focus of the budget discussion is the General Fund because it represents the essential core services delivered to citizens and supported by general tax funds, other funds are no less important. These other funds include the community investment funds, enterprise funds, redevelopment funds, internal service funds, transit enterprise funds, and debt service funds. All of these funds are balanced for 2010-2011 utilizing current revenue and reserves, when appropriate. As indicated previously in this letter, the refuse, water, and sewer enterprise operations are scheduled for rate increases this year; and, the transit enterprise must reduce services to address reduced revenues from sales and gas excise taxes 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 2010-2011 Annual Budget addresses the goals by which the community will measure its success and continues to meet the most essential service needs for the community within budgetary constraints pursuant to the goals of the City Council. It restores some public safety service levels; continues to provide substantial investment in planned maintenance and upgrade of sewer, water, and street facilities; maintains current services for the Clovis Senior Center and some recreation services; directs some resources to economic development and support for job creation; continues the planning program for the future of the community; proposes to increase 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 2010-2011 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 faced with significant budgetary constraints and their attention to meeting those goals. I also wish to thank the City's employees for seeking creative ways to provide services with fewer resources, their unwavering commitment to excellence in public service, and their willingness to share in the financial sacrifice that has been necessary in order to keep our core services in tact. 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,



Kathy Millison  
City Manager

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## INTRODUCTION

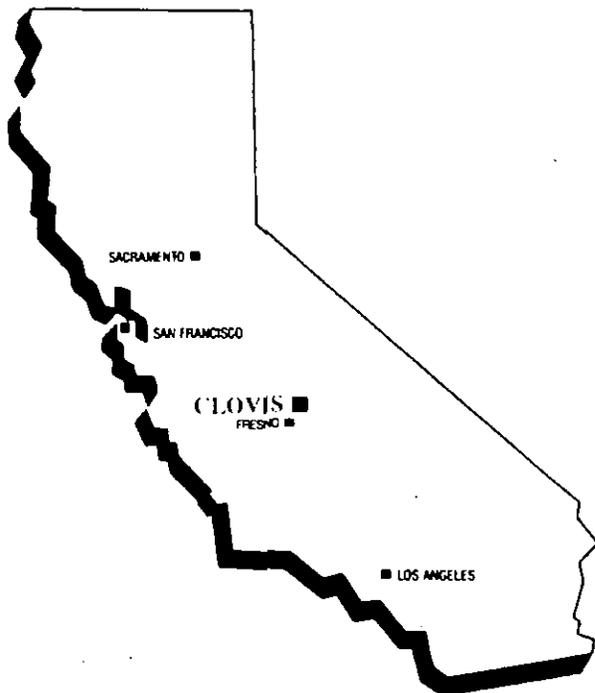
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The Introduction Section provides general information about the City, long-range goals, major policies, financial planning, key budget objectives, economic outlook, discretionary revenues, budget process and calendar, basis of budgeting, budgetary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



Contractors apply rubberized asphalt and chip seal to extend the life of City streets. This work was funded in part by a grant from the California Integrated Waste Management Board to reuse old tires.

# 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 2011 - 2016 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.**

- As funding permits, continue with phases to update 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;
- 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;
- Stabilize and reinvigorate older neighborhoods and continue a focus on public infrastructure, code enforcement and housing improvements for Southwest Clovis;
- 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;
- Seek grant funding for parks and green space that would rehabilitate existing facilities, conserve water, and reduce maintenance; but suspend efforts to invest in new facilities unless funding to maintain these new facilities is available;
- Assure safe building designs and occupancies; continue to address ADA compliance issues consistent with the ADA Accessibility Transition Plan.

**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;
- 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;
- Prepare and train six new firefighter hires to increase staffing and reopen Fire Station #1 in the Old Town district on a full-time basis by November 2010 to improve coverage and response to emergencies citywide;
- Prioritize response to calls for fire and emergency medical services in order to maintain target response times for high priority calls for emergency services; assign low priority medical assistance calls to County EMS ambulance service and assist only upon request;
- Take a preventive approach to safety through public education utilizing community volunteers and citizen partnerships;

- Support Clovis Emergency Response Team (CERT) and continue to prepare the community for emergencies and disasters with active volunteers;
  - Create a safe feeling for residents and visitors in the community;
  - 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.
- 3. Provide for economic development strategies to grow business, 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;
  - Focus marketing efforts on business contact to develop leads for filling existing retail and office vacancies as well as new construction for business expansion;
  - Market the small business loan program to assist existing businesses meet ADA and fire sprinkler code requirements;
  - Foster development of new business parks so that sufficient inventory of shovel-ready sites is available;
  - 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;
  - Support businesses seeking incubation for business and job growth and facilitate growth and capacity of the workforce;
  - Identify public and private alliances from local, state, national and international partners that can help advance the City's goals;
  - Support and advance the Technopolis Clovis initiative to grow the community in such a way as to foster innovation and entrepreneurship for technology-based business that employ knowledge workers.
- 4. Provide for a financially sustainable City as the community grows.**
- Form a citizen's advisory committee to review the feasibility of establishing a citywide Landscape Maintenance District and/or a citywide street lighting district to improve reliability of funding for maintenance of this public investment and to remove these services from the uncertainties of General Fund support;
  - Continue to review all services and seek opportunities to align fee-for-services revenue with specific services;
  - Aggressively pursue grants to fulfill unmet service and capital needs and seek greater use of community volunteers by every department;
  - Seek opportunities for new alliances for partnerships with other public and/or private;
  - Schedule periodic workshops for the City Council to examine financial conditions and review alternatives for funding of city services.
- 5. Make Clovis a great place for families to live.**
- Seek support and assistance from citizens to keep well-maintained, attractive neighborhoods;
  - Suspend discussions of ways to provide a community and cultural arts center for a later time when the economy and local government funding recovers;

- Seek grant funds for the rehabilitation of existing park facilities but suspend efforts to obtain funding to build new park facilities unless funding for maintenance can be identified;
- Continue working with local schools for educational excellence and public service partnerships.

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

- Lead by example and demonstration of ethical behavior;
- Influence decisions made that affect the entire region;
- Share best practices and good ideas with other communities;
- Step up to leadership positions on tough issues for the region;
- Embrace change and opportunities to establish new partnerships.

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

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

**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;
- Seek alternative ways to offer information provided by the Citizens' Academy and find ways to engage more youth of the community;
- Communicate to residents the ways to sign up for committees and educate/involve citizens in problem solving;
- Continue offering *Connecting With Clovis* news magazine in partnership with *CUSD Today*;
- 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.

**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;
- Support activities to maintain a customer service work culture and do things that matter to our citizens;
- Remain competitive for wages/benefits in the marketplace;
- Seek cost effective training methods through alliances with other agencies;
- Continuously renew succession planning strategies.

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 ten years. Because of recent changes in state law, the Sphere of Influence is now required to be reviewed by the Local Agency Formation Commission (LAFCO) every five years. The current Sphere of Influence was approved in December 2000 and review will be performed in conjunction with the current program to update the 1993 General Plan. In the intervening years between major revisions of the General Plan, the City has utilized Specific Plans to focus on defined areas of the City for more precise guidelines for land use and development. Ways to consolidate these sub-area plans into the General Plan for ease of management and implementation will be considered with the update. The Service and Infrastructure Master Plans provide the implementation details for City services and are updated every five years. The Five-Year Community Investment Program for capital projects provides a schedule of improvement projects and implements the Service and Infrastructure Master Plans as part of the annual budget process. Due to changes in state law, there will be a need to include a greenhouse gas reduction plan and other regulations that address energy and water conservation. There is also a need to strengthen economic development strategies in the General Plan. Administrative discussions are ongoing to develop a framework for renegotiating tax sharing agreements between cities and the county. This initiative to include all fifteen cities and the county in the discussion of strategies for the next round of tax sharing agreements is a work in progress.

## **MAJOR POLICIES**

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

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

## **FINANCIAL POLICIES**

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

- The City's budget policy states that all operating budgets shall be balanced and ongoing costs will not exceed current revenues plus available fund balance that exceeds reserve fund requirements. The minimum reserve for any operational fund is 10% of the budgeted expenditures with the goal for reserves of up to 15% of budgeted expenditures unless capital borrowing or extraordinary fiscal conditions require that higher levels of reserves be maintained. 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, new animal shelter, regional park facilities, business and industrial parks, upgrades and new technology for improved productivity, and major remodeling, repairs, or additions to existing facilities. However, due to budgetary constraints during this economic recession, this policy was suspended in 2007. This policy should be resumed as economic recovery occurs.

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

The City is generally in compliance with all of its financial policies, with exceptions noted.

### **KEY BUDGET OBJECTIVES**

The key budget objectives this year have been constrained by the need to reduce expenditures in line with current revenues. However, the City intends to maintain facilities and deliver essential core services at levels that will meet the most urgent needs of the community. Deferred maintenance and modified response to lesser priority demands for services continue to be necessary. Most programs require multi-year implementation to achieve. The following provides a listing of the key objectives. For more details on how the budget objectives relate to departmental goals, refer to the Department Summaries included in the **Operations Section**.

1. Maintain appropriate service levels for public safety, crime prevention, hazard prevention and emergency response in the community by prioritizing the most urgent demands for services and seeking alternative methods to meet lesser priority demands consistent with the need for constrained spending.
2. Plan for the future of the City and its sustainability by updating the 1993 General Plan, including updates to all service and infrastructure master plans.
3. Maintain appropriate service levels that will best promote community appearance and the environment and seek to protect the substantial public investment in streetscapes, parks, trails, and street trees consistent with the need for constrained spending.
4. Pursue an economic development strategy that will seek to reduce office and retail vacancies and facilitate the growth of new or expanded business and jobs that will improve the overall tax base of the City, improve the diversity of the local economy, and improve the income of residents in the community.

5. Pursue an aggressive capital investment program with current funds and supplemental funds that may be available from federal economic stimulus to provide a safe, clean, and well-maintained community for all residents and to induce increased local employment from construction contracts; complete major public facility projects and place into operation; and provide preventive maintenance as 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.

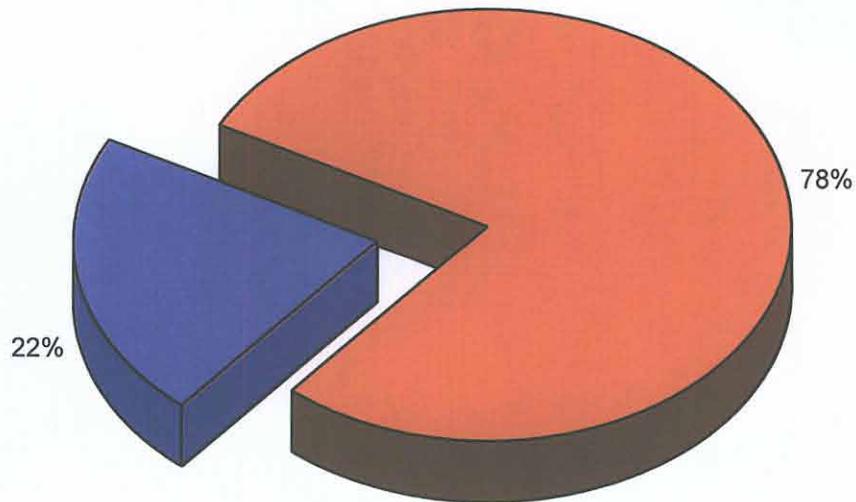
Discretionary revenues are those for which the City can determine the use, without restriction, by deciding how these funds will be expended and on which programs. Examples of discretionary revenues are property taxes, most sales taxes, and vehicle license fees, all of which may be allocated to support any lawful purpose of the City's choosing. Discretionary revenues are used to support the General Fund expenditures. The primary sources of discretionary revenues are property, sales, and certain other taxes and 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 2010-2011" illustrates that only 22% of total annual revenues are discretionary with the remaining 78% non-discretionary. The City's discretionary revenues this year total \$34.4 million. The remaining \$123.9 million of revenue is non-discretionary. Of the discretionary revenues, the chart entitled "Use of Discretionary Revenues 2010-2011" shows that the City will use 86% or \$29.6 million of the total \$34.4 million of discretionary funds for public safety.

# SUMMARY OF DISCRETIONARY AND NONDISCRETIONARY REVENUES 2010-2011

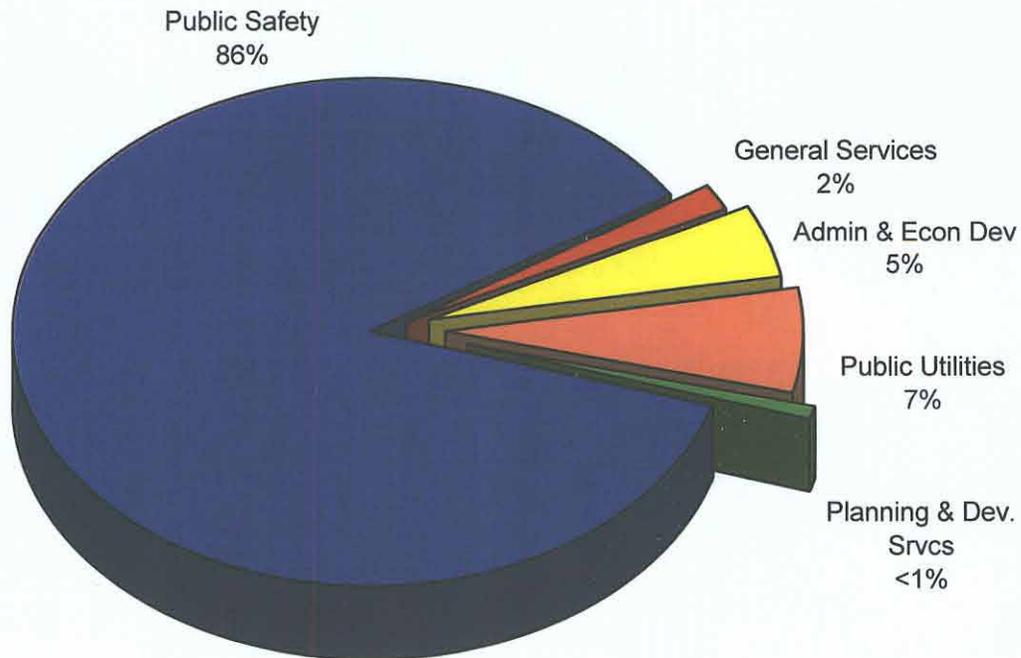
	<u>Discretionary</u>	<u>Non Discretionary</u>	<u>Total</u>
Property Taxes	15,612,000	4,377,000	19,989,000
Other Taxes	18,354,000	253,000	18,607,000
Licenses & Permits	0	1,117,000	1,117,000
Fines & Forfeitures	0	232,000	232,000
Use of Money & Property	15,000	995,000	1,010,000
Revenue From Other Agencies	400,000	17,344,000	17,744,000
Charges For Current Services	12,000	81,831,600	81,843,600
Other Revenues	0	8,345,000	8,345,000
<b>TOTAL CURRENT FUNDING</b>	<b>34,393,000</b>	<b>114,494,600</b>	<b>148,887,600</b>
(Addition to)/Use of Reserves	(29,100)	9,019,000	8,989,900
<b>TOTAL</b>	<b><u>34,363,900</u></b>	<b><u>123,513,600</u></b>	<b><u>157,877,500</u></b>



■ Discretionary ■ Non-Discretionary

# USE OF DISCRETIONARY REVENUES 2010-2011

Departments	Total Expenditures	Non Discretionary Revenues	Use of Discretionary Revenues
City Council	239,300	97,000	142,300
City Clerk	2,647,100	2,374,500	272,600
City Attorney	746,000	259,000	487,000
City Manager	1,081,500	488,000	593,500
General Services	28,009,300	27,450,700	558,600
Finance	2,082,300	1,978,000	104,300
Police	21,966,900	2,139,000	19,827,900
Fire	11,048,200	1,213,000	9,835,200
Public Utilities	51,892,100	49,644,000	2,248,100
Planning & Development Services	5,599,400	5,305,000	294,400
Capital Improvements	28,524,500	28,524,500	0
CCDA	4,040,900	4,040,900	0
<b>TOTAL</b>	<b>157,877,500</b>	<b>123,513,600</b>	<b>34,363,900</b>



## ECONOMIC OUTLOOK

It appears that the worst economy in decades may now be behind us and that we are beginning a slow recovery. The City of Clovis will continue to position itself to attract a share of interest from retail and professional businesses as well as business start ups and local manufacturing companies because it is a desirable community in which to live and do business. Current vacancies of office and retail space will present a challenge to fill and it may take up to five years before vacancy rates reach a more acceptable level. Residential development is still projected to remain sluggish throughout the fiscal year. Interest rates and market growth will influence just how rapidly the economy will recover. Such growth will be supported by the City's Economic Development Strategy and action plan for retention, expansion and attraction of target industries. The City's emphasis on economic development programs both locally and regionally continues to be critical for the well being of the community for today and tomorrow. With such a youthful community, current median age pegged at 32 years old, and the value of excellent educational resources, the economy must and will grow to meet the market needs of growing families.

Strategic goals of the City have been to facilitate an increase in the job base and retail sales tax base. This focus yields increased property tax base and improved household income. These efforts will continue to pay off. Clovis has also consistently been ranked in the top three cities in Fresno County in per capita sales tax revenue over the past ten years and has ranked in the class of highest continuous growth performers in the state. Obviously this has been tempered by the economic recession but the effects have also been shared by communities up and down the state. Due to the present economic conditions, that performance has dropped off in recent years with more than half of the decline resulting from fewer sales of automobiles, lower fuel sales, and lower sale of construction materials. Despite the economic downturn, these consistently high rankings illustrate 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. Sierra Pathology Laboratory constructed new facilities last year in the Dry Creek Industrial Park bringing more than 100 medical and technical jobs with opportunities for future expansion. The Central Valley Research and Technology Business Park that was sponsored by the City has been transitioned to private ownership. Phase 1 (80 acres) is partially developed with successful businesses and a private business incubator completed on 40 acres and 40 acres planned for future development. The initial \$3.6 million public investment in infrastructure has yielded more than \$29 million in private investment in business facilities at the site, resulting in more than 370 jobs. Phase 2 (80 acres) is privately held and actively marketed for development. Phase 3 (125 acres) is in the planning stages with street alignment in progress. Immediately south of the Business Park is Clovis Community Medical Center Campus, now undergoing a three-year expansion program to build additional outpatient surgical facilities, expanded emergency room, additional patient tower, additional medical and administrative offices, and new parking facilities that will generate 600 new medical and technical jobs.

Long-range projects that will have a positive effect on the local economy in the next five years include:

- Continued expansion of the privately held Dry Creek Industrial Park and attraction of business to the Research and Technology Business Park;
- Redevelopment of mixed use commercial and housing at the former DMV site in Old Town Clovis;
- Major expansion of medical facilities at Clovis Community Medical Center;
- New hotel/restaurant promotions in the Shaw and Clovis business corridors;
- Reoccupation of major anchor store vacancies and increased occupancy of the retail expansion at the Sierra Vista Mall; and
- Bids for new tourist destination events such as large bicycle tours or competitions and statewide athletic competitions.

The current economic conditions are resulting in weak performance of tax revenues that support city services and will take some time to recover. State and Federal budget deficits and the failure to properly manage and control these deficits create a persistent problem that will continue to have a drag on private investment in California and its regions and will impact the amount of funding available for public investment in streets, roads, and public transit. 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 skill with jobs will need to remain the focus of partnerships throughout the region and these efforts provide promise for business expansion as the economy recovers. To the credit of leaders in the region, business and government have joined forces to advance a regional agenda for improving opportunities for job creation and for education and preparation of the workforce. It is a constructive effort that the City supports through its partnership with the Economic Development Corporation Serving Fresno County and Fresno Workforce Investment. The entire community should be encouraged to also support this work. Continued population growth, a youthful demographic, growth in household income, relatively low rates of inflation, significant depreciation of housing values, and low interest rates will all contribute to a continued demand for homes and other goods and services.

Recently the Central Valley earned the distinction of reaching a population that is equal to the San Francisco Bay Area and will continue to emerge as a respected political and economic force in California's future. Opportunities for leveraging the strength of population of these two regions have been fruitful, especially in the area of funding for transportation. Other opportunities for alliances may occur with respect to water supplies that remain a critical resource to support the regional economy. The entire Central Valley must continue to position itself to receive its share of economic development. Growing population and households must be paired with job growth if the region is to continue to improve its economy. Clovis is well positioned to capture its share of the future economic growth in the region and, to do so, must continue to review revisit strategies for successful community and economic growth. But Clovis must also be concerned about the overall economic success of the region which can only improve the conditions for success in Clovis.

## **FUND ACCOUNTING**

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

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

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

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

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

## **BASIS OF BUDGETING**

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

The basis for establishing the spending plans for the proprietary fund types, internal service funds, (employee benefits, fleet, liability, and general services), and enterprise funds (water, sewer, refuse, street cleaning, and

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

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

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

## **BUDGET PROCESS**

The proposed budget is required by City Ordinance to be submitted to the City Council by the third meeting in May for the upcoming Fiscal Year that begins July 1 and ends June 30. The Council holds public hearings following the submittal of the budget, and may add to, subtract from, or change appropriations within revenues and reserves estimated as available. The Council is required to adopt a balanced budget by June 30, but if not, the City Manager's proposed budget becomes effective but without provision for capital expenditure to assure continuity of government services.

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. Due to significant declines in revenue collection during the year and continued projections of declining revenues, it has necessitated the realignment of programs and expenditures for every department supported by the General Fund.

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.

## **BUDGET CALENDAR**

Departmental Submittal (including CIPs)	March 5, 2010
City Manager Budget Review	March 3 – April 23, 2010
Introduction of Recommended Budget to City Council	May 17, 2010
Council Budget Review and Public Hearings	June 7 and 21, 2010
Adoption of Budget	June 21, 2010

## **BUDGET CONTROL**

Budgetary control is maintained at the department level by fund. 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 1.97% from 2009. The Department of Finance reports that the PCI was -2.54%. The change in non-residential construction was 6.59%. Therefore, the change in non-residential construction is used.

Appropriations Limitation 2009-2010	\$136,110,158
Add: Change in Population (1.97%)	<u>2,681,370</u>
	\$138,791,528
Add: Change in NRC (6.59%)	<u>9,146,362</u>
Appropriations Limitation 2009-2010	\$147,937,890
Less: Proposed Expenditures Subject to Limitation in 2010-2011	<u>35,451,664</u>
Amount of Unused Authorized Appropriations	<u>\$112,486,226</u>

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 2010-2011 fiscal year at \$147,937,890.

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# DESCRIPTION AND PURPOSE OF ACCOUNTING FUNDS

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

## **Affordable Housing Fund**

This fund accounts for the 20% tax increment set aside required for low and moderate housing projects and administrative programs that improve the City's affordable housing stock.

## **Clovis Community Development Agency Debt Service**

This fund accounts for the annual debt service payments for debt issued by the Clovis Community Development Agency. The source of funding is tax increment.

## **Clovis Community Development Fund**

This fund accounts for the general operations and capital improvements of the Redevelopment Agency not financed in the Affordable Housing Fund. The source of funding is tax increment.

## **Clovis YES Fund**

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

## **Community Sanitation Fund**

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

## **Employee Benefits Fund**

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

## **Fleet Maintenance and Replacement Fund**

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

## **General Fund**

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

## **General Government Services Fund**

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

## **HCD Block Grand 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.

## **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.

**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.

**Transit Fund**

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

**Water Construction-Developer Fund**

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

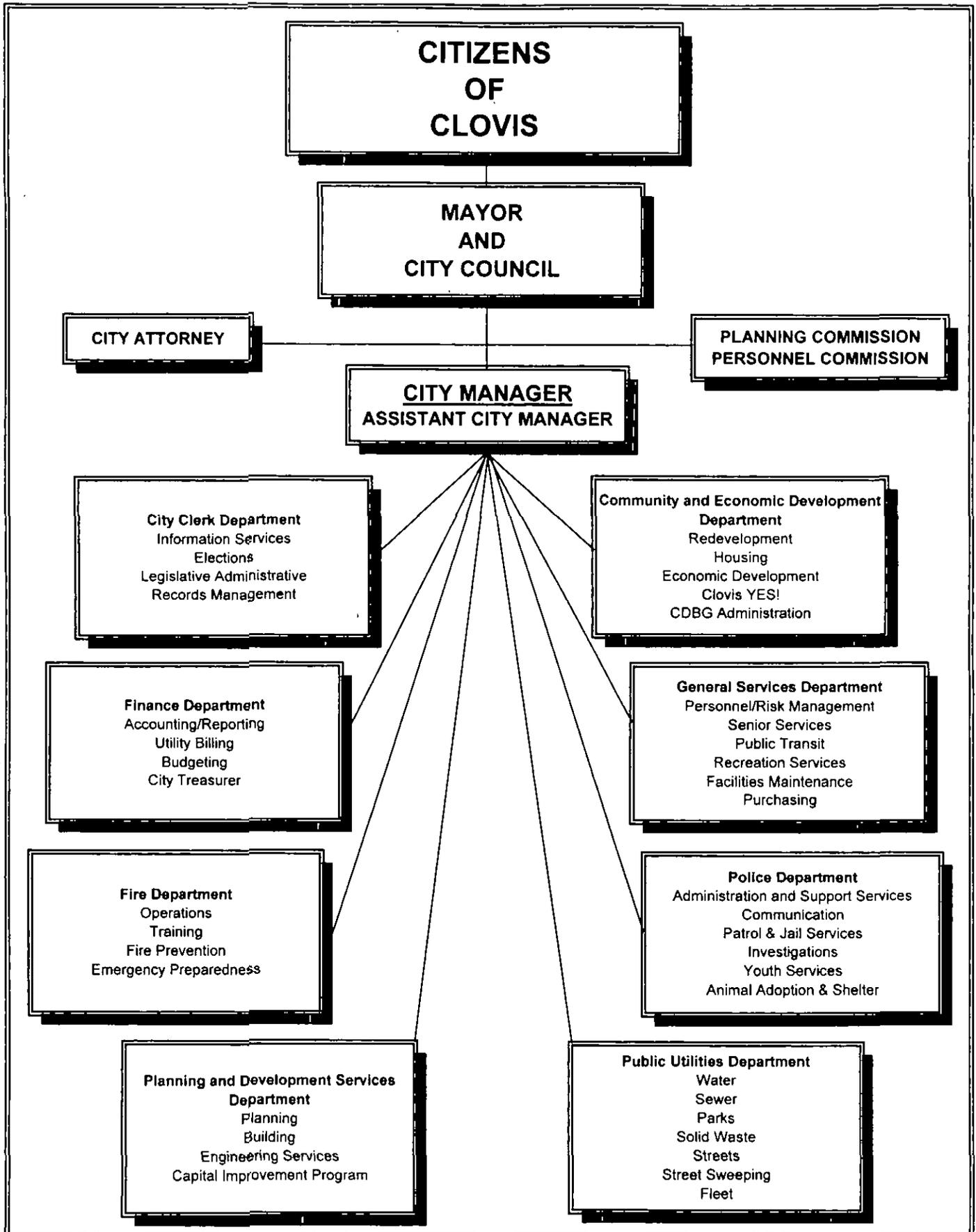
**Water Construction-Enterprise Fund**

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

**Water Service Fund**

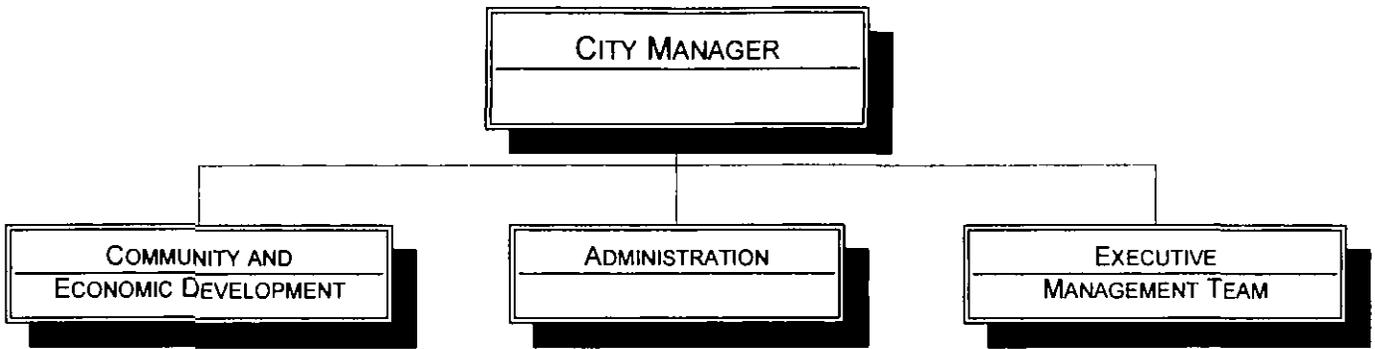
This enterprise fund accounts for revenues from delivery of water and the related expenditures to operate and maintain the water system. Funds are transferred from this fund to the Water Main Construction Fund for system maintenance and upgrades.

# CITY OF CLOVIS ORGANIZATION CHART



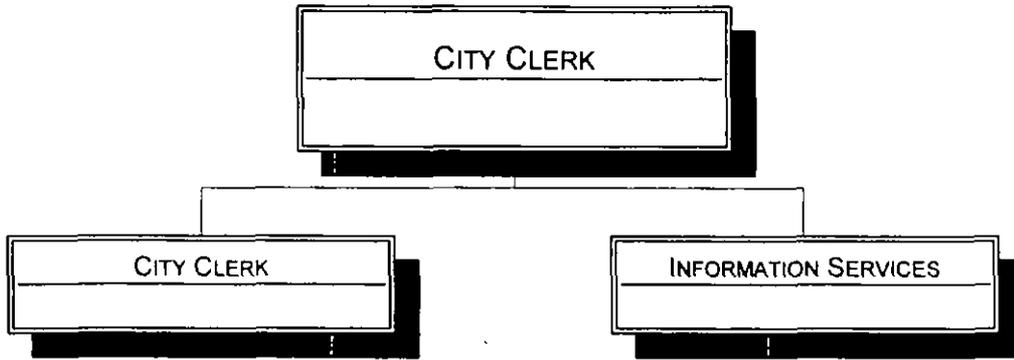
# City Manager Department

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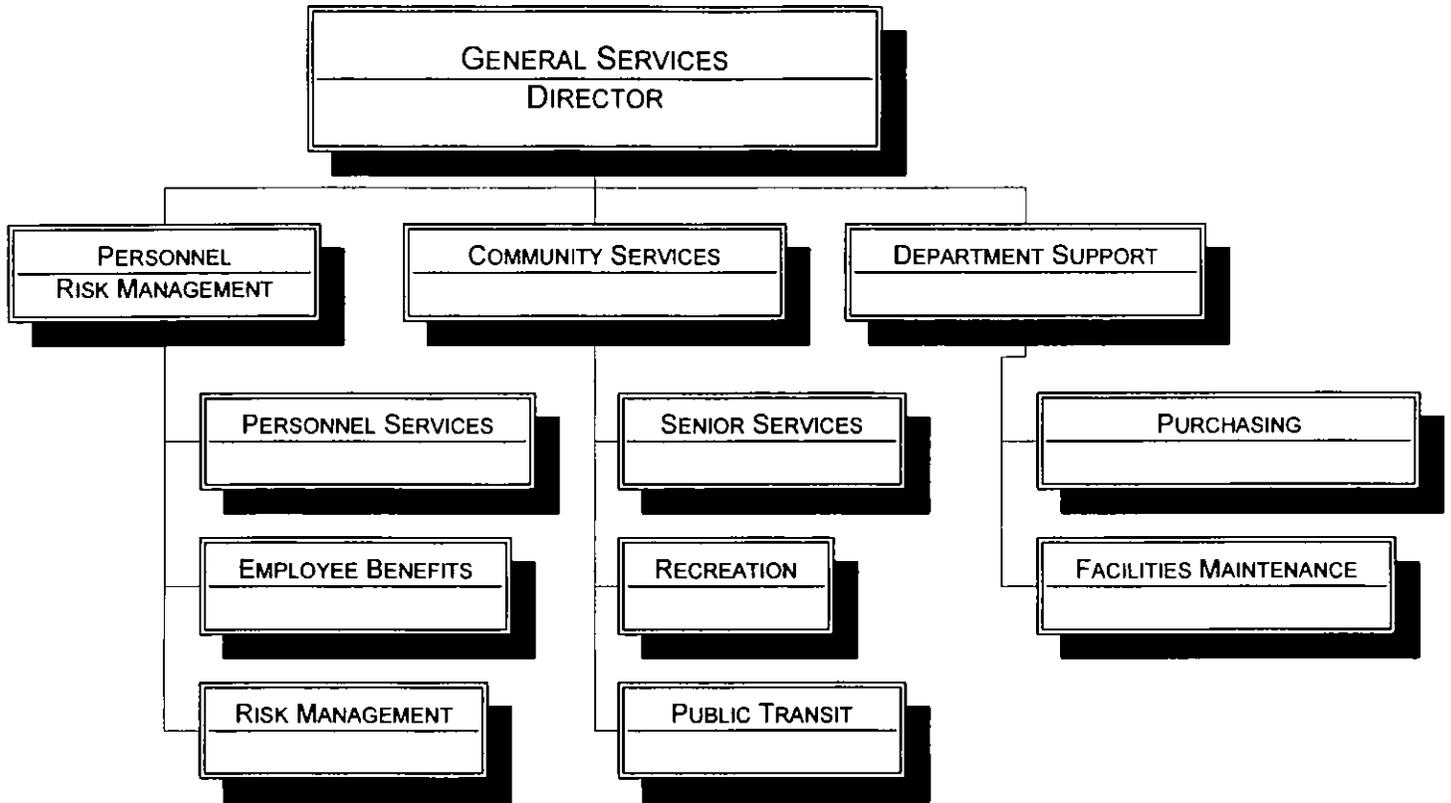
# City Clerk Department

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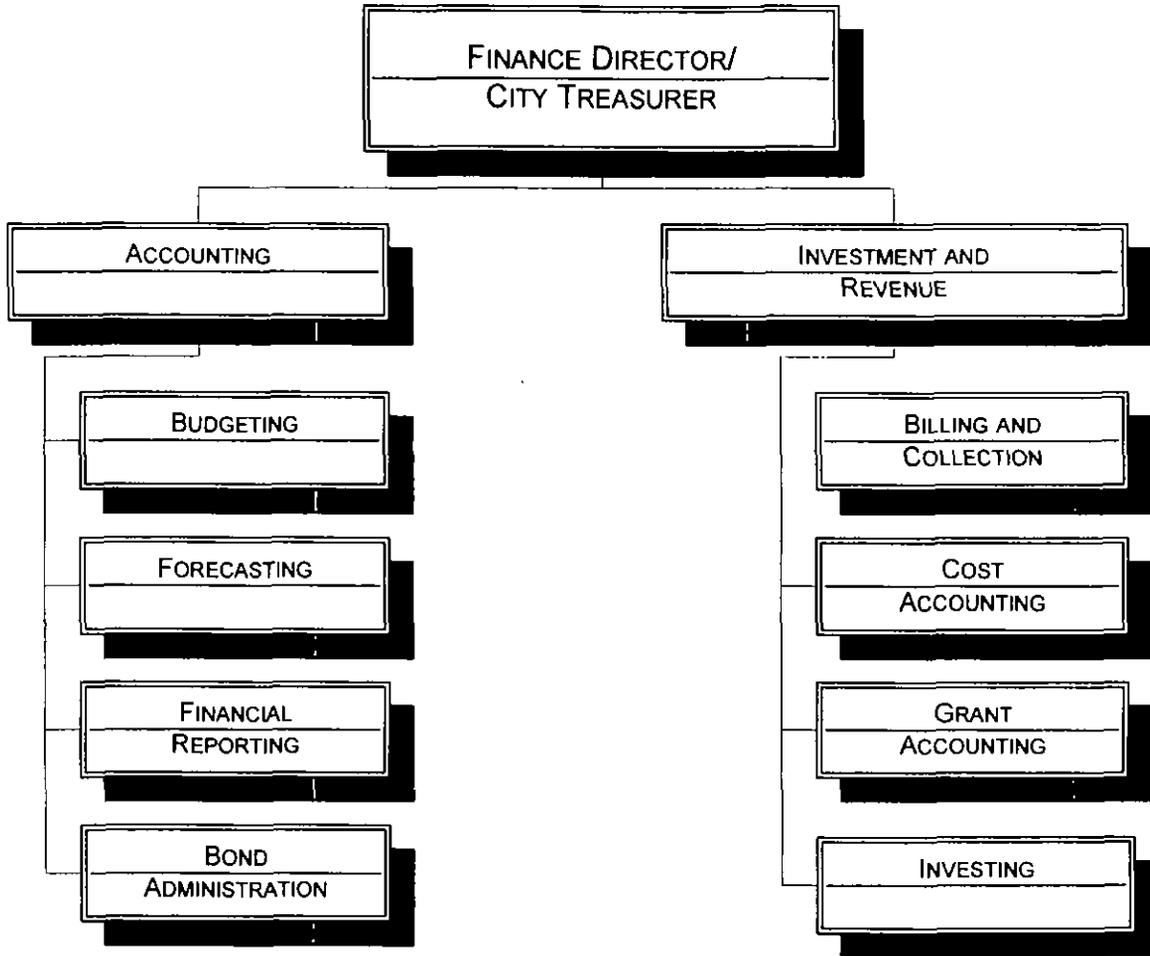
# General Services Department

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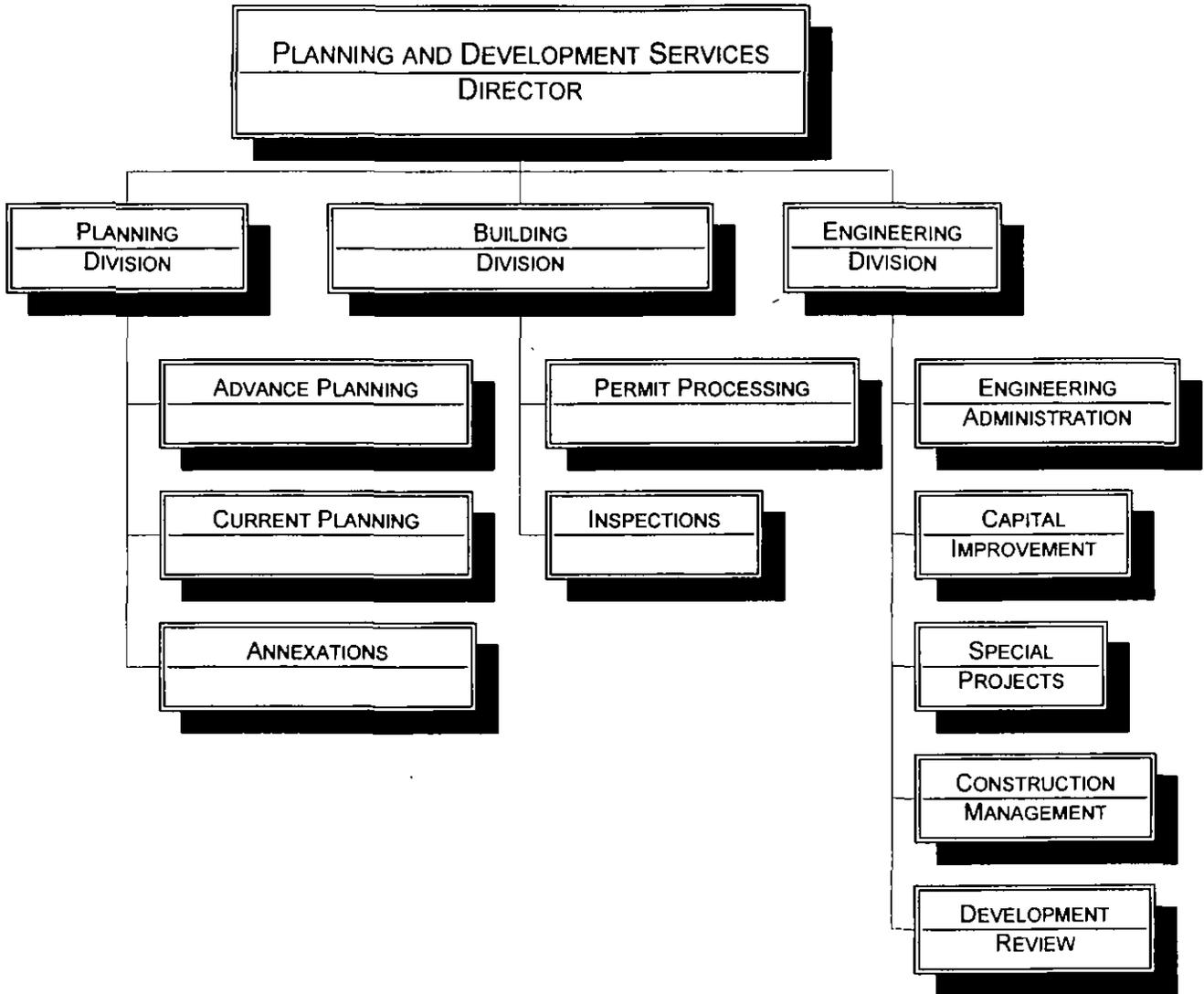
# Finance Department

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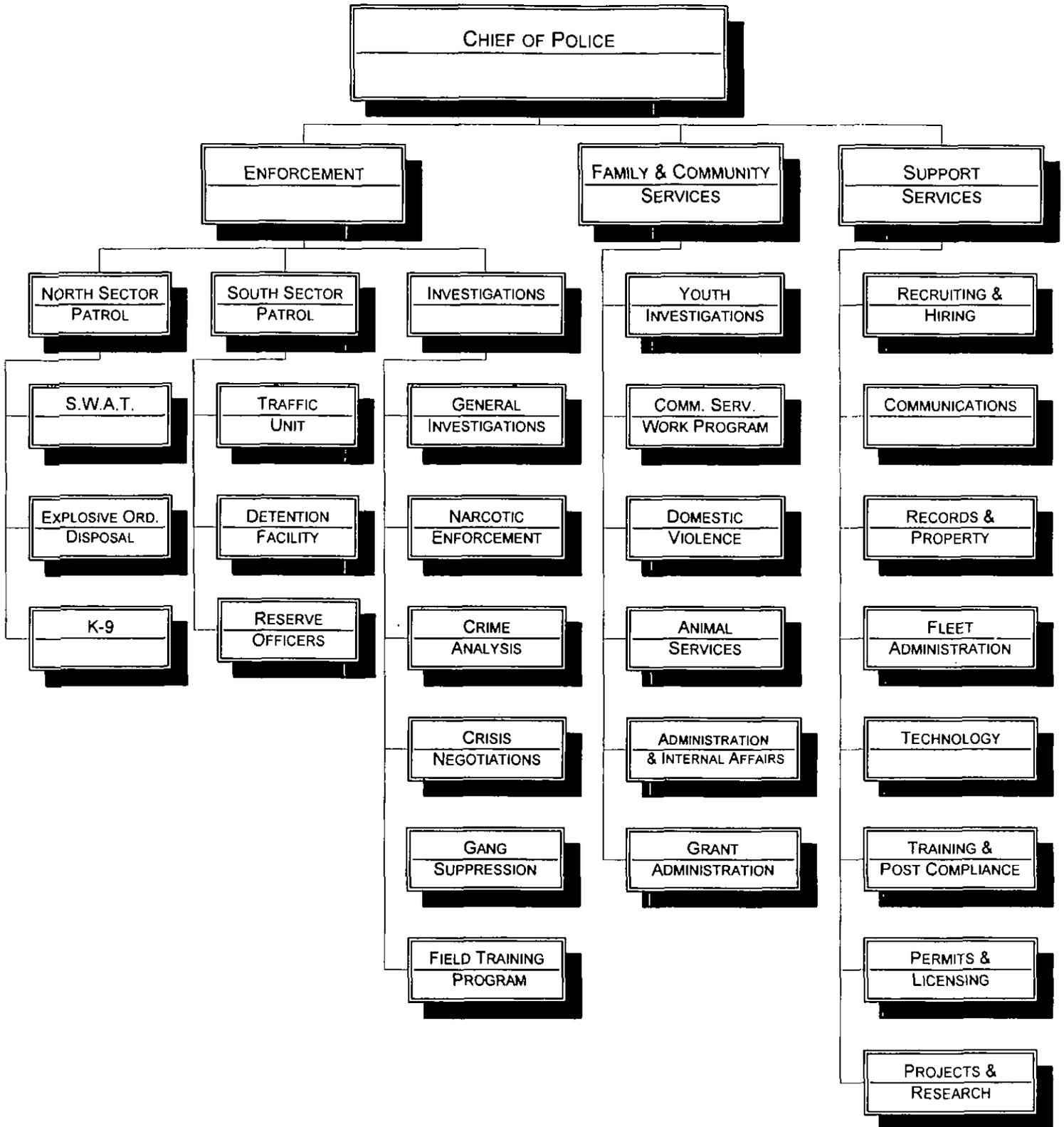


# Planning and Development Services Department

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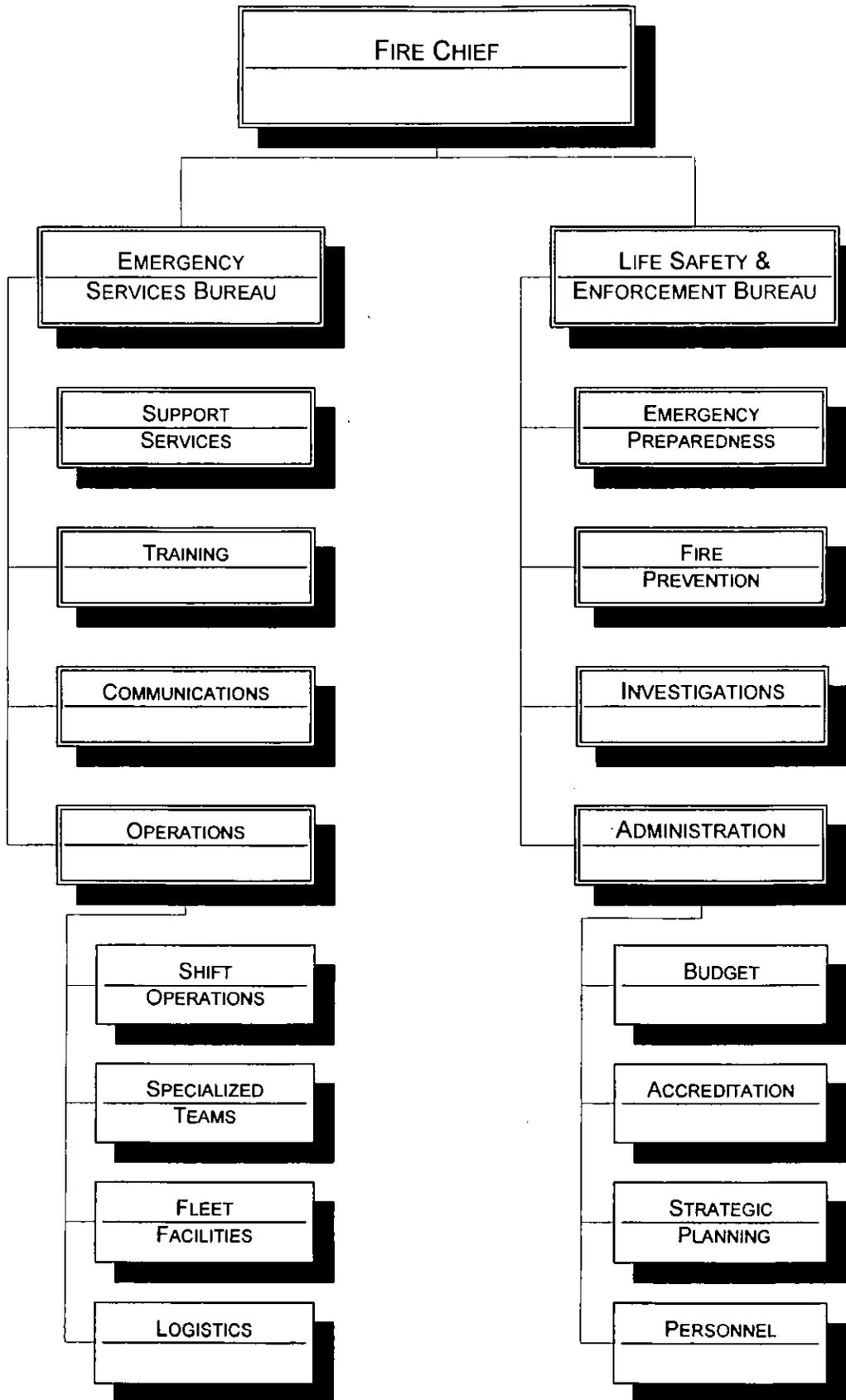


# Police Department



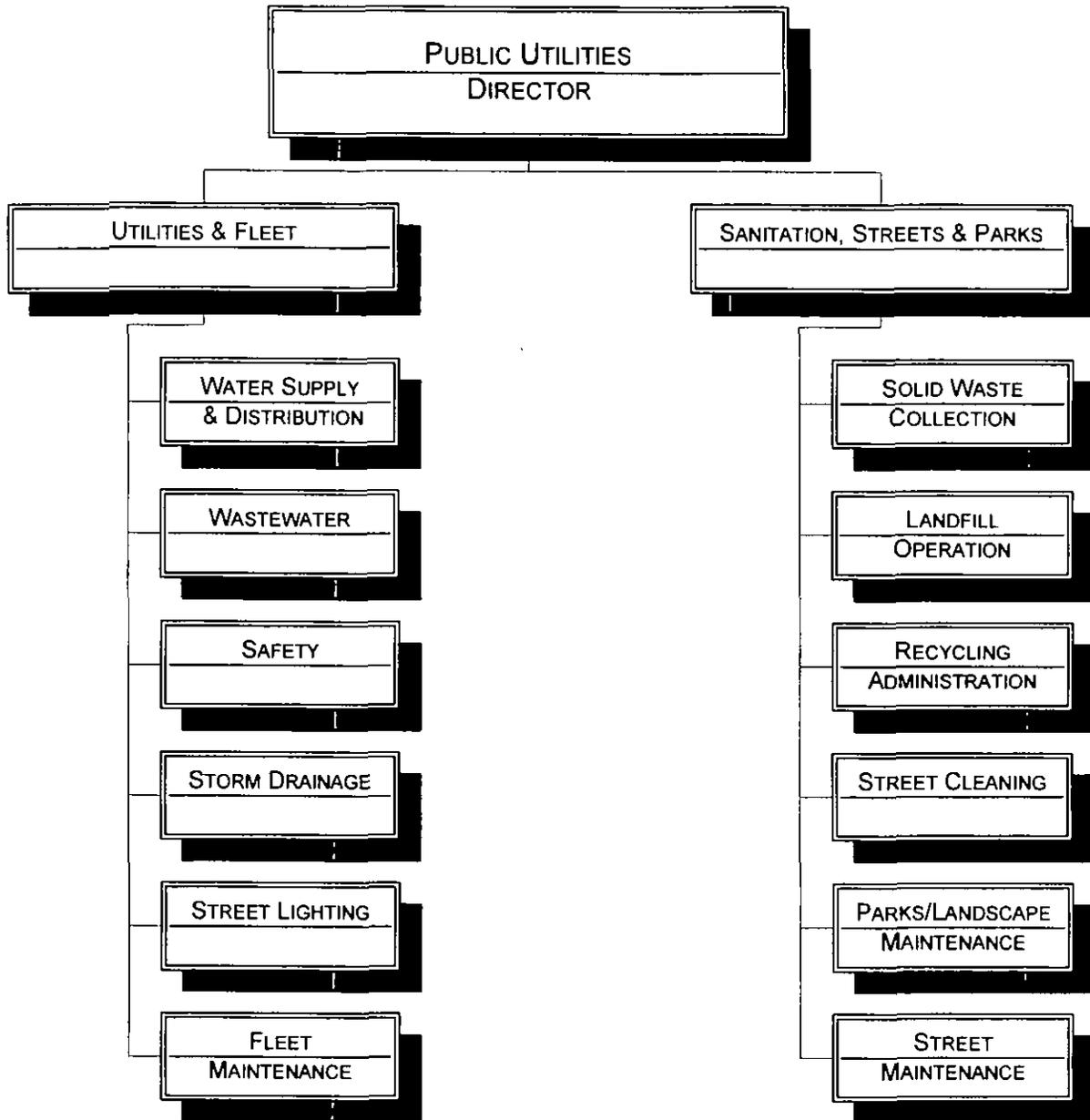
# Fire Department

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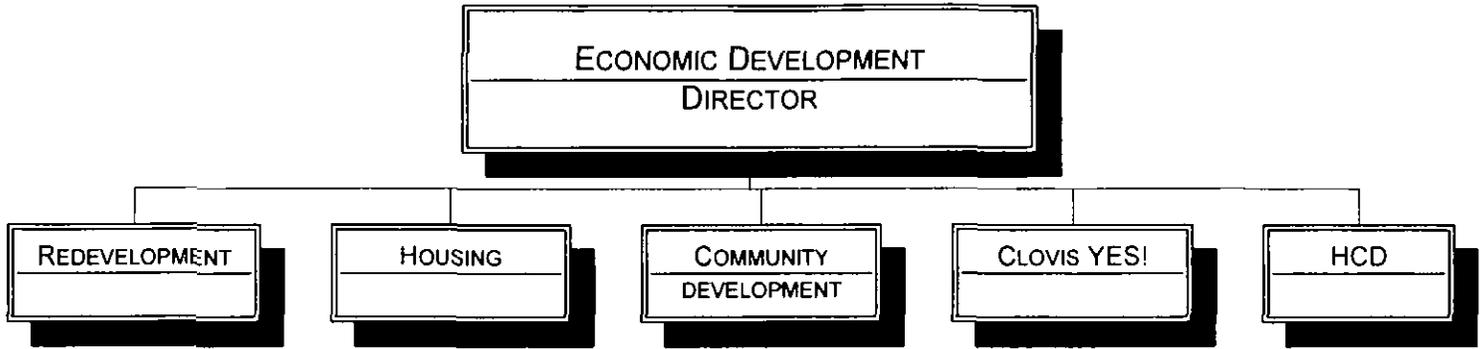
# Public Utilities Department

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# Clovis Community Development Agency

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**CITY OF CLOVIS  
2010-2011 MANAGEMENT STAFF**

Kathleen A. Millison, City Manager  
John Holt, Assistant City Manager/City Clerk  
Chad Fitzgerald, Special Projects Manager  
David Wolfe, City Attorney  
Robert Ford, General Services Director  
Robert Woolley, Finance Director/Treasurer  
Dwight Kroll, Planning & Development Services Director  
Janet Davis, Police Chief  
Rick Bennett, Fire Chief  
Michael Leonardo, Public Utilities Director  
Tina Sumner, Community and Economic Development Director

**AD HOC BUDGET  
PREPARATION TASK FORCE**

Kathleen A. Millison, City Manager  
Robert Woolley, Finance Director

Jamie Hughson  
Barbara Melendez  
Jay Schengel  
Susan Evans  
Scott Redelfs  
Jacquie Pronovost  
Marianne Mollring

## SUMMARY OF REVENUES & EXPENDITURES

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



Through funding from the Community Development Block Grant program, crews installed new concrete curb and gutter, and rebuilt the streets in the Cherry Lane neighborhood near Second Street.

# 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, 2010; the total estimated revenue for 2010-2011; the total proposed budget expenditures for 2010-2011; and the projected ending fund balance for each fund as June 30, 2011.

The Notes to Resources & 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, proposed expenditures are less than projected revenues. Revenues as projected are \$51.8 million which is a slight increase of \$0.5 million or 1% when compared to the prior year. Expenditures as projected are \$51.7 million and represent an increase of \$0.87 million or 1.7% when compared to the prior year estimated expenditures. The increase in revenue is attributable to grant revenues for six full-time firefighters and full year grant funding for five full-time police officers. Sales taxes are also projected to increase. These revenue increases are offset by lesser property taxes and lesser permit revenues derived from construction activity. Expenditures overall are increasing due to the grant funded safety positions. Overall departmental operating budgets are essentially status quo, but some expenditure categories are increasing necessitating a reduction in others to keep the budget balanced. Reductions are occurring in overtime, extra help, travel and training, capital expenditures and general service charges. This budget reflects that four vacant engineering positions will be unfunded due to the downturn in new development. A complete listing of recommended positions and unfunded positions is included in the **Personnel Section**. In addition, the General Fund has \$4.65 million, or 9.0% of expenditures, designated to be set aside as an emergency reserve. The General Fund also reflects a \$0.5 million unreserved, unassigned balance, intended to offset the impact of any revenue shortfall that may occur during the year due to economic uncertainty.

**Special Revenue Funds** - The fund balance for the Clovis Community Development Agency is decreasing when compared to the prior year. The Agency anticipates undertaking several major bond financed projects throughout the year including low and moderate housing which accounts for the decrease in fund balance. The Landscape Maintenance District Fund shows a projected fund balance of \$2.7 million for 2010-2011. 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. It has been a policy that the City transfer funds into the General Government Services Fund to build a reserve for future capital needs but due to funding constraints in the General Fund, this transfer is suspended again this year. There are currently sufficient reserves in the General Government Facilities Fund to support only a limited number of minor projects and all other reserves are committed to future debt service obligations.

**Enterprise Funds** - All of the City's Enterprise Funds show sufficient revenue and working capital to meet current operating requirements. The Refuse and Water Enterprises have approved rate increases scheduled for July 2010 while the Sewer Enterprise has a proposed rate increase scheduled for August 2010 which is proceeding to public hearing at the time of budget preparation. The Refuse Enterprise has an approved 4% increase effective July 1, 2010, but due to the decline in development it provides the opportunity to delay by several months the construction of a new waste cell and it is recommended that the Council lower the increase to 2%. This increase will still allow the City to continue to make the required improvements at the landfill in a timely manner, maintain required bond coverage, and repay inter-fund loans. The Transit Enterprise will be required to reduce services due to reductions in transportation tax collections. The Street Cleaning operation has been combined with the Refuse Enterprise operation and no additional rate adjustment is required at this time.

**Capital Improvements** - Several major projects are included in the 2010-2011 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 2010-2011 that do not currently have funding sources identified.

**Debt Service Funds** - All debt service requirements are being met in 2010-2011. The remaining fund balances represent debt service reserve requirements.

# SUMMARY OF RESOURCES AND APPROPRIATIONS 2010-2011

Fund	Beginning Balance	Transfers	Current Resources	Expenditures	Ending Balance
<b>GENERAL</b>					
General Fund	500,700	0	51,762,000	51,732,900	529,800 *
<b>SPECIAL REVENUE FUNDS</b>					
Clovis Com Dev Agency	4,412,800	(1,348,000)	2,942,500	2,213,100	3,794,200
Clovis YES	4,000	0	380,000	380,600	3,400
HCD Block Grant	31,250	0	100,000	82,200	49,050
Landscape Assessment District	3,066,400	0	2,509,000	2,861,000	2,714,400
Total Special Revenue	<u>7,514,450</u>	<u>(1,348,000)</u>	<u>5,931,500</u>	<u>5,536,900</u>	<u>6,561,050</u>
<b>INTERNAL SERVICE FUNDS</b>					
Liab & Prop Ins	314,400	1,000,000	998,600	1,152,500	1,160,500
Employee Benefits	990,400	0	15,874,000	16,317,400	547,000
Fleet Maintenance	2,832,900	0	7,496,000	5,874,300	4,454,600
General Govt Services	5,202,600	0	6,934,000	8,194,200	3,942,400
Total Internal Service	<u>9,340,300</u>	<u>1,000,000</u>	<u>31,302,600</u>	<u>31,538,400</u>	<u>10,104,500</u>
<b>ENTERPRISE FUNDS</b>					
Community Sanitation	5,178,400	(3,451,000)	15,051,000	14,277,300	2,501,100
Sewer Service	9,598,300	2,643,000	9,550,000	10,721,200	11,070,100
Water Service	5,223,700	(1,311,000)	12,554,000	10,652,200	5,814,500
Transit	209,900	0	3,475,000	3,529,100	155,800
Total Enterprise	<u>20,210,300</u>	<u>(2,119,000)</u>	<u>40,630,000</u>	<u>39,179,800</u>	<u>19,541,500</u>
<b>CAPITAL IMPROVEMENT FUNDS</b>					
Sewer Construction	5,986,200	(143,000)	2,565,000	6,861,000	1,547,200
Park Projects	741,400	0	1,094,000	1,585,000	250,400
Street Construction	316,900	0	7,244,000	7,005,000	555,900
Water Construction	2,501,300	1,311,000	1,847,000	5,188,000	471,300
Clovis Com Dev Agency	1,216,000	0	3,664,500	4,880,500	0
Refuse Construction	0	0	1,700,000	1,700,000	0
General Govt Facilities	158,000	0	1,147,000	1,305,000	0
Total Capital Improvement	<u>10,919,800</u>	<u>1,168,000</u>	<u>19,261,500</u>	<u>28,524,500</u>	<u>2,824,800</u>
<b>DEBT SERVICE FUNDS</b>					
Clovis Comm Dev Agency	219,200	1,348,000	0	1,365,000	202,200
Total Debt Service	<u>219,200</u>	<u>1,348,000</u>	<u>0</u>	<u>1,365,000</u>	<u>202,200</u>

\* The General Fund maintains a designation of \$4,652,000 or 9.0% of expenditures. This is set aside as an emergency reserve as directed by the City Council. In addition, \$285,000 is being maintained in the beginning balance to offset the impact of 2009/10 revenue shortfalls that may result from economic uncertainty.

# 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>
\$ 1,348,000	CCDA	CCDA Debt Service	to pay debt service
373,000	Sewer Capital-Dev	Sewer Service	to pay debt service
270,000	Sewer Capital-Dev	Sewer Service	for sewer plant improvements
811,000	Water Service	Water Capital-Dev	to pay debt service
500,000	Water Service	Water Capital-User	for water plant improvements
49,000	Comm Sanitation Cap*	Comm Sanitation Oper	acquisition of refuse containers
1,000,000	Comm Sanitation Oper	Liab & Prop Ins	repayment of interfund loan
500,000	Comm Sanitation Oper	Sewer Cap-Dev	repayment of interfund loan
2,000,000	Comm Sanitation Oper	Sewer Service	repayment of interfund loan

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

<p>Sewer Capital -              Sewer Capital-Enterprise              Sewer Capital-Developer</p> <p>Water Construction -              Water Capital-Enterprise              Water Capital-Developer</p>	<p>Clovis Community Development Agency -              Community Development Fund              Affordable Housing              Herndon Redevelopment Area              Herndon Area Affordable Housing</p>
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\* Community Sanitation Fund is unbudgeted and as such, is not shown on the preceding 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 2010-2011 revenues and expenditures. The schedule on the following page combines all the City's funds into one summary schedule while the 2010-2011 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 is 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 "2010-2011 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 33% 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 21.3% of the total. (Please read the note at the bottom of the Budget Summary about the affect Internal Service Fund charges have on the City's revenues and expenditures). Property Taxes, which includes motor vehicle license fees which are now classified as property tax, is showing only very modest growth due to the foreclosures and declining property values. Property taxes account for 14.1% of the city's revenue. The revenue source "Sales & Use Tax" which accounts for 8.7% of total revenue, is projected to decline overall, but the decline is anticipated to lessen during the first quarter of 2010.

Overall the City budget is down when compared to the prior year. Capital outlays/improvements account for 18.1% of the total budgeted expenditures in 2009-2010, and reflects the largest reduction when compared to the previous year due to several large capital projects that were started during the previous year. While total dollar amounts are down the City continues to devote personnel resources to accelerate the construction of City capital projects. The combined totals for all salaries and benefits, which accounts for 31.3% of the total expenditures, is showing a decrease from the previous year due to projected employee wage and benefit concessions along with the reduction of 19 positions no longer funded in the budget year. Reflected in the category "Administrative and Overhead," which makes up 7% 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, liability insurance, and office supplies. The expenditure category "Employee Related ISF Charges" which accounts for 9.4% of the 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.

# 2010-2011 BUDGET SUMMARY - ALL FUNDS

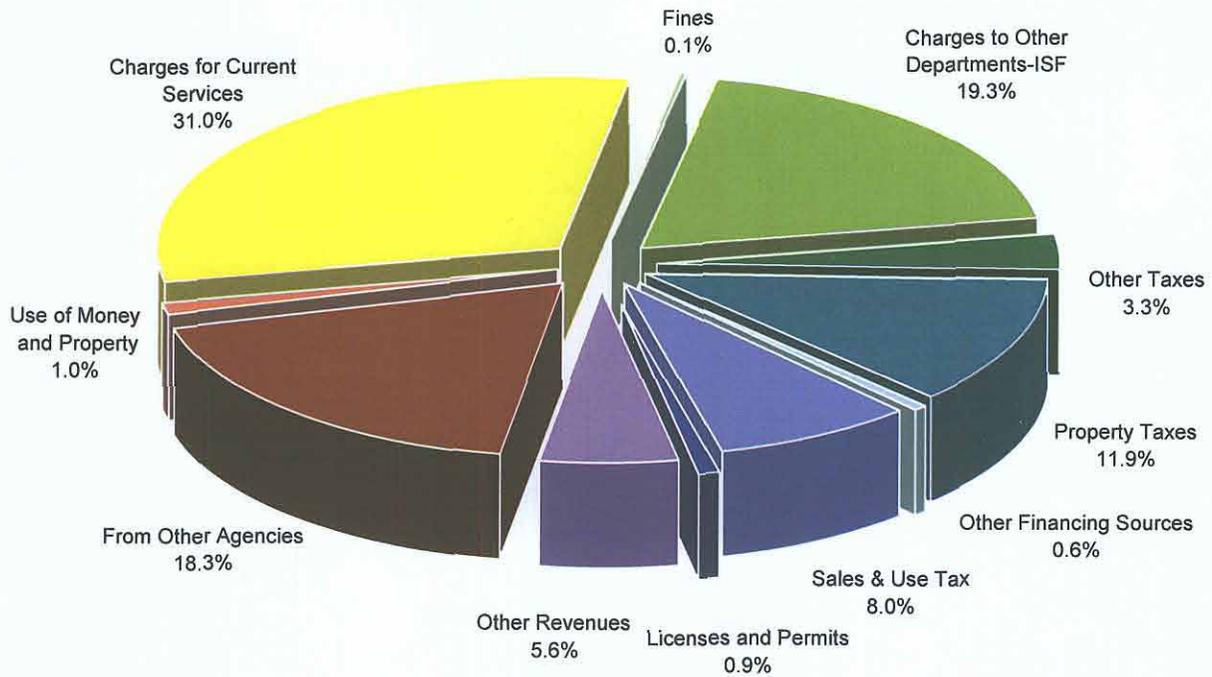
Included in the schedule below are items that are not considered revenue/expenses for financial reporting purposes. These items are:  
 Contributed Capital (included in "Charges for Current Services") -- Reported as equity for financial reporting  
 Long-term Debt (COPs and loans; included in "Other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

	2008-2009 ACTUAL	2009-2010 ESTIMATED	2010-2011 BUDGET
<b><u>FUNDING SOURCES</u></b>			
Property Taxes	22,509,935	18,717,000	19,989,000
Sales & Use Tax	12,993,878	12,600,000	13,100,000
Other Taxes	4,811,137	5,219,000	5,507,000
Licenses and Permits	1,311,393	1,434,300	1,117,000
Fines	275,506	225,000	232,000
Use of Money & Property	3,537,429	1,546,500	1,010,000
From Other Agencies	17,665,850	28,660,850	17,744,000
Charges for Current Services	47,963,097	48,736,000	51,541,000
Other Revenues	10,377,578	8,767,700	8,345,000
Charges to Other Departments-ISF	29,616,149	30,357,200	30,302,600
Other Financing Sources	0	867,200	0
Total Revenues and Other Financing Sources	151,061,952	157,130,750	148,887,600
Beginning Fund Balances	108,757,677	80,138,000	48,989,750
Total Available Resources	259,819,629	237,268,750	197,877,350
<b><u>EXPENDITURES/EXPENSES</u></b>			
Salaries-Regular	30,827,052	29,004,900	30,875,500
Overtime	3,252,189	2,424,200	2,957,600
Extra Help	2,653,897	2,626,100	2,368,300
Benefits	14,461,579	14,994,600	14,266,600
Vehicle Charges	6,718,004	6,431,600	6,782,100
Energy	4,465,977	5,272,300	5,520,900
Communications	482,498	528,100	486,800
Professional Services	14,358,092	16,579,500	15,898,500
Repair and Maintenance	2,044,653	2,378,000	2,554,100
State Mandates	542,202	582,000	612,000
Special Events	43,086	44,700	44,000
Building and Equipment Rental	77,755	94,300	123,800
Office Supplies	666,416	608,000	634,900
Materials and Supplies	3,962,715	4,157,100	4,219,200
Travel and Meeting Expense	146,674	194,900	197,600
Training	401,867	319,300	409,200
Dues and Subscriptions	88,198	113,300	134,500
Administration and Overhead	12,314,324	12,524,400	12,358,600
Employee-Related ISF Charges	15,695,184	14,609,500	15,825,000
Liability Insurance Prog-ISF	1,213,950	990,900	967,500
Debt Service	17,367,126	16,179,900	16,104,000
Capital Outlays/Improvements	59,108,710	58,615,400	24,536,800
Total Expenditures/Expenses and Other Uses	190,891,948	189,283,000	157,877,500
Net Operating Transfers *	11,210,319	1,004,000	49,000
Ending Fund Balances	80,138,000	48,989,750	40,048,850

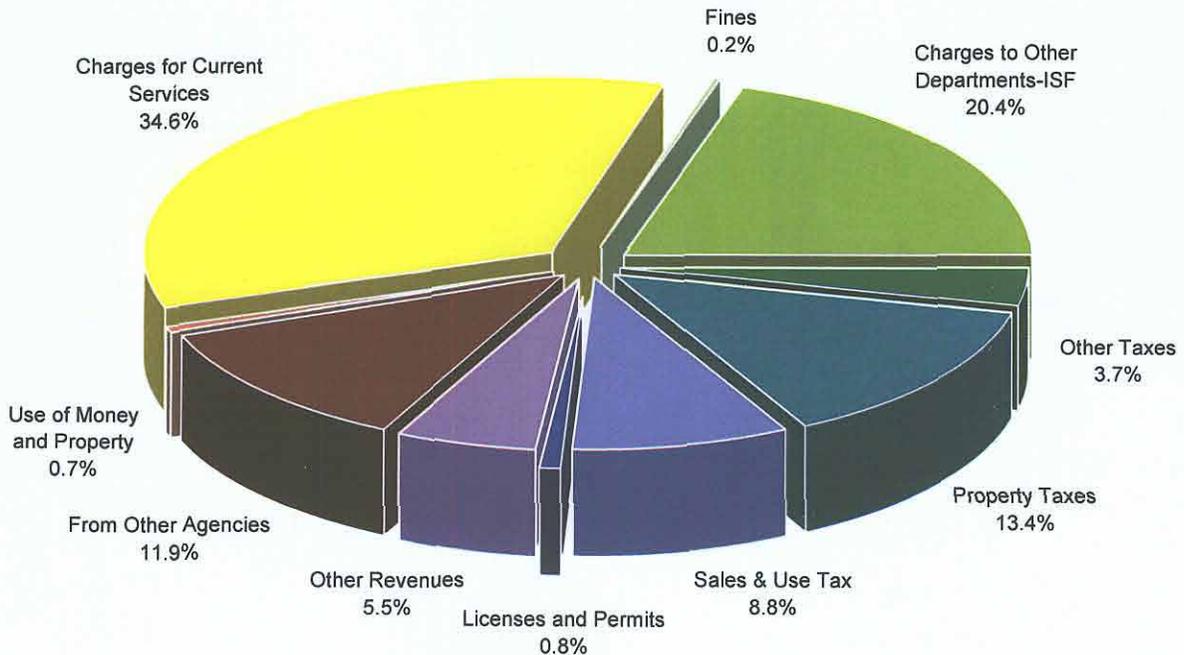
The numbers presented above include revenue and expenses for the City's Internal Service Funds. These funds act as cost allocation departments in that they accumulate the cost of goods and services and distribute these costs to the various other user departments. The user departments in turn record an expense/expenditure, and the Internal Service Fund records revenue. Therefore, a doubling effect occurs for those revenues and expenses/expenditures.

\* Net transfers are the result of the transfer to the Refuse Disposal Fund from the Community Sanitation Fund, an unbudgeted fund and to the General Government Services fund from the Measure A-Public Safety fund, an unbudgeted fund.

## 2009-2010 ESTIMATED REVENUES



## 2010-2011 BUDGET REVENUES



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

# 2010-2011 BUDGET SUMMARY - BY FUND

	<u>Special Revenue Funds</u>					<u>Internal Service Funds</u>			
	General	Clovis Community Development Agency	HCD Block Grant	Clovis YES	Landscape Assessment District	Liability and Property Insurance	Employee Benefits	General Services	Fleet
<b><u>FUNDING SOURCES</u></b>									
Property Taxes	16,109,000	3,880,000							
Sales & Use Tax	13,100,000								
Other Taxes	5,507,000								
Licenses and Permits	1,117,000								
Fines	232,000								
Use of Money & Property	41,000					5,000	17,000	102,000	72,000
From Other Agencies	3,461,000	2,392,000	100,000	380,000				98,000	920,000
Charges for Current Services	5,827,000				2,509,000			180,000	
Other Revenues	6,368,000	335,000				290,000	150,000	313,000	
Charges to Other Departments-ISF						703,600	15,707,000	7,388,000	6,504,000
<b>Total Sources</b>	<b><u>51,762,000</u></b>	<b><u>6,607,000</u></b>	<b><u>100,000</u></b>	<b><u>380,000</u></b>	<b><u>2,509,000</u></b>	<b><u>998,600</u></b>	<b><u>15,874,000</u></b>	<b><u>8,081,000</u></b>	<b><u>7,496,000</u></b>
<b><u>EXPENDITURES/EXPENSES</u></b>									
Salaries-Regular	22,083,800	371,400	42,100			110,500	182,400	1,171,800	893,800
Overtime	2,585,300	1,100						32,500	18,000
Extra Help	1,213,200	53,500		199,600				150,000	30,000
Benefits	10,103,000	150,400	17,900	85,800		39,500	62,800	477,200	399,600
Vehicle Charges	2,387,200	18,500	3,100			5,700	11,500	70,200	59,200
Energy	1,475,900	30,000						755,000	
Communications	251,200							187,200	600
Professional Services	4,256,900	465,500	1,200	15,800	2,858,000		100	240,000	60,500
Repair and Maintenance	377,200							1,438,800	433,000
State Mandates									7,000
Liability Insurance Prog-ISF						967,500			
Special Events	2,000						42,000		
Building and Equipment Rental	1,000	95,800						2,000	
Office Supplies	76,300	26,600		5,000				461,000	1,000
Materials and Supplies	834,500	28,400						64,000	2,297,500
Travel and Meeting Expense	141,700	12,700		5,000		200	200	2,800	6,000
Training	328,100	5,000		6,000		10,700	1,300	15,100	10,000
Dues and Subscriptions	114,000	6,500	400			1,000	600	1,500	1,100
Administration and Overhead	4,911,500	728,700	17,500	61,700	3,000	17,400	36,500	143,100	740,800
Employee-Related ISF Charges							15,825,000		
Debt Service		1,584,000						2,469,000	308,000
Capital Outlays/Improvements	590,100	4,880,500		1,700			155,000	1,818,000	608,200
<b>Total Uses</b>	<b><u>51,732,900</u></b>	<b><u>8,458,600</u></b>	<b><u>82,200</u></b>	<b><u>380,600</u></b>	<b><u>2,861,000</u></b>	<b><u>1,152,500</u></b>	<b><u>16,317,400</u></b>	<b><u>9,499,200</u></b>	<b><u>5,874,300</u></b>

# 2010-2011 BUDGET SUMMARY - BY FUND

<i>Enterprise Funds</i>				<i>Capital Projects Funds</i>				<i>Total</i>
Community Sanitation	Sewer Service	Transit	Water Service	Sewer	Park Projects	Streets	Water	
								19,989,000
								13,100,000
								5,507,000
								1,117,000
								232,000
108,000	189,000	17,000	141,000	90,000	85,000	125,000	38,000	1,010,000
		3,242,000			154,000	6,997,000		17,744,000
16,630,000	9,361,000	216,000	12,071,000	2,475,000	875,000	122,000	1,275,000	51,541,000
13,000			342,000				534,000	8,345,000
								30,302,600
<u>16,751,000</u>	<u>9,550,000</u>	<u>3,475,000</u>	<u>12,554,000</u>	<u>2,565,000</u>	<u>1,094,000</u>	<u>7,244,000</u>	<u>1,847,000</u>	<u>148,887,600</u>
2,458,600	644,600	961,100	1,957,400					30,875,500
197,200	19,500	27,500	76,500					2,957,600
122,000	10,000	540,000	50,000					2,368,300
1,222,100	296,900	557,700	853,700					14,266,600
2,917,500	267,500	713,500	328,200					6,782,100
30,000	710,000		2,520,000					5,520,900
9,900	2,300	21,000	14,600					486,800
2,968,300	3,631,500	276,300	1,124,400					15,898,500
26,100	53,000		226,000					2,554,100
605,000								612,000
								967,500
								44,000
25,000								123,800
35,000	10,000		20,000					634,900
93,300	117,000		784,500					4,219,200
7,000	7,000	5,000	10,000					197,600
13,500	3,500	1,000	15,000					409,200
1,900	1,000	700	5,800					134,500
1,721,100	1,666,200	425,300	1,885,800					12,358,600
								15,825,000
849,000	1,245,000			6,396,000			3,253,000	16,104,000
2,676,800	2,036,200	0	780,300	465,000	1,585,000	7,005,000	1,935,000	24,536,800
<u>15,977,300</u>	<u>10,721,200</u>	<u>3,529,100</u>	<u>10,652,200</u>	<u>6,861,000</u>	<u>1,585,000</u>	<u>7,005,000</u>	<u>5,188,000</u>	<u>157,877,500</u>

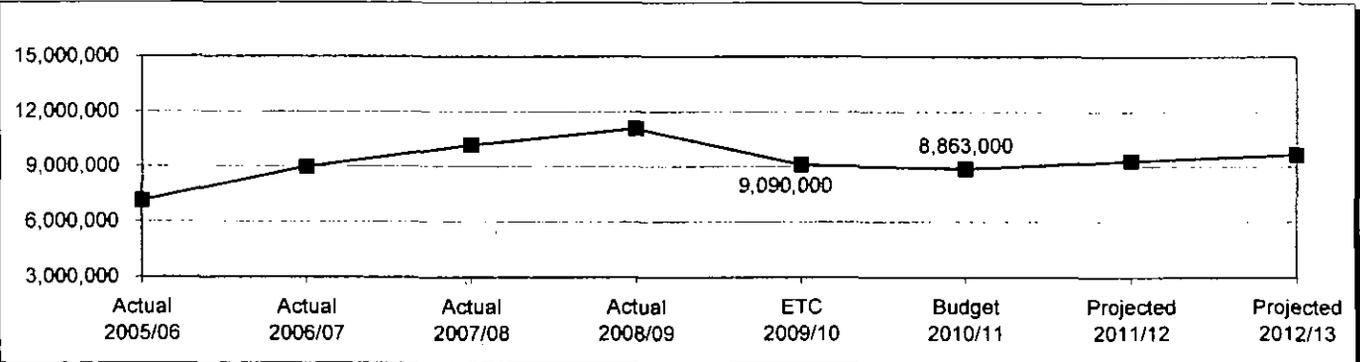
# REVENUE BY SOURCE

## 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. Beginning in 2004/05, one-quarter of the City's sales tax revenue is swapped for an equal amount of property tax. Also, 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. The County of Fresno assesses property owners within the county and distributes the tax to the appropriate agencies based on their sharing percentage. The City's share of the county-wide 1% is 17.72%. In 2009/10, the City of Clovis is expecting to receive about \$9,090,000 in property taxes on real and personal property. Growth in this revenue source is affected by several factors, among them are increased assessed values due to new construction, increased base due to annexation, the statutory maximum increase in assessed value of 2% per year, and changes in value related to property resale. The decline in property taxes in 2010/11 reflects the impact of the housing market crisis, and the downward valuation of properties sold or constructed in the last 5-6 years. As a result, the City is projecting that gross property taxes (before Educational Revenue Augmentation Fund reductions) will decline approximately 7.5% in 2010/11. Property tax revenue is about 18% of total General Fund revenue.

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

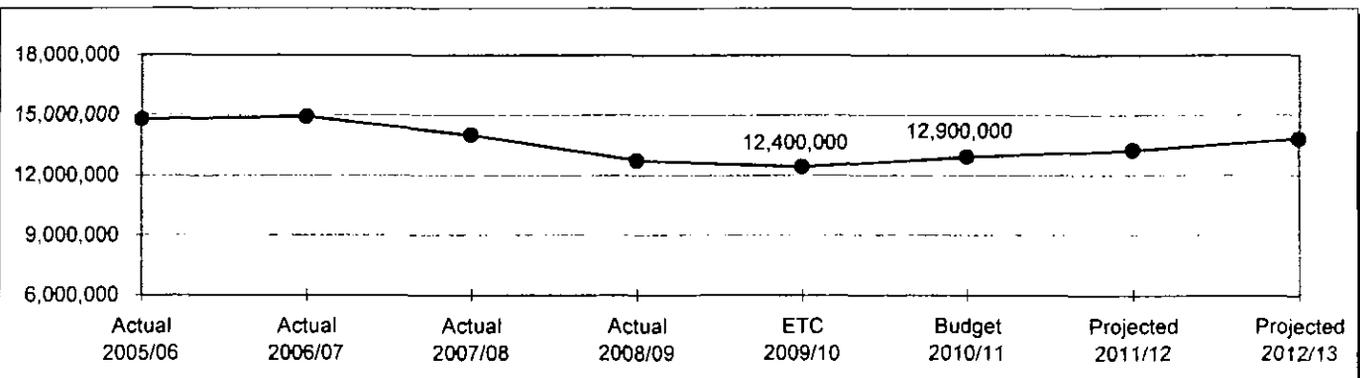
2005/06	\$5,553	2007/08	\$7,685	2009/10	\$7,459	2011/12	\$7,456 est
2006/07	\$6,627	2008/09	\$7,750	2010/11	\$7,310 est	2012/13	\$7,605 est



## Sales Tax-General Fund

The City of Clovis currently 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%.

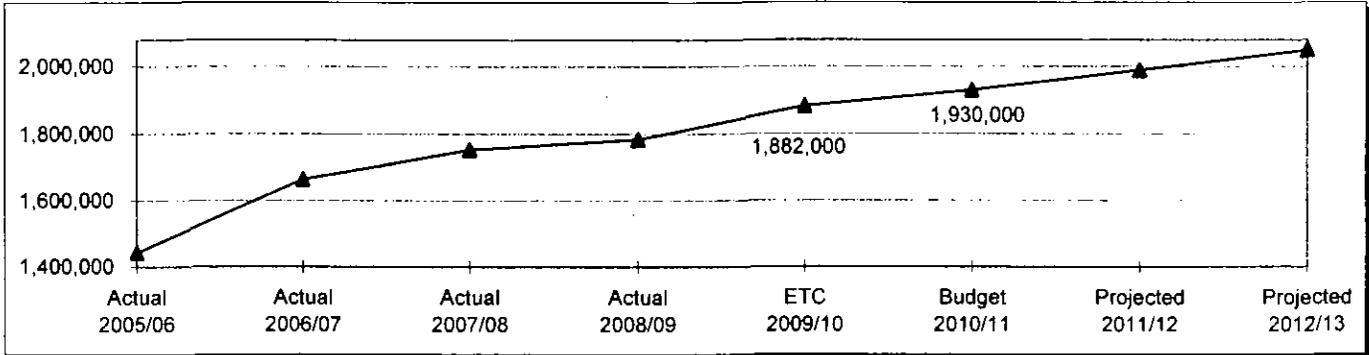
Major Segments:	Department	Percentage	Notes
	Department Stores	24%	The top ten retailers generate 37% of the sales tax and the top 100 retailers generate 78% of the sales tax in Clovis. 2007/08 was the first year sales tax experienced a decline due to factors such as the housing and credit crisis, high unemployment, and unease in consumer spending. The economic downturn is projected to impact spending in 2009/10 at a 3% decline but will increase in 2010/11 due to the opening of new stores such as Kohl's.
	Auto Sales	12%	
	Restaurants	11%	
	Building Materials	9%	
	Misc Retail	8%	
	Service Stations	6%	



# REVENUE BY SOURCE

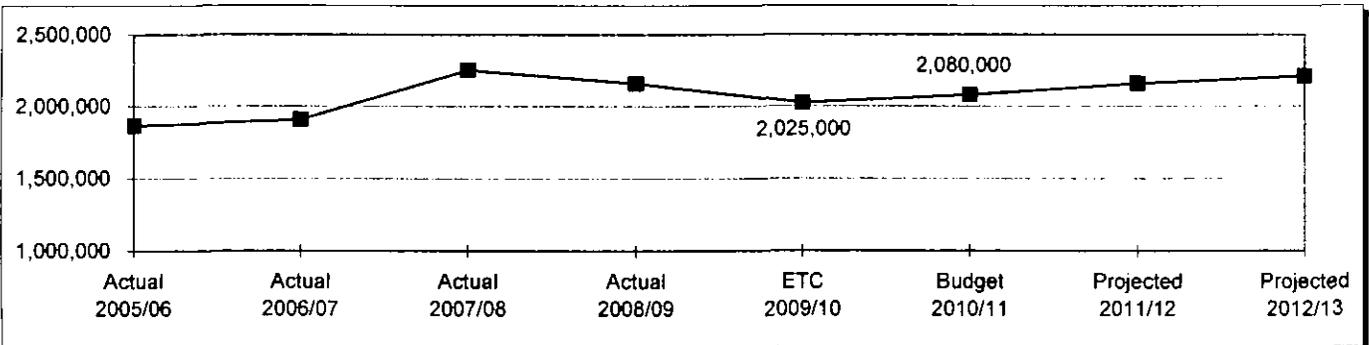
## Franchise Fees-General Fund

The City receives a Franchise Fee from Pacific Gas and Electric, Comcast Cable, AT&T, and Pacific Bell based on their gross receipts in Clovis. The revenue is expected to increase with the addition of new franchisees AT&T and Pacific Bell. 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 fees in 2007/08 increased dramatically as a result of a discovery audit which billed for the current year and prior three years. In 2009/10 and forward, revenues are expected to return to a normal revenue growth trend at the rate of inflation adjusted for new businesses.

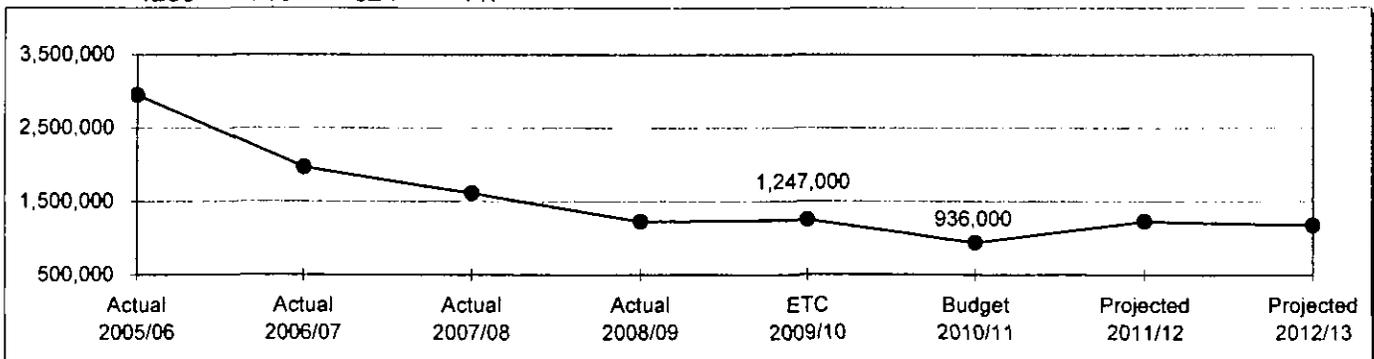


## Building Permits-General Fund

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. This slow down is projected to continue in 2010/11, remaining steady for a few years forward.

Building permit activity for dwelling units: Total building valuation for 2009 was \$190,479,000.

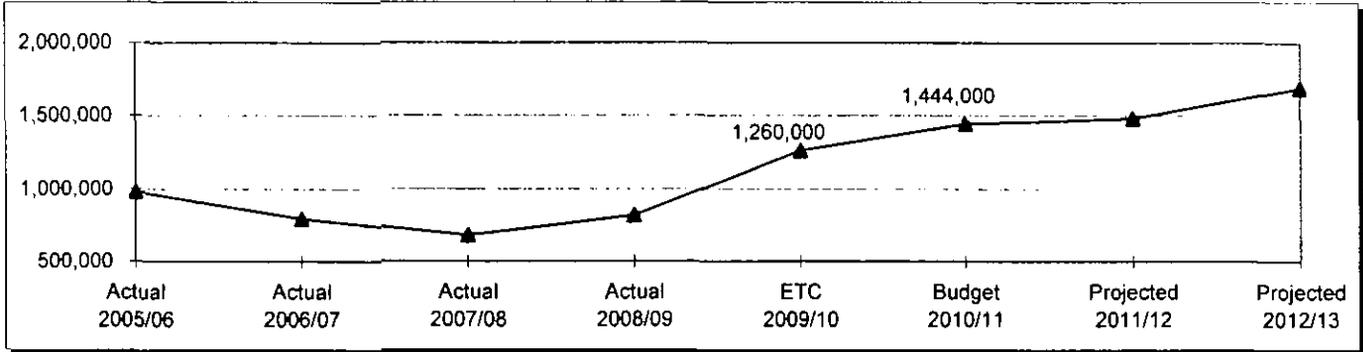
2006	2007	2008	2009
1256	718	524	447



# REVENUE BY SOURCE

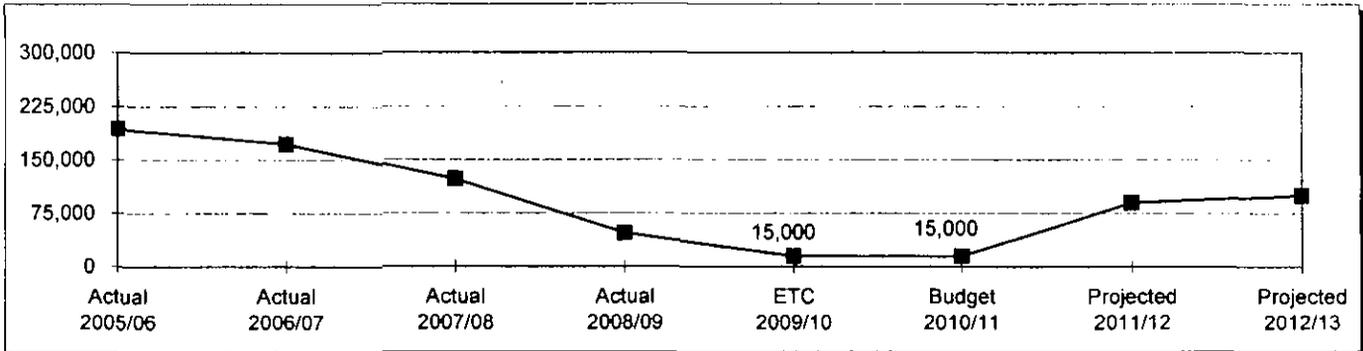
## Other Taxes-General Fund

This category includes transient occupancy tax and real property transfer tax. This revenue is expected to experience significant increases in 2009/10 due to the opening of five new hotels since 2008/09. Revenues begin to stabilize after 2010/11 as the anticipated occupancy in total will not increase as dramatically.



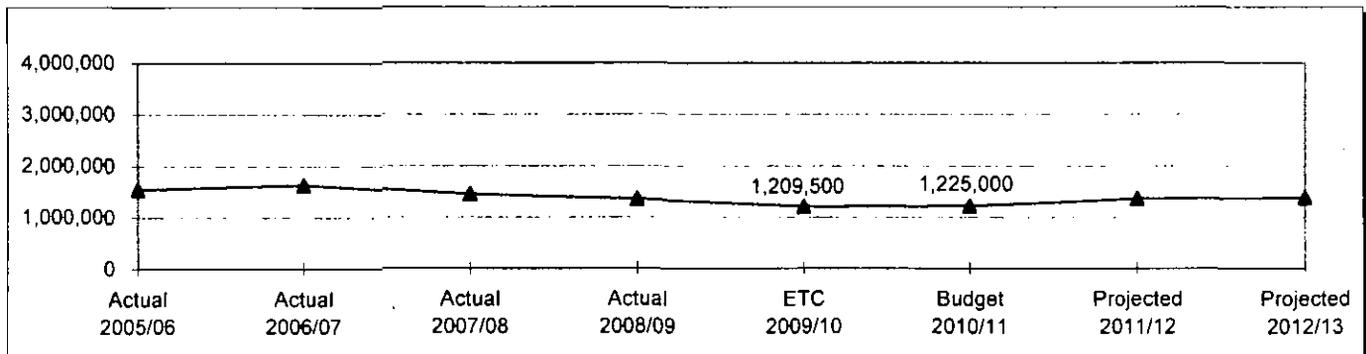
## Interest Revenue-General Fund

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 2009/10 and 2010/11 are 1.86% and 2.15%, respectively.



## State Subventions-General Fund

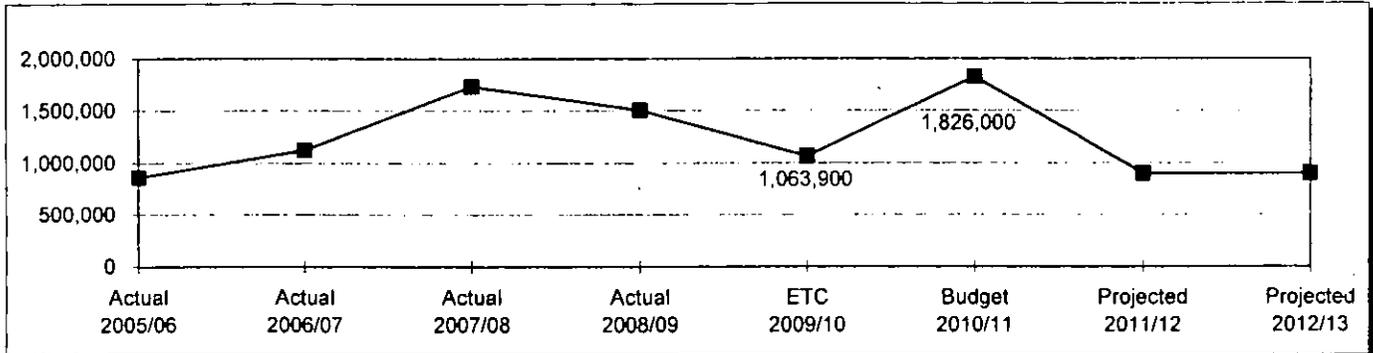
This category includes revenue collected at the state level and redistributed back to local agencies on a per capita basis. Revenue sources include vehicle license fees (VLF) and gas tax. Beginning in 2004/05, all but a small portion of vehicle license fees are now classified as property taxes.



# REVENUE BY SOURCE

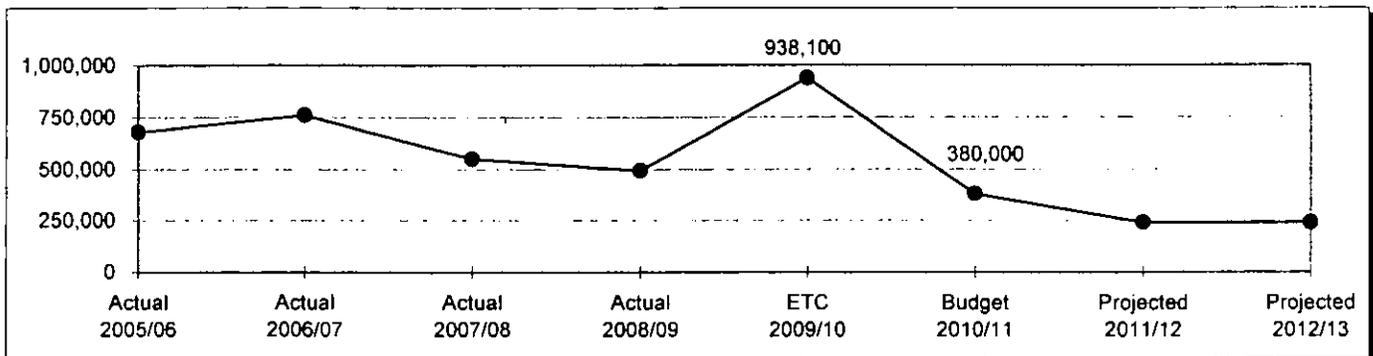
## Grants-General Fund

The sources of this revenue are from the state and federal governments. Revenues from programs such as Homeland Security and Older Americans Act depend on availability and approval of funds for qualified city projects. The significant increases in 2010/11 reflect federal Economic Stimulus funds received citywide for operations such as COPS Hiring Recovery Program and Staffing for Adequate Fire and Emergency Response.



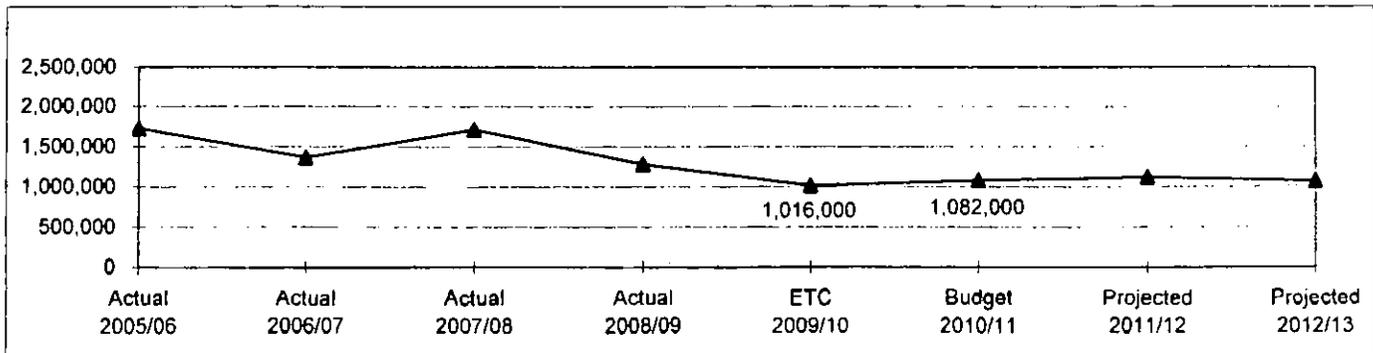
## Revenue From Other Agencies-General Fund

This revenue is from other public agencies including reimbursements of the homeowners property tax exemption. 2009/10 shows a significant increase due to the receipt of one time state funds of \$.5 million for replacement/upgrades of the 911 Dispatch Phone System. Revenues show significant decline after 2009/10.



## Planning Fees-General Fund

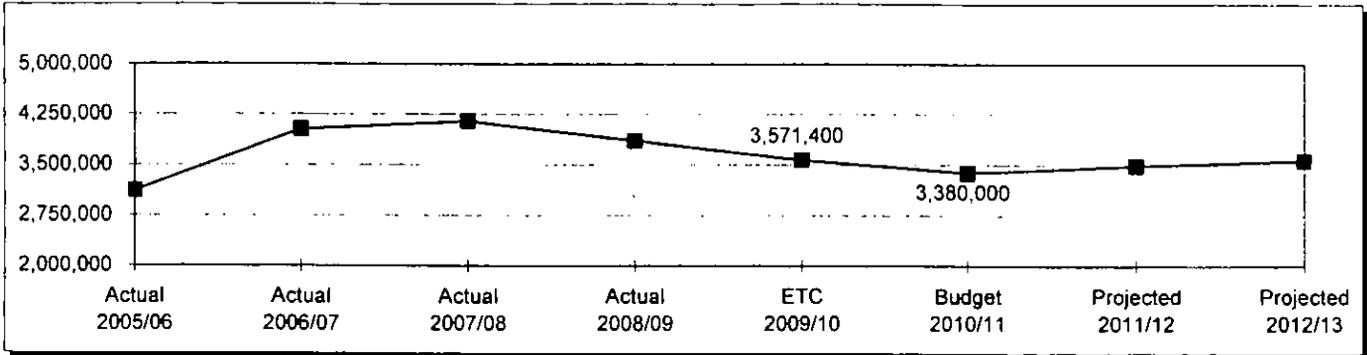
Planning fees are charged for processing requests for use permits or entitlement permits. This includes conditional use permits, zone changes, subdivision maps, and general plan changes. The amount of revenue is directly related to the amount of advance development activity. Additional revenue is generated as a result of the implementation of a fee to pay the cost to prepare and update the City's General Plan.



# REVENUE BY SOURCE

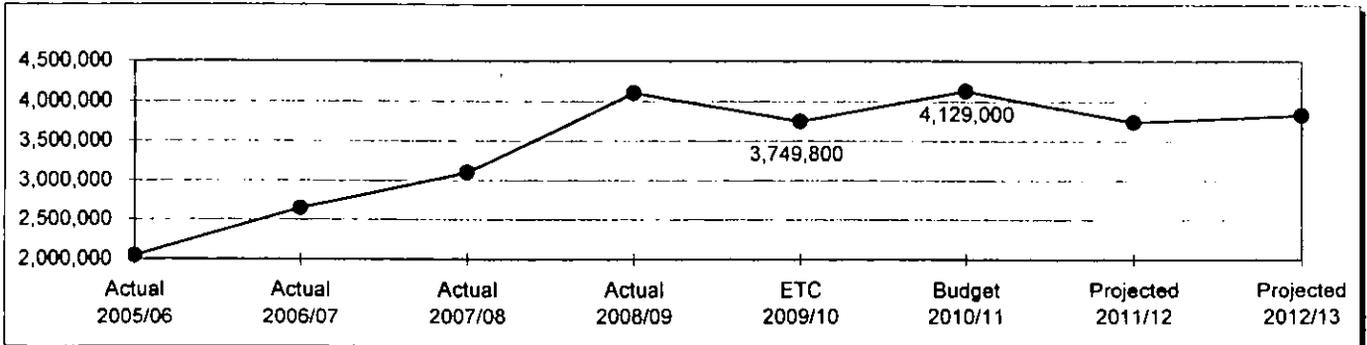
## Engineering Fees/Charges-General Fund

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.



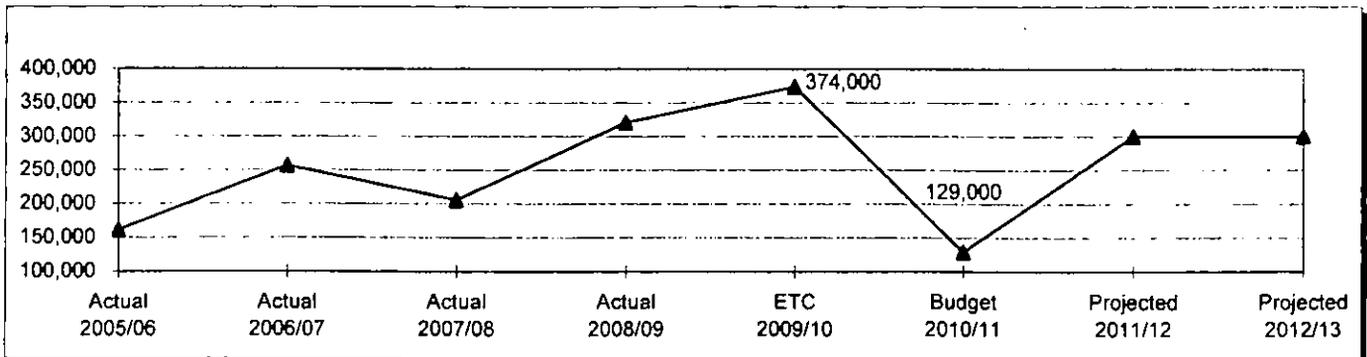
## Revenue for Current Services-General Fund

This revenue category includes revenue from fees for development program administration, charges for use of Police Reserves, sale of copies, weed abatement, emergency response, landscape maintenance charges, Senior Center use charges, and administration charges to the City's redevelopment agency. The revenue in this category varies with service activity.



## Other Revenue-General Fund

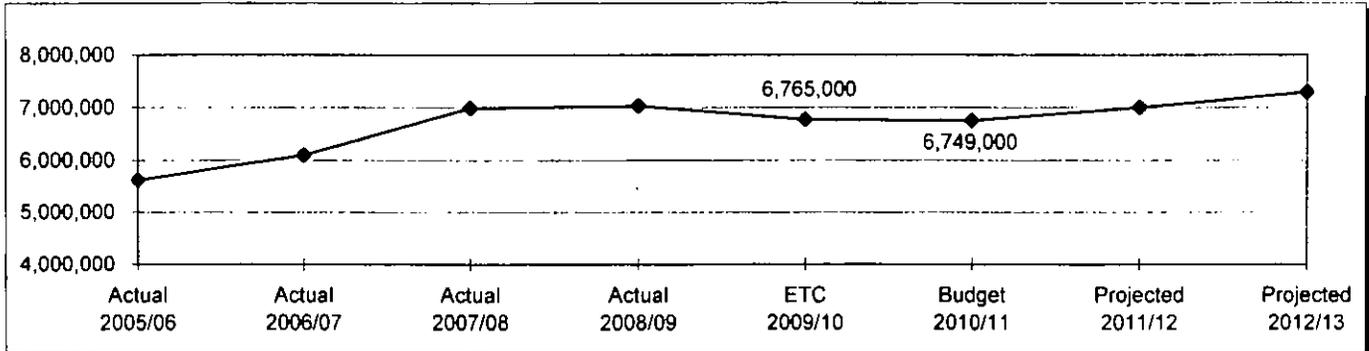
This category includes revenue from the sale of equipment as well as asset forfeiture revenue. Normally asset forfeiture amounts are appropriated throughout the year and are not included during the budget process.



# REVENUE BY SOURCE

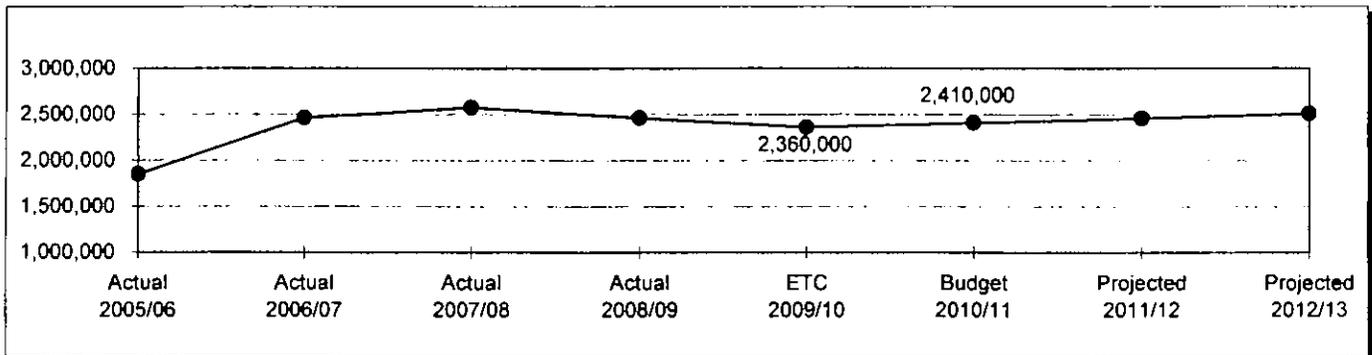
## Property Tax in lieu of VLF-General Fund

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



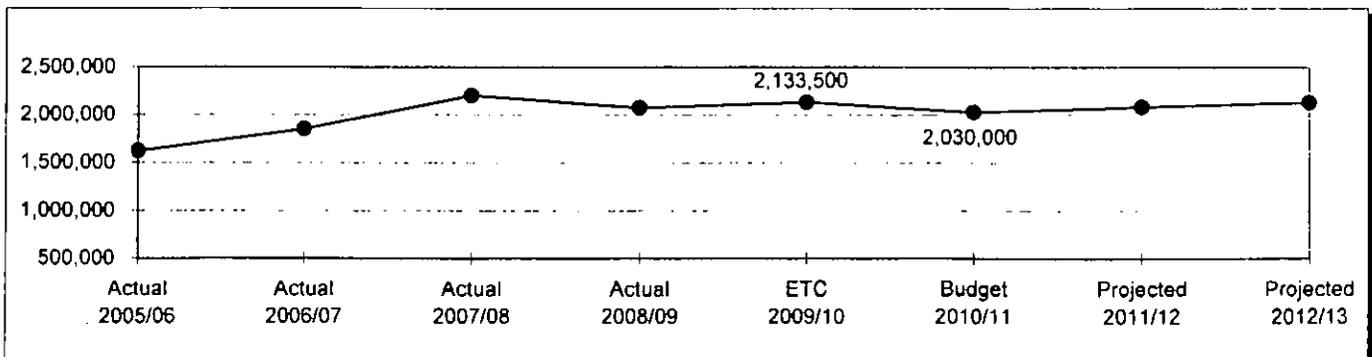
## Administrative Charges-General Fund

Administrative charges result from the recovery of the cost of services provided for specific activities of the support services within the General Fund. These support activities include City Council, City Clerk, City Manager, City Attorney, Finance, and Personnel. This revenue source contributes about 4.7% of the General Fund revenue.



## Tax Increment-Clovis Comm Dev Agency

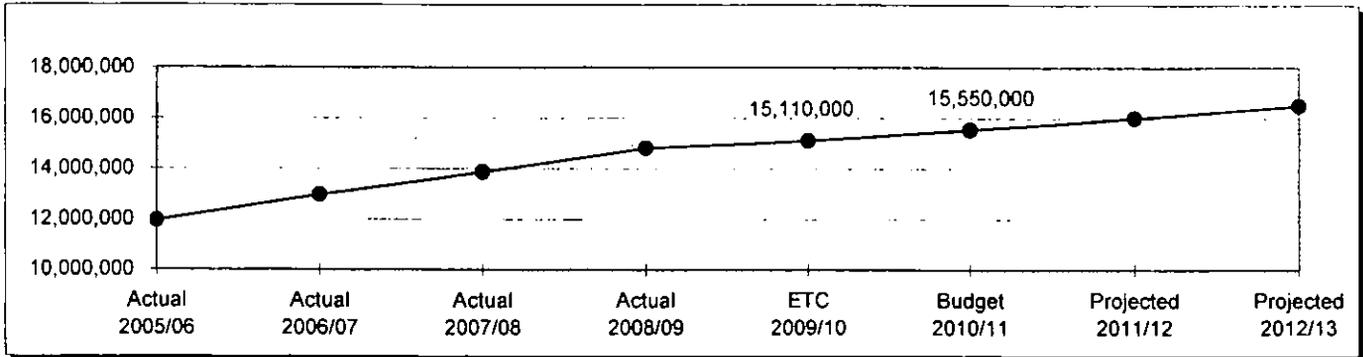
Tax Increment is derived from property taxes that are the result of increased property valuation and growth occurring in the two project areas of the Agency.



# REVENUE BY SOURCE

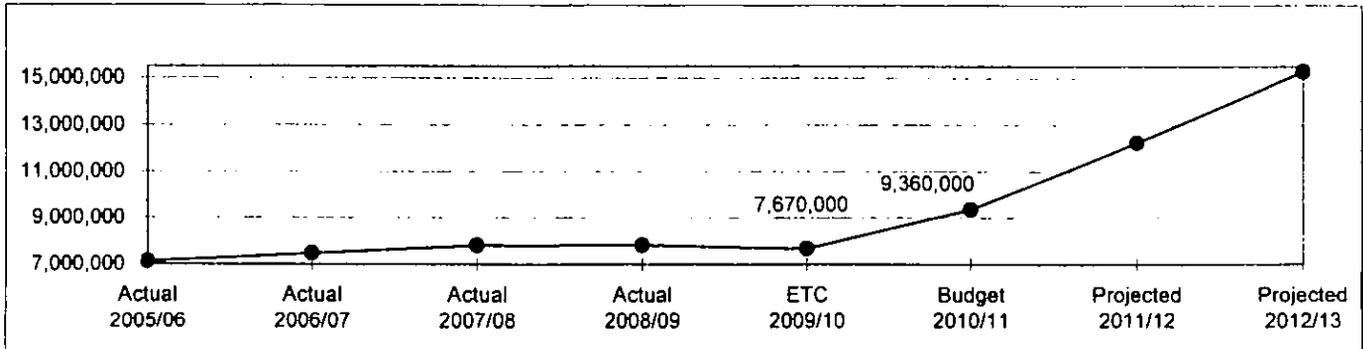
## Refuse Charges-Refuse Disposal Fund

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; 10% effective July 1, 2004 and an additional 12.4% effective January 1, 2005 with an increase of 4% July 1, 2005 and every July 1 thereafter.



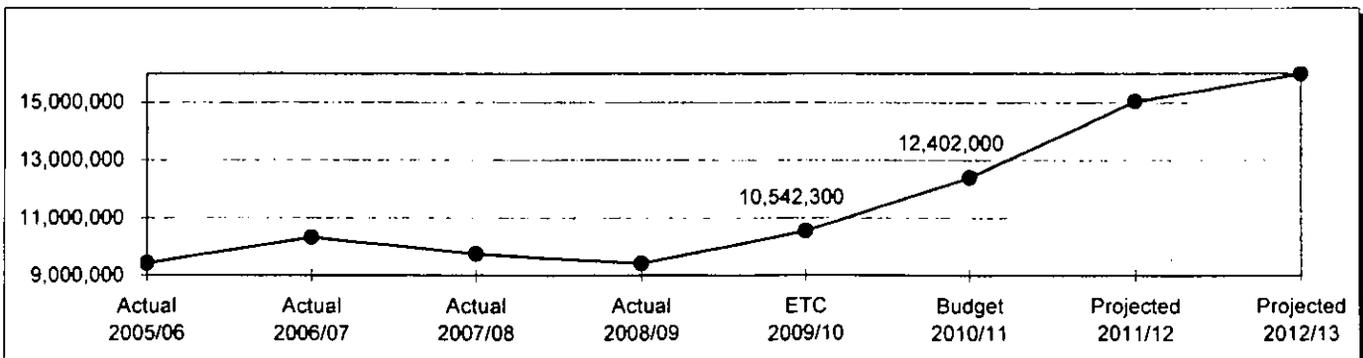
## Sewer Charges-Sewer Service Fund

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 population growth, along with rate increases projected at 20% in 2010/11, 25% in 2011/12 and 25% in 2012/13.



## Water Charges-Water Service Fund

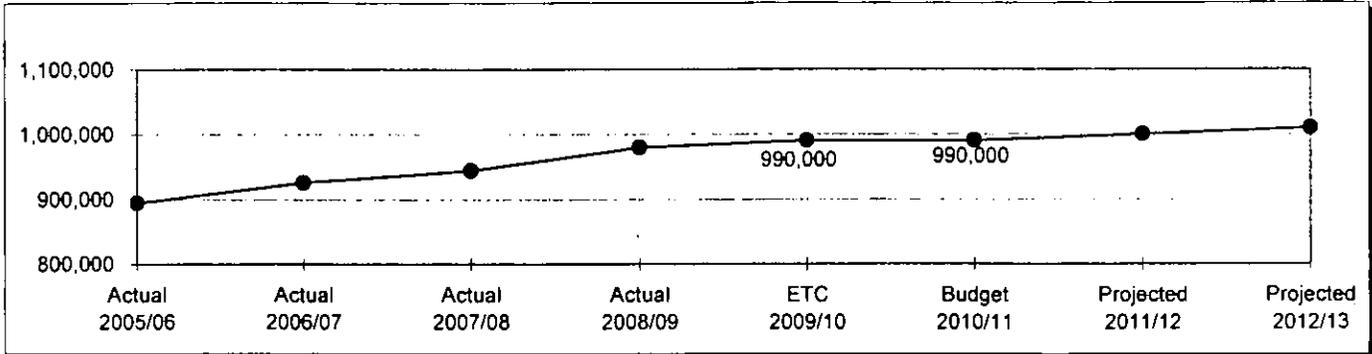
Production, distribution, and treatment of water are charged to residential and commercial users based on usage. Different rates are established for different types of users and different quantities used. Factors that are considered in revenue projections include population growth and rate increases projected at 20% in 2009/10, 15% in 2010/11, 15% in 2011/12, and 5% in 2012/13 to cover increased costs to treat and distribute potable water, major capital improvements, and to provide debt service coverage.



# REVENUE BY SOURCE

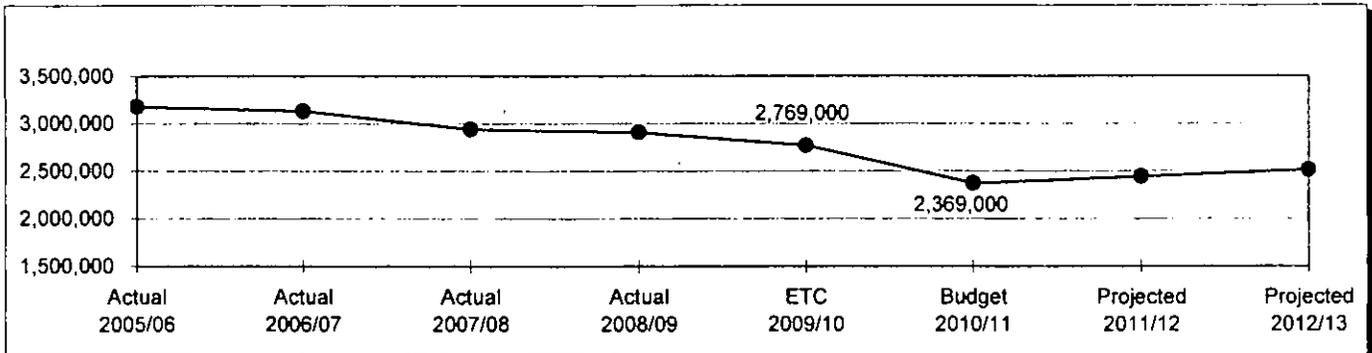
## Street Cleaning Charges-Street Cleaning Fund

Street Cleaning charges continue to grow based on the estimated increase in residential and commercial units due to the continuing increase in population.



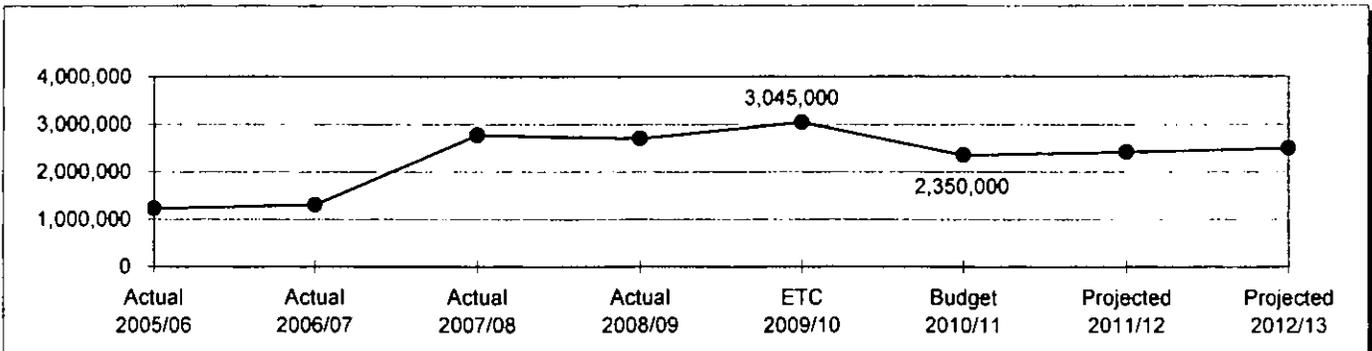
## Local Transportation Funding-Street Construction & Transit Funds

This source of revenue is generated by a 1/4 cent tax on fuel, which is collected by the state and distributed to the cities on a formula basis. Projected revenues are anticipated to decrease due to the climbing increases in gasoline prices resulting in a reduction in the amount of gallons sold, and the reduction of Article 8 funding for Local Streets and Roads.



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

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. 2010/11 reflects a major decline anticipated in sales tax as a result of the recessionary climate.

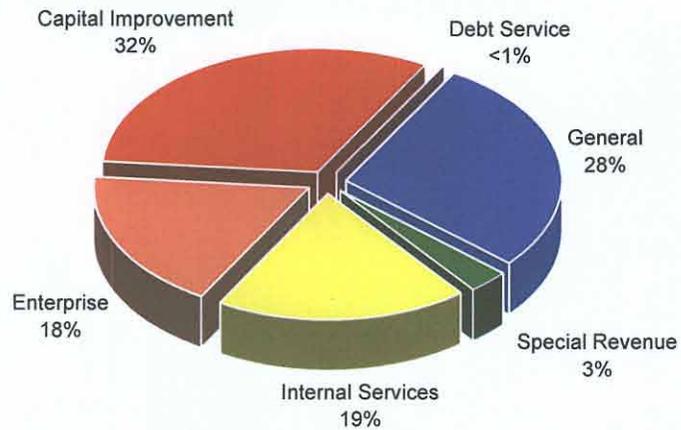


# SUMMARY OF EXPENDITURES BY FUND

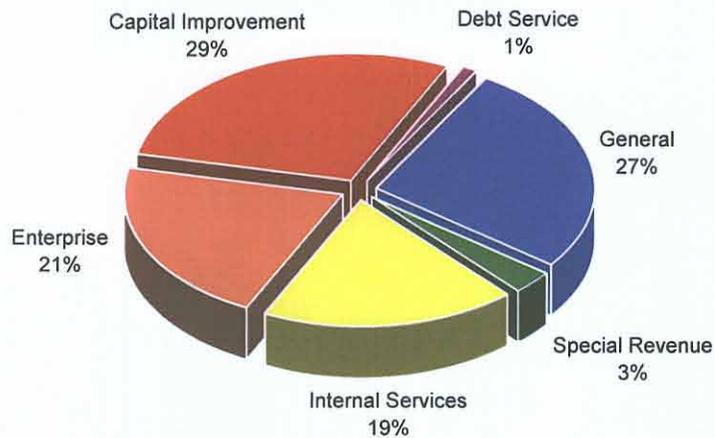
	2008-2009 <u>Actual</u>	2009-2010 <u>Revised Estimate</u>	2010-2011 <u>Budget</u>
<b>GENERAL FUND</b>	53,473,643	50,867,300	51,732,900
<b>SPECIAL REVENUE FUNDS</b>			
CCDA	2,208,856	2,061,100	2,213,100
HCD Block Grant Admin	103,661	89,700	82,200
Clovis YES	398,335	584,000	380,600
Landscape Maintenance District	2,448,983	2,775,600	2,861,000
<b>INTERNAL SERVICES FUNDS</b>			
Liability & Property Insurance	1,336,021	1,172,200	1,152,500
Employee Benefit	16,008,637	15,098,200	16,317,400
Fleet Maintenance	8,955,891	9,136,100	5,874,300
General Govt Services	9,831,913	9,772,500	8,194,200
<b>ENTERPRISE FUNDS</b>			
Community Sanitation	13,601,706	13,984,800	14,277,300
Sewer Service	6,831,117	11,629,100	10,721,200
Transit	5,272,476	3,635,500	3,529,100
Water Service	9,429,633	11,822,300	10,652,200
<b>CAPITAL IMPROVEMENTS FUNDS</b>			
Sewer Construction	38,560,028	11,945,700	6,861,000
Parks Projects	4,872,947	3,639,500	1,585,000
General Government Facilities	1,253,099	1,582,000	1,305,000
Street Construction	8,882,796	24,064,500	7,005,000
Water Construction	4,498,621	9,815,800	5,188,000
Refuse Construction	838,030	1,155,000	1,700,000
CCDA	1,442,589	3,086,300	4,880,500
<b>DEBT SERVICE</b>			
CCDA	<u>642,966</u>	<u>1,365,800</u>	<u>1,365,000</u>
<b>TOTAL</b>	<u><u>190,891,948</u></u>	<u><u>189,283,000</u></u>	<u><u>157,877,500</u></u>

# EXPENDITURES BY FUND

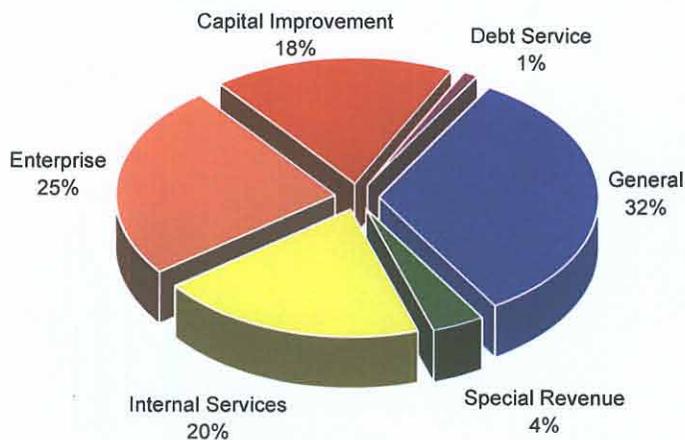
## 2008-2009 ACTUAL



## 2009-2010 ESTIMATED



## 2010-2011 BUDGET



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## DEBT OBLIGATIONS

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



Measure C funded the street slurry seal project, which kept contractors, crews, and City staff busy for several weeks last summer.

# 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 2010-11 is calculated at 15% of total assessed valuation or \$1,118,920,980. The City currently has no general obligation debt outstanding.

## LEGAL DEBT LIMIT

Assessed Valuations	\$ 7,355,168,000
Add back exempt property	<u>104,305,200</u>
Total Assessed Value	<u>\$ 7,459,473,200</u>
Legal Debt Limit	
15% of Total Assessed Value	\$ 1,118,920,980

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 Community Development Agency); 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, 2009, is as follows:

Tax Allocation Bonds	\$ 19,100,000
Capital Leases	8,241,870
Long-Term Loans	1,321,529
Long-Term Contracts	15,815,472
Revenue Bonds	171,130,000

In addition to the debt amounts listed above, the City incurred new non-general obligation debt in the form of a capital lease and a new long-term loan during the 2009-10 fiscal year. A capital lease is being utilized to purchase new police vehicles. A long-term loan is being utilized to purchase lighting efficiency upgrades and heating, ventilating and air conditioning equipment replacements.

## 2010-2011 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 6/30/2010</i>	<b>DEBT SERVICE REQUIREMENTS</b> <i>(Principal and Interest Only)</i>		
			2009-2010		
			2008-2009 Actual	Revised Estimate	2010-2011 Budget
<b><u>CCDA Tax Allocation Bonds</u></b>					
08 Tax Allocation Bonds	19,100,000	18,570,000	627,341	1,349,800	1,349,000
<b><u>Capital Leases</u></b>					
Fire Station 34	1,510,774	635,242	152,545	152,700	154,000
Fire Truck, Refuse and Landfill Equip	3,259,500	131,178	5,500,636	283,600	57,000
Fire Station 31 Relocation	6,090,000	4,959,351	541,217	542,400	543,000
Police Vehicles	500,000	108,033	111,039	111,400	113,000
Fire Truck	1,116,078	823,305	179,666	180,400	181,000
14 Police Vehicles	615,000	517,473	0	62,500	126,000
<b><u>Long-Term Loans</u></b>					
2003 State of CA-R & T Infrastructure	720,000	485,224	51,581	52,200	53,000
CalHFA HELP Loan	710,485	823,648	23,291	24,000	25,000
Recreation-Winery Property	2,000,000	0	691,689	0	0
California Engery Project Loan	867,200	867,200	0	0	108,000
<b><u>Long-Term Contracts Payable</u></b>					
** 1993 WWTP Expansion/Upgrade (Payable to the City of Fresno)	15,916,932	12,419,233	1,184,561	1,240,900	1,240,000
** 1995A WWTP Expansion (3.0 MGD) (Payable to the City of Fresno)	13,025,000	1,940,000	994,920	1,023,100	1,019,000
<b><u>Revenue Bonds</u></b>					
1998 Sewer Enterprise-Refundings	15,330,000	14,180,000	868,046	871,700	876,000
1998 Refuse-Landfill Improvements	10,030,000	5,670,000	776,819	785,800	786,000
2001 Sales Tax-Public Safety	15,000,000	0	1,102,134	0	0
2001 Corporation Yard	19,755,000	16,010,000	1,418,416	1,428,100	1,425,000
2003 Water Improvement	44,330,000	38,385,000	3,231,567	3,242,300	3,244,000
2005 Waste Water	25,735,000	25,735,000	1,278,409	1,282,000	1,282,000
2007 Waste Water	68,540,000	68,540,000	3,176,125	3,184,900	3,185,000
<b><u>Long-Term Interfund Borrowings</u></b>					
* Refuse Fund	6,240,000	3,500,000	647,570	1,575,000	3,553,000
<b><u>Total Appropriations for Principal and Interest</u></b>			<b><u>\$22,557,572</u></b>	<b><u>\$17,392,800</u></b>	<b><u>\$19,319,000</u></b>

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

\*\* These contracts were amended in September 2007. The amounts shown are revised to reflect the current agreement with the City of Fresno.

# 2010-2011 DESCRIPTION OF LONG-TERM DEBT

## ***Assessment District Bonds***

There are two types of special assessment bonds: Special assessment debt without government commitment and special assessment debt with government commitment. The City currently has two special assessment debt issues outstanding. The 98-1 Temperance/Barstow bonds and 2000-1 Shepherd/Temperance bonds, debt without government commitment.

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

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

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

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

# 2010-2011 DESCRIPTION OF LONG-TERM DEBT

## CCDA Tax Allocation Bonds

In April 2008 the 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 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. The last debt service payment is scheduled for the fiscal year 2037/38. Included in the 2010/11 budget is \$550,000 for principal and \$799,000 for interest.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
10/11	\$550,000	\$799,000	\$1,349,000
11/12	575,000	775,604	1,350,604
12/13	595,000	755,179	1,350,179
13/14	610,000	736,341	1,346,341
14/15	630,000	715,798	1,345,798
15/16	655,000	693,704	1,348,704
16/17	675,000	667,054	1,342,054
17/18	710,000	635,891	1,345,891
18/19	735,000	603,379	1,338,379
19/20	770,000	569,901	1,339,901
20/21	805,000	535,251	1,340,251
21/22	845,000	498,951	1,343,951
22/23	880,000	461,001	1,341,001
23/24	915,000	421,511	1,336,511
24/25	960,000	379,181	1,339,181
25/26	995,000	333,972	1,328,972
26/27	1,050,000	286,681	1,336,681
27/28	1,095,000	237,078	1,332,078
28/29	1,150,000	185,163	1,335,163
29/30	1,205,000	130,703	1,335,703
30/31	230,000	97,375	327,375
31/32	240,000	86,213	326,213
32/33	250,000	74,575	324,575
33/34	265,000	62,344	327,344
34/35	275,000	49,519	324,519
35/36	290,000	36,100	326,100
36/37	300,000	22,088	322,088
37/38	315,000	6,583	321,583
Total	<u>\$18,570,000</u>	<u>\$10,856,140</u>	<u>\$29,426,140</u>

# 2010-2011 DESCRIPTION OF LONG-TERM DEBT

## Capital Leases

During 1999/00 the City entered into a fifteen-year lease for fire station #34 at an interest rate of 5.62%. The last payment on this lease is scheduled for March 2015. Included in the 2010/11 budget is \$121,000 for principal and \$33,000 for interest.

During 2002/03 the City entered into a ten-year lease for a fire truck. The interest rate on the lease is 3.65%. The last payment for this lease is scheduled for November 2012. The City also entered into seven-year leases for refuse equipment and landfill equipment. The interest rates on those leases are 3.04% and 3.14% respectively. The last payment for these leases was made November 2009. Included in the 2010/11 budget is \$52,000 for principal and \$5,000 for interest.

During 2005/06 the City entered into a five-year lease for eleven police vehicles. The interest rate on the lease is 3.98%. The last payment is scheduled for June 2011. Included in the 2010/11 budget is \$109,000 for principal and \$4,000 for interest.

During 2006/07 the City entered into a fifteen-year lease for the relocation and construction of fire station #31. The interest rate on the lease is 4.00%. The last payment is scheduled for December 2021. Included in the 2010/11 budget is \$348,000 for principal and \$195,000 for interest.

During 2007/08 the City entered into a seven-year lease for a new fire truck. The interest rate on the lease is 3.36%. The last payment is scheduled for May 2015. Included in the 2010/11 budget is \$154,000 for principal and \$27,000 for interest.

During 2008/09 the City entered into a five-year lease for fourteen new police vehicles. The interest rate on the lease is 3.35%. The last payment is scheduled for August 2014. Included in the 2010/11 budget is \$109,000 for principal and \$17,000 for interest.

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>
10/11	\$893,000	\$281,000	\$1,174,000
11/12	839,608	243,367	1,082,975
12/13	790,553	209,352	999,905
13/14	822,944	176,961	999,905
14/15	755,965	143,379	899,344
15/16	423,358	118,878	542,236
16/17	440,462	101,775	542,237
17/18	458,256	83,980	542,236
18/19	476,770	65,466	542,236
19/20	496,032	46,205	542,237
20/21	516,071	26,165	542,236
21/22	261,561	2,109	263,670
Total	<u>\$7,174,580</u>	<u>\$1,498,637</u>	<u>\$8,673,217</u>

# 2010-2011 DESCRIPTION OF LONG-TERM DEBT

## Long-Term Loans

In 2002, the City entered into a twenty-year agreement with the State of California for a loan to provide water and sewer infrastructure and street improvements for the research and technology park. The interest rate on this loan is 3.06%. The first payment occurred in February 2003 and the final payment is scheduled for August 2020. Included in the 2010/11 budget is \$38,000 principal and \$15,000 interest.

In August 2004, the City entered into a ten year agreement with the California Housing Finance Agency for a HELP loan to provide assistance in the development of low income multifamily rental units known as Hotchkiss Terrace. The interest rate on this loan is 3.0%. Interest accrues on an annual basis and a balloon payment to pay all outstanding principal and interest is due in August 2014. Included in the 2010/11 budget is \$25,000 for interest.

In March 2006 the City entered into a three year agreement with a private group for the purchase and development of 16 acres located at 3495 Clovis Avenue. The interest rate on this loan is 5.00%. The first payment occurred in March 2006 and the final payment was made in March 2009.

In December 2009, the City entered into a ten year agreement with the California Energy Commission for a loan to provide lighting efficiency upgrades and heating, ventilating, and air conditioning equipment replacements. The interest rate on this loan is 1.0%. The last payment is scheduled for December 2018. Included in the 2010/11 budget is \$97,000 for principal and \$11,000 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>
10/11	\$135,000	\$51,000	\$186,000
11/12	138,325	46,024	184,349
12/13	140,533	44,561	185,094
13/14	142,767	43,095	185,862
14/15	145,049	17,223	162,272
15/16	147,371	11,451	158,822
16/17	149,760	9,042	158,802
17/18	152,193	6,588	158,781
18/19	101,239	4,081	105,320
19/20	49,538	847	50,385
20/21	761,134	281	761,415
Total	<u>\$2,062,909</u>	<u>\$234,193</u>	<u>\$2,297,102</u>

# 2010-2011 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 2010/11 budget is \$601,000 for principal and \$639,000 for interest.

In 1995 the City of Fresno issued Revenue Bonds for additional expansion of the Fresno-Clovis Regional WWTP. The City of Clovis is obligated contractually to the City of Fresno to make semi-annual payments based on Clovis's share of the debt service related to the purchase of additional capacity at the Fresno-Clovis Regional WWTP. In January 1998 the City of Clovis's share was modified; the City's share of the Revenue Bonds was reduced from \$17,430,000 to \$13,025,000. The City of Fresno's 1995 Series A Sewer Revenue Bonds were issued with interest rates varying from 4.50% to 6.00% and payments for the City of Clovis's share will run through September 2011. Included in the 2010/11 budget is \$940,000 for principal and \$79,000 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>
10/11	\$1,541,000	\$718,000	\$2,259,000
11/12	1,637,606	624,346	2,261,952
12/13	677,515	559,048	1,236,563
13/14	720,241	515,368	1,235,609
14/15	764,846	468,959	1,233,805
15/16	812,736	423,724	1,236,460
16/17	855,463	379,934	1,235,397
17/18	900,536	333,839	1,234,375
18/19	947,488	285,328	1,232,816
19/20	997,257	234,278	1,231,535
20/21	1,049,843	183,166	1,233,009
21/22	1,099,612	132,116	1,231,728
22/23	1,151,729	80,087	1,231,816
23/24	1,203,361	26,918	1,230,279
Total	<u>\$14,359,233</u>	<u>\$4,965,111</u>	<u>\$19,324,344</u>

# 2010-2011 DESCRIPTION OF LONG-TERM DEBT

## **Revenue Bonds**

In July 1998 the City issued the 1998 Sewer Enterprise Revenue Bonds for \$15,330,000 at interest rates varying from 4.50% to 5.50%. The proceeds were used to refund the 1991 Fowler Trunk Contract payable to the City of Fresno and the 1991 Armstrong Trunk Certificates of Participation. The last payment is scheduled for fiscal year 2028/29. Included in the 2010/11 budget is \$140,000 for principal and \$736,000 for interest.

The City issued the 1998 Refuse Enterprise Revenue Bonds in August 1998 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 2010/11 budget is \$515,000 for principal and \$271,000 for interest.

The City issued the 2001 Sales Tax Revenue Bonds in March 2001 for \$15,000,000 at interest rates varying from 3.50% to 4.50%. These bonds were issued to pay for the construction of a new public safety facility and are recorded in the General Government Services Fund. The final payment was scheduled for September 2015. The bonds were defeased in September 2008. Therefore, no amount has been budgeted in 2010/11 for principal and interest.

In April 2001 the City issued the 2001 Corporation Yard Revenue Bonds for \$19,755,000 at interest rates varying from 3.40% to 5.375%. These bonds were issued to pay for the construction of a new corporation yard and are recorded in the General Government Services Fund. The final payment is scheduled for March 2027. Included in the 2010/11 budget is \$620,000 for principal and \$805,000 for interest.

In June 2003 the City issued 2003 Water Improvement Bonds for \$44,330,000 at interest rates varying from 2.50% to 5.0%. These bonds were issued to pay for a surface water treatment plant, a water banking, plant, transmission lines and canal improvements. Included in the bond are monies to refund the Certificates of Participation for major water system improvements. The final payment is scheduled for March 2028. Included in the 2010/11 budget is \$1,440,000 for principal and \$1,804,000 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 is scheduled for February 2036. Included in the 2010/11 budget is \$1,282,000 for interest.

In March 2007 the City issued 2007 Waste Water Revenue Bonds for \$68,540,000 at interest rates varying from 4.0% to 5.0%. These bonds were issued to pay for the initial phase of construction of a new wastewater treatment plant needed due to planned development in the City. This bond is to pay for a sewer treatment water reuse facility, pump stations, recycled water mains, deep sewer trunk lines and additional force mains. The final payment is scheduled for August 2024. Included in the 2010/11 budget is \$3,185,000 for interest.

## 2010-2011 DESCRIPTION OF LONG-TERM DEBT

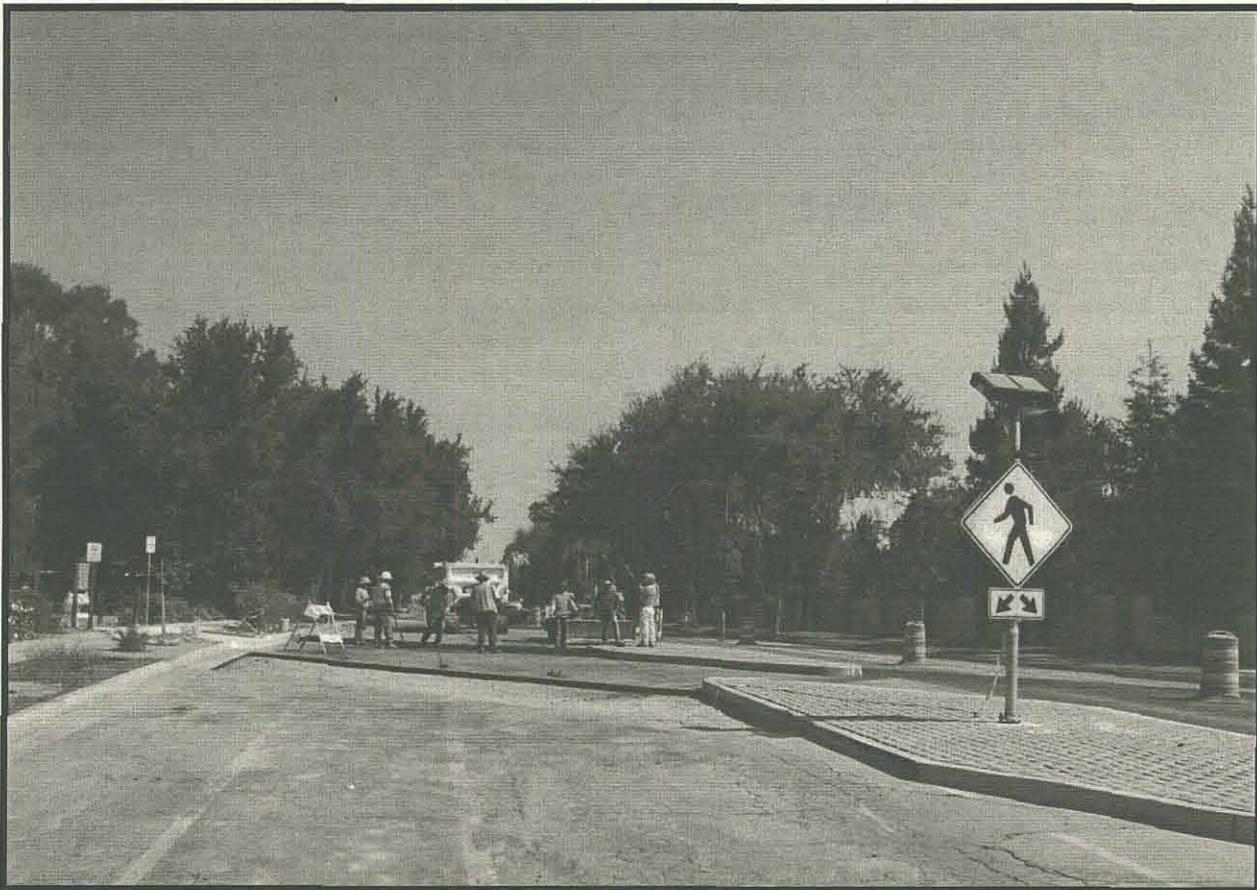
The following is a schedule of the debt service payments for the City's revenue bonds:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
10/11	\$2,715,000	\$8,083,000	\$10,798,000
11/12	4,075,000	7,942,718	12,017,718
12/13	4,240,000	7,771,838	12,011,838
13/14	4,675,000	7,590,157	12,265,157
14/15	4,905,000	7,370,320	12,275,320
15/16	5,110,000	7,143,223	12,253,223
16/17	5,385,000	6,885,595	12,270,595
17/18	5,645,000	6,613,413	12,258,413
18/19	5,935,000	6,326,783	12,261,783
19/20	5,440,000	6,041,220	11,481,220
20/21	5,720,000	5,765,935	11,485,935
21/22	6,005,000	5,480,830	11,485,830
22/23	6,310,000	5,176,649	11,486,649
23/24	6,630,000	4,857,060	11,487,060
24/25	8,040,000	4,512,707	12,552,707
25/26	9,235,000	4,083,248	13,318,248
26/27	9,710,000	3,610,666	13,320,666
27/28	8,775,000	3,123,109	11,898,109
28/29	5,960,000	2,689,871	8,649,871
29/30	4,310,000	2,441,113	6,751,113
30/31	4,530,000	2,222,656	6,752,656
31/32	4,755,000	1,996,663	6,751,663
32/33	4,985,000	1,763,063	6,748,063
33/34	5,235,000	1,517,925	6,752,925
34/35	5,490,000	1,260,637	6,750,637
35/36	5,760,000	990,646	6,750,646
36/37	6,035,000	716,737	6,751,737
37/38	6,310,000	438,975	6,748,975
38/39	6,600,000	148,351	6,748,351
Total	<u>\$168,520,000</u>	<u>\$124,565,108</u>	<u>\$293,085,108</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.



Construction crews installed new pedestrian crossing warnings on Alluvial and Peach Avenues at the Old Town Trail crossing to improve traffic safety. This work was funded by a grant through the Congestion Management and Air Quality (CMAQ) program.

# PERSONNEL

There are nine new positions proposed in the 2010-2011 budget. Six new firefighters are the result of receiving funding under the Staffing for Adequate Fire and Emergency Response (SAFER) federal grant. These six positions are in the General Fund. There are three new positions in the enterprise operations which are funded by user fees. It is recommended that funding be suspended for four vacant engineering positions in the General Fund, Planning and Development Services Department, due to the continued slowdown in residential and commercial building activity. Below are the new positions:

<u>Position</u>	<u>Department</u>
Firefighters (6)	Fire
Senior Sanitation Operator	Public Utilities/Refuse
Utility Worker	Public Utilities/Refuse
Associate Civil Engineer	Public Utilities/Various Sections

The suspended positions listed below are vacant. This brings the total number of positions for which funding has been suspended in the General Fund to 95 over the last three years.

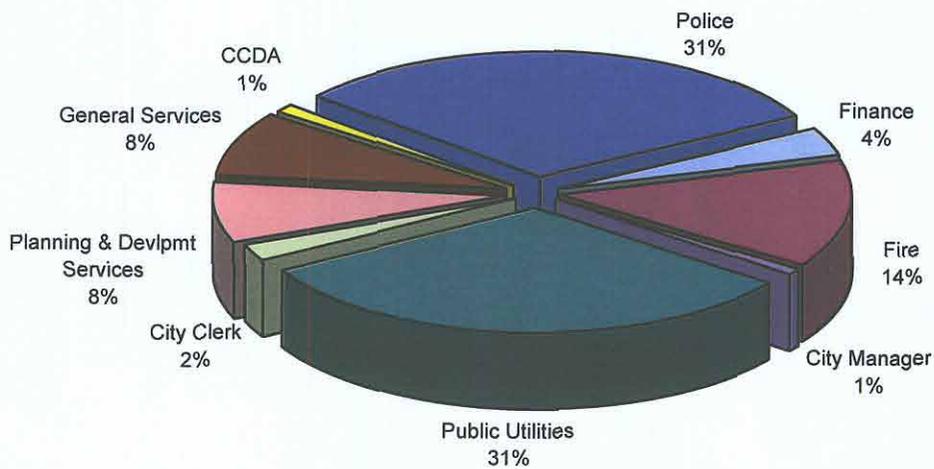
<u>Position</u>	<u>Department</u>
Assistant Engineer	PDS/Engineering
Construction Manager	PDS/Engineering
Engineering Inspector	PDS/Engineering
Engineering Tech/Sr Engineering Tech	PDS/Engineering

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

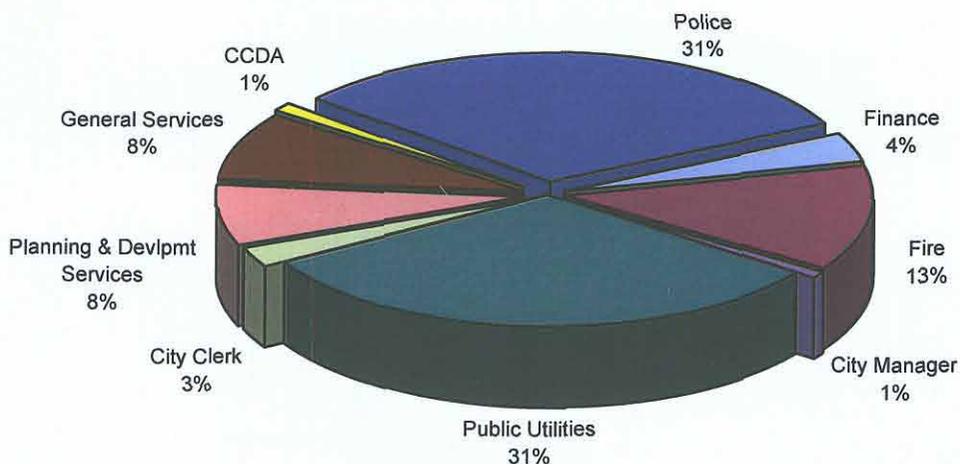
## SUMMARY OF POSITIONS BY DEPARTMENT

Department	2008-09 Prior Year	2009-10 Current Year	2010-11 Recommended Positions	Change Increase/ (Decrease)
City Clerk	11.35	11.55	11.55	-
City Manager	3.70	3.15	3.15	-
General Services	40.30	39.15	39.15	-
Finance	17.40	17.15	17.15	-
Fire	65.00	60.50	66.50	6.00
Police	151.00	146.00	146.00	-
Planning & Development Services	41.00	36.00	36.00	-
Public Utilities	147.00	146.00	149.00	3.00
CCDA	5.25	5.50	5.50	-
<b>TOTAL</b>	<b>482.00</b>	<b>465.00</b>	<b>474.00</b>	<b>9.00</b>

### RECOMMENDED 2010-2011



### CURRENT 2009-2010



## DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>2008-09 Prior Year</u>	<u>2009-10 Current Year</u>	<u>2010-11 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
<b>CITY CLERK</b>				
Assistant City Manager/City Clerk	0.75	0.50	0.50	-
Information Technology Analyst	3.00	3.00	3.00	-
Information Technology Manager	1.00	1.00	1.00	-
Information Technology Specialist	3.00	3.00	3.00	-
Information Technology Supervisor	2.00	2.00	2.00	-
Principal Office Assistant	0.60	0.80	0.80	-
Senior Information Technology Analyst	1.00	1.00	1.00	-
Special Proj/Emerg Preparedness Manager	-	0.25	0.25	-
TOTAL	<u>11.35</u>	<u>11.55</u>	<u>11.55</u>	<u>-</u>
<b>CITY MANAGEMENT</b>				
Assistant City Manager/City Clerk	1.00	0.50	0.50	-
Business Development Manager	0.25	0.25	0.25	-
City Clerk	0.25	-	-	-
City Manager	1.00	1.00	1.00	-
Community & Econ Development Dir	0.50	0.25	0.25	-
Executive Assistant	0.50	0.70	0.70	-
Principal Office Assistant	0.20	0.20	0.20	-
Special Proj/Emerg Preparedness Manager	-	0.25	0.25	-
TOTAL	<u>3.70</u>	<u>3.15</u>	<u>3.15</u>	<u>-</u>
<b>GENERAL SERVICES</b>				
Administrative Assistant	1.00	1.00	1.00	-
Assistant Building Technician	3.00	3.00	3.00	-
Building Maintenance Leadworker	1.00	1.00	1.00	-
Bus Driver	14.00	14.00	14.00	-
Custodian	1.00	1.00	1.00	-
Executive Assistant	0.30	0.15	0.15	-
General Services Director	1.00	1.00	1.00	-
General Services Manager	1.00	1.00	1.00	-
General Services Supervisor	1.00	1.00	1.00	-
Lead Bus Driver	3.00	3.00	3.00	-
Management Analyst	2.00	2.00	2.00	-
Personnel Technician	2.00	2.00	2.00	-
Personnel/Risk Manager	1.00	1.00	1.00	-
Principal Office Assistant	4.00	4.00	4.00	-
Recreation Coordinator	1.00	1.00	1.00	-
Recreation Supervisor	1.00	1.00	1.00	-
Senior Services Supervisor	1.00	-	-	-
Transit Dispatcher	1.00	1.00	1.00	-
Transit Supervisor	1.00	1.00	1.00	-
TOTAL	<u>40.30</u>	<u>39.15</u>	<u>39.15</u>	<u>-</u>

## DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>2008-09 Prior Year</u>	<u>2009-10 Current Year</u>	<u>2010-11 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
<b>FINANCE</b>				
Accountant/Senior Accountant	3.00	3.00	3.00	-
Accounting Systems Technician	4.00	4.00	4.00	-
Deputy Finance Director	2.00	2.00	2.00	-
Executive Assistant	0.20	0.15	0.15	-
Finance Director/Treasurer	1.00	1.00	1.00	-
Principal Office Assistant	0.20	-	-	-
Senior Account Clerk	7.00	7.00	7.00	-
<b>TOTAL</b>	<b>17.40</b>	<b>17.15</b>	<b>17.15</b>	<b>-</b>
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>				
Assistant Dir of Planning & Devlp Serv	1.00	1.00	1.00	-
Assistant Engineer	12.00	11.00	11.00	-
Assistant/Associate Planner	1.00	1.00	1.00	-
Associate Civil Engineer	2.00	2.00	2.00	-
Building Inspector/Senior Bldg Inspector	3.00	3.00	3.00	-
Construction Manager	1.00	-	-	-
Deputy Building Official/Plan Checker	1.00	1.00	1.00	-
Deputy City Planner	1.00	1.00	1.00	-
Dir of Planning & Development Serv	1.00	1.00	1.00	-
Engineering Inspector	6.00	4.00	4.00	-
Engineering Program Supervisor	1.00	1.00	1.00	-
Engineering Tech/Sr Engineering Tech	4.00	3.00	3.00	-
Geographic Info System Specialist	1.00	1.00	1.00	-
Plans Examiner	2.00	2.00	2.00	-
Principal Office Assistant	2.00	2.00	2.00	-
Senior Engineering Inspector	1.00	1.00	1.00	-
Senior Planner	1.00	1.00	1.00	-
<b>TOTAL</b>	<b>41.00</b>	<b>36.00</b>	<b>36.00</b>	<b>-</b>

## DETAIL OF POSITIONS BY DEPARTMENT

Department	2008-09 Prior Year	2009-10 Current Year	2010-11 Recommended Positions	Change Increase/ (Decrease)
<b>POLICE</b>				
Administrative Assistant	2.00	1.00	1.00	-
Animal Control Officer	1.00	1.00	1.00	-
Animal Services Aide	2.00	2.00	2.00	-
Communication Supervisor	1.00	1.00	1.00	-
Community Service Officer	12.00	13.00	13.00	-
Lead Public Safety Dispatcher	2.00	2.00	2.00	-
Management Analyst	1.00	2.00	2.00	-
Office Assistant	2.00	2.00	2.00	-
Police Captain	3.00	3.00	3.00	-
Police Chief	1.00	1.00	1.00	-
Police Corporal	12.00	12.00	12.00	-
Police Lieutenant	3.00	2.00	2.00	-
Police Officer/Recruit	69.00	68.00	68.00	-
Police Sergeant	13.00	10.00	10.00	-
Police Service Manager	-	1.00	1.00	-
Police Service Officer	9.00	15.00	15.00	-
Principal Office Assistant	8.00	6.00	6.00	-
Public Information Officer	1.00	1.00	1.00	-
Public Safety Dispatcher	7.00	1.00	1.00	-
Records Supervisor	-	1.00	1.00	-
Supervisor of Animal Services	1.00	1.00	1.00	-
Youth Service Supervisor	1.00	-	-	-
<b>TOTAL</b>	<b>151.00</b>	<b>146.00</b>	<b>146.00</b>	<b>-</b>
<b>FIRE</b>				
Administrative Assistant	1.00	-	-	-
Battalion Chief	3.00	3.00	3.00	-
Deputy Fire Chief	1.00	1.00	1.00	-
Special Proj/Emerg Preparedness Manager	1.00	0.50	0.50	-
Fire Captain	15.00	15.00	15.00	-
Fire Chief	1.00	1.00	1.00	-
Fire Engineer	15.00	15.00	15.00	-
Fire Prevention Officer	-	1.00	1.00	-
Fire Prevention Specialist	1.00	-	-	-
Firefighters	24.00	21.00	27.00	6.00
Principal Office Assistant	2.00	2.00	2.00	-
Training Officer (Captain)	1.00	1.00	1.00	-
<b>TOTAL</b>	<b>65.00</b>	<b>60.50</b>	<b>66.50</b>	<b>6.00</b>

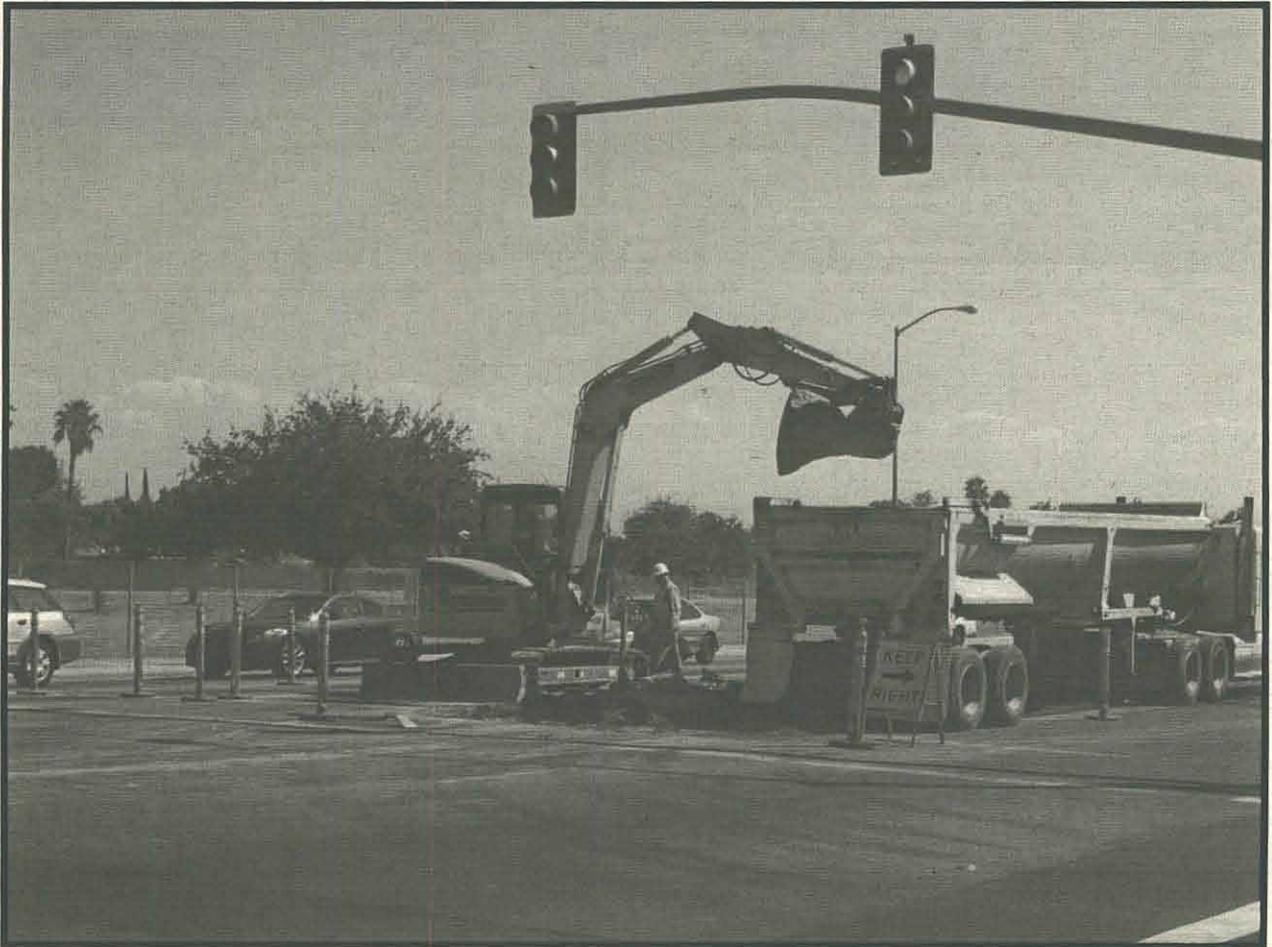
## DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>2008-09 Prior Year</u>	<u>2009-10 Current Year</u>	<u>2010-11 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
<b>PUBLIC UTILITIES</b>				
Assistant Mechanic/Service Worker	5.00	5.00	5.00	-
Assistant Public Utilities Director	2.00	2.00	2.00	-
Assistant Water Systems Technician	5.00	5.00	5.00	-
Associate Civil Engineer	-	-	1.00	1.00
Construction Manager	1.00	1.00	1.00	-
Disposal Leadworker	3.00	3.00	3.00	-
Engineering Tech/Sr Engineering Tech	2.00	2.00	2.00	-
Equipment Mechanic	5.00	5.00	5.00	-
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	37.00	37.00	36.00	(1.00)
Management Analyst	1.00	1.00	1.00	-
Meter Reader	4.00	4.00	4.00	-
Office Assistant	3.00	3.00	3.00	-
Parks Equipment Mechanic	1.00	1.00	1.00	-
Parks Maintenance Leadworker	3.00	3.00	3.00	-
Parks Manager	1.00	1.00	1.00	-
Parts Clerk	1.00	1.00	1.00	-
Principal Office Assistant	2.00	2.00	2.00	-
Public Utilities Director	1.00	1.00	1.00	-
Senior Sanitation Operator	19.00	19.00	21.00	2.00
Solid Waste Manager	1.00	1.00	1.00	-
Street Maintenance Manager	1.00	1.00	1.00	-
Street Sweeper Operator	5.00	4.00	4.00	-
Utility Manager	1.00	1.00	1.00	-
Utility Worker	24.00	24.00	25.00	1.00
Water Production Manager	1.00	1.00	1.00	-
Water System Technician	1.00	1.00	1.00	-
Water Treatment Plant Operator	3.00	3.00	3.00	-
<b>TOTAL</b>	<b>147.00</b>	<b>146.00</b>	<b>149.00</b>	<b>3.00</b>
<b>CCDA</b>				
Business Development Manager	0.75	0.75	0.75	-
Community & Econ Development Dir	0.50	0.75	0.75	-
Housing Project Manager	1.00	1.00	1.00	-
Principal Office Assistant	1.00	1.00	1.00	-
Redevelopment Technician	2.00	2.00	2.00	-
<b>TOTAL</b>	<b>5.25</b>	<b>5.50</b>	<b>5.50</b>	<b>-</b>
<b>CITY TOTAL</b>	<b>482.00</b>	<b>465.00</b>	<b>474.00</b>	<b>9.00</b>

## OPERATIONS

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



The Regional Surface Transportation Program (RSTP) funded the reconstruction of Ashlan Avenue, between Peach and Minnewawa. The work included sidewalk replacement to comply with the Americans with Disabilities Act.

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# SUMMARY OF EXPENDITURES

## BY DEPARTMENT

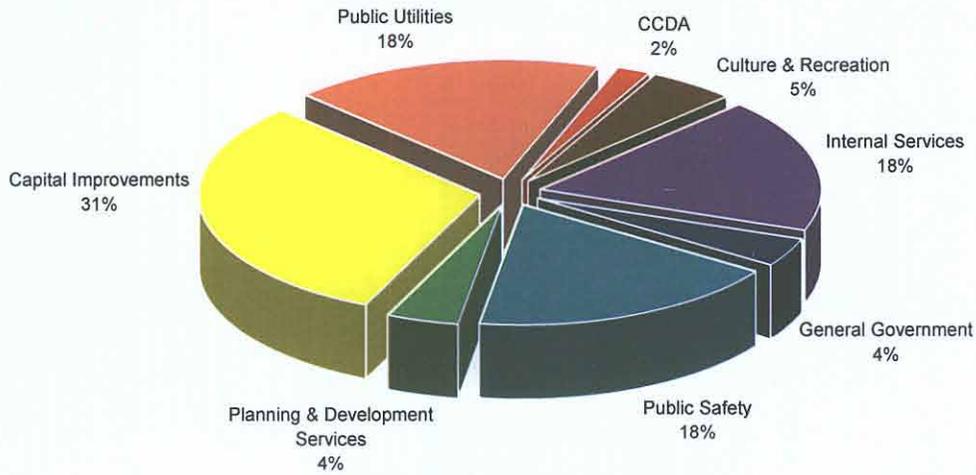
	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
City Council	222,076	231,200	239,300
City Clerk	2,719,239	2,623,500	2,647,100
City Attorney	886,071	806,000	746,000
City Management	1,260,749	1,065,800	1,081,500
General Services	31,697,086	28,341,200	28,009,300
Finance	1,847,253	2,037,900	2,082,300
Police	22,325,007	22,041,300	21,966,900
Fire	11,499,410	10,426,300	11,048,200
Public Utilities	47,948,077	56,368,000	51,892,100
Planning & Development Services	6,785,052	5,952,400	5,599,400
Capital Improvements	60,348,110	55,288,800	28,524,500
CCDA	3,353,818	4,100,600	4,040,900
<b>TOTAL</b>	<b><u>190,891,948</u></b>	<b><u>189,283,000</u></b>	<b><u>157,877,500</u></b>

## BY FUNCTION

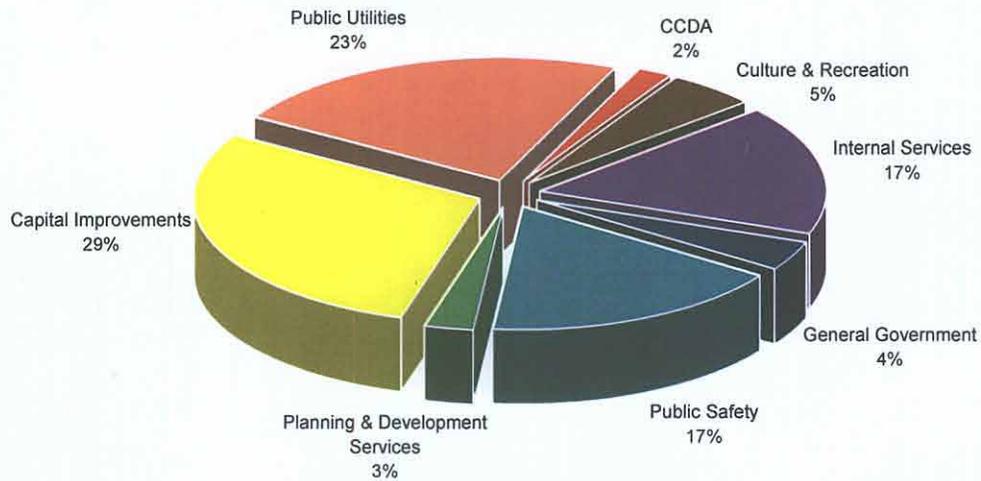
General Government	7,398,440	7,195,100	7,233,100
Public Safety	33,824,417	32,467,600	33,015,100
Planning & Development Services	6,785,052	5,952,400	5,599,400
Capital Improvements	60,348,110	55,288,800	28,524,500
Public Utilities	35,421,726	43,605,900	41,963,700
CCDA	3,353,818	4,100,600	4,040,900
Culture & Recreation	10,046,422	7,934,600	8,302,900
Internal Services	33,713,963	32,738,000	29,197,900
<b>TOTAL</b>	<b><u>190,891,948</u></b>	<b><u>189,283,000</u></b>	<b><u>157,877,500</u></b>

# EXPENDITURES BY FUNCTION

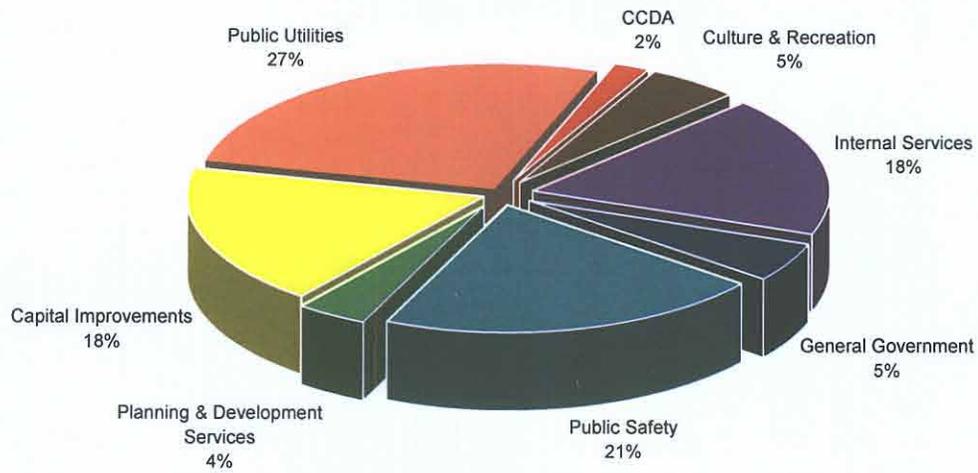
## 2008-2009 ACTUAL



## 2009-2010 ESTIMATED



## 2010-2011 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 2010-2011**

- 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 business, 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.
- Support staffing and service plans for public safety to provide five minute emergency response to high priority calls throughout the City and seek ways to provide reliable funding sources to achieve this goal.
- 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.
- Support innovation in design of neighborhoods to encourage safety and public interaction amongst 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.
- Assign Council Members to take leadership roles on various local and regional committees concerning public safety, transportation, water and sewer, solid waste, air quality, and local government funding issues.
- 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

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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## BUDGET DETAIL

Salaries - Regular	66,120	66,800	66,200
Benefits	61,606	68,900	70,100
Professional Services	0	500	500
Travel & Meeting Expense	14,319	14,500	15,000
Training	0	500	500
Dues & Subscriptions	30,374	34,500	34,500
Admin & Overhead	<u>49,657</u>	<u>45,500</u>	<u>52,500</u>
<b>TOTAL CITY COUNCIL</b>	<u><u>222,076</u></u>	<u><u>231,200</u></u>	<u><u>239,300</u></u>

## SOURCES OF FUNDING

Interfund Charges	59,000	94,000	97,000
<b>Use of Discretionary Funds</b>	<u><b>163,076</b></u>	<u><b>137,200</b></u>	<u><b>142,300</b></u>
<b>TOTAL</b>	<u><u>222,076</u></u>	<u><u>231,200</u></u>	<u><u>239,300</u></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. The Information Technology Division is assigned to the City Clerk Department in addition to special administrative projects as assigned and supervised by the City Manager.

## 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. Prior to March 2001, the City Clerk was an elected position. 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. 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 Fresno County Clerks 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 Technology/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, and evaluating enhancements to the existing and new systems.

# CITY CLERK DEPARTMENT SUMMARY

## Department Goals 2010-2011

- Improve support to other operating departments by supporting a network user's group.
- Conduct an error free March 2011 election using Fresno County Elections Division.
- Provide for public records requests in a coordinated and timely manner on behalf of the entire city.
- Update and implement the I.T. Master Plan.
- Update and implement the city's Telecommunications Master Plan for all related infrastructure (including fiber optics, wireless and video communications) and coordinate with other public safety agencies and the Clovis Unified School District.
- 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.

## 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.
- Due to budgetary constraints, replacement of desktop computers and other equipment will be postponed until such time as there is a need for costly repairs or equipment becomes non-functional.
- Improve customer service to all operating departments by continuous improvement of the Information Technology Advisory Group and using surveys to implement corrective action.
- Train all employees regularly to fully utilize equipment and services available to all.
- Complete the conversion of the financial management system and improvements to the human resources system to become more user friendly.

# CITY CLERK DEPARTMENT PERFORMANCE MEASURES

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

	<u>2008-2009 (actual)</u>	<u>2009-2010 (estimated)</u>	<u>2010-2011 (proposed)</u>
<ul style="list-style-type: none"> <li>• Conduct the General Municipal Election in accordance with state law in the most efficient and economical manner possible. Complete, but unofficial, results should be available by 10:00 p.m. on election night.</li> </ul>			
Unofficial Election Results	100%	N/A	100%
<ul style="list-style-type: none"> <li>• Implement the records management plan.</li> </ul>			
Implement the records imaging system	40%	45%	50%
<ul style="list-style-type: none"> <li>• Operate the general records management program to provide accurate information and efficient response time for information requested by citizens, the City Council, and City departments. An indicator would be the Public Records Act which provides for ten-day response time.</li> </ul>			
Ten-Day Response Time	100%	100%	100%

# CITY CLERK DEPARTMENT SUMMARY

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET BY ACTIVITY</b>			
City Clerk	300,740	182,500	306,600
Information Technology	<u>2,418,499</u>	<u>2,441,000</u>	<u>2,340,500</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>2,719,239</u></u>	<u><u>2,623,500</u></u>	<u><u>2,647,100</u></u>

<b>BUDGET BY FUND</b>			
General Fund	300,740	182,500	306,600
General Services - Information Technology	<u>2,418,499</u>	<u>2,441,000</u>	<u>2,340,500</u>
<b>TOTAL ALL FUNDS</b>	<u><u>2,719,239</u></u>	<u><u>2,623,500</u></u>	<u><u>2,647,100</u></u>

**2010-2011 Goals**

- Continue progress with the Document Management Project in the Planning & Development Services Department.
- 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**

The reduction of staffing in 2009-2010 is likely to be in place for several years due to the budget constraints resulting from the economic downturn. It is not expected that the city's general operating revenues will improve greatly until after 2011-2012. Currently, the City Clerk's position and the Assistant City Manager's position have been combined into one position. Additionally, a one half time manager of Special Projects continues to support 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 700,000 pages being scanned, including over 60,000 documents in the City Clerk's office alone, is now in Phase II 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 2011 when three of the five seats on the City Council will be up for election.

	2008-2009	2009-2010	
	Actual	Revised Estimate	2010-2011 Budget

**BUDGET DETAIL**

Salaries - Regular	92,321	94,200	100,300
Overtime	391	0	0
Extra Help	242	0	0
Benefits	30,957	38,200	33,500
Vehicle Charges	3,614	3,400	3,400
Professional Services	154,742	30,100	150,000
Office Supplies	902	300	0
Travel & Meeting Expense	754	1,100	2,300
Training	2,090	1,700	2,000
Dues & Subscriptions	375	500	700
Admin & Overhead	<u>14,352</u>	<u>13,000</u>	<u>14,400</u>
<b>TOTAL CITY CLERK</b>	<u><u>300,740</u></u>	<u><u>182,500</u></u>	<u><u>306,600</u></u>

**SOURCES OF FUNDING**

User Fees	126	0	0
Interfund Charges	84,000	33,000	34,000
Miscellaneous Income	50	0	0
<b>Use of Discretionary Funds</b>	<u><b>216,564</b></u>	<u><b>149,500</b></u>	<u><b>272,600</b></u>
<b>TOTAL</b>	<u><u>300,740</u></u>	<u><u>182,500</u></u>	<u><u>306,600</u></u>

**DETAIL OF POSITIONS**

Assistant City Manager/City Clerk	0.50	0.30	0.30
Principal Office Assistant	0.60	0.80	0.80
Special Proj/Emerg Preparedness Manager	<u>-</u>	<u>0.25</u>	<u>0.25</u>
<b>TOTAL</b>	<u><u>1.10</u></u>	<u><u>1.35</u></u>	<u><u>1.35</u></u>

### **2010-2011 Goals**

The goals of the Information Technology Division are to provide timely 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 2010-2011, the Division will expand the wireless telecommunications network for public safety and with the installation of a significant amount of fiber optic cable throughout the City, additional maintenance will be added to the Division's responsibilities.

These goals include:

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

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

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

### **Five-Year Outlook**

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

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	640,356	671,700	726,800
Overtime	30,232	25,900	25,500
Extra Help	150,195	120,000	150,000
Benefits	288,833	320,000	300,500
Vehicle Charges	21,108	21,800	23,500
Communications	198,631	228,000	184,000
Professional Services	60,517	65,000	25,000
Repairs & Maintenance	478,720	500,000	503,000
Office Supplies	93,483	60,000	60,000
Travel & Meeting Expense	3,085	5,600	0
Training	12,787	20,000	5,000
Admin & Overhead	17,968	17,700	16,200
Capital Outlays - Computers	422,584	385,300	321,000
<b>TOTAL INFORMATION TECHNOLOGY</b>	<u>2,418,499</u>	<u>2,441,000</u>	<u>2,340,500</u>

<b>SOURCES OF FUNDING</b>			
Legal Settlements	17,393	0	0
Interfund Charges	2,401,106	2,441,000	2,340,500
Miscellaneous Income	376	0	0
<b>TOTAL</b>	<u>2,418,875</u>	<u>2,441,000</u>	<u>2,340,500</u>

<b>DETAIL OF POSITIONS</b>			
Assistant City Manager/City Clerk	0.25	0.20	0.20
Information Technology Analyst	3.00	3.00	3.00
Information Technology Manager	1.00	1.00	1.00
Information Technology Specialist	3.00	3.00	3.00
Information Technology Supervisor	2.00	2.00	2.00
Senior Information Technology Analyst	1.00	1.00	1.00
<b>TOTAL</b>	<u>10.25</u>	<u>10.20</u>	<u>10.20</u>

# CITY ATTORNEY DEPARTMENT SUMMARY

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

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

## **Department Goals 2010-2011**

- 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.
- Provide administrative oversight for other specialized legal services included elsewhere in this budget as follows:

\$90,000 in the Employee Benefits activity to assist in workers' compensation claims litigation.

\$5,000 in the Liability and Property Insurance activity to assist in tort liability claims litigation not covered by the municipal insurance pool.

\$150,000 in the Water Enterprise activity to provide special legal services for litigation, prior legal settlement administration and water rights issues.

# CITY ATTORNEY DEPARTMENT SUMMARY

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET DETAIL</b>			
Professional Services	880,594	800,000	740,000
Admin & Overhead	<u>5,477</u>	<u>6,000</u>	<u>6,000</u>
<b>TOTAL CITY ATTORNEY</b>	<b><u>886,071</u></b>	<b><u>806,000</u></b>	<b><u>746,000</u></b>

<b>SOURCES OF FUNDING</b>			
User Fees	105,706	40,000	0
Intergovernmental Charges	22,000	15,000	15,000
Interfund Charges	281,000	239,000	244,000
<b>Use of Discretionary Funds</b>	<b><u>477,365</u></b>	<b><u>512,000</u></b>	<b><u>487,000</u></b>
<b>TOTAL</b>	<b><u>886,071</u></b>	<b><u>806,000</u></b>	<b><u>746,000</u></b>

## 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; serves as the Executive Director of the Clovis Community Development Agency which administers the redevelopment agency; and works closely with Community & Economic Development to implement a strategy for improving the economic vitality of the community.

## **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 provide administrative support to the City Council, City Clerk/Information Technology and Finance.

## **Community & Economic Development**

## **Section 25200**

The Community & Economic Development Department is responsible for 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. The department oversees the activities of the Clovis Community Development Agency and is responsible for marketing the Clovis Industrial Park and the Central Valley Research & Technology Business Park. In addition, a listing service to market city-owned industrial and commercial properties and privately held sites is provided through cooperation with real estate brokers and landowners. The department works with business and industry wishing to locate in the city and is responsible for coordination between the City and business organizations such as the Business Organization of Old Town, Clovis Chamber of Commerce, Clovis Tourism Advisory Committee, Economic Development Corporation serving Fresno County, Fresno County Workforce Investment Board, Central Valley Business Incubator, Regional Jobs Initiative, Fresno County Tourism Agency, and Fresno Visitor and Convention Bureau.

## **Department Goals 2010-2011**

- 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.
- Seek ways to improve communications between city government, citizens, and the business community.
- Conduct a leadership and goal setting workshop for City Council to review goals and incorporate information received from the bi-annual Citizens' Summit.

# CITY MANAGER DEPARTMENT SUMMARY

## Budgetary Highlights

- Monitor the results of budgetary constraints and reduced spending, the effect on essential city services and recommend adjustments as necessary.
- Support expansion of ServeClovis! volunteer program for all city departments, and enlist the participation of citizens in the delivery of city services.
- Provide policy analysis concerning the impact of fiscal strategies upon the City's long-range service plans; pursue future funding strategies for essential core services as directed by the City Council.
- Provide oversight of the General Plan Update, the Sphere of Influence, and related public service and financial strategies; purchase discussions with Fresno County concerning future tax sharing strategies.
- Work with community partners to begin plans for the city centennial celebration in 2012.
- Publish periodic community news in partnership with Clovis Unified School District to feature 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 business park development; implement marketing and business recruitment strategies for the Research and Technology Business Park and pursue expansion plans.
- Work with the Tourism Advisory Committee and regional efforts to position Clovis as a regional and state tourist destination; support opportunities to host community special events that are aligned with community interests.
- Leverage the resources of the Business Retention, Expansion and Attraction Program (Business REAP) through alliances with the Economic Development Corporation and the California Association for Local Economic Development; aggressively promote the business advantages of the Enterprise Zone and the Central Valley Business Incubator.
- Expand opportunities to work with Technopolis Clovis (TC<sup>3</sup>) and its partners to transform Clovis into a revenue generating, knowledge-based community for the future where innovation and entrepreneurship thrive.
- Publish an annual newsletter detailing economic development activities of the City of Clovis for distribution to the business community and prospective investors.

# CITY MANAGER

## DEPARTMENT PERFORMANCE MEASURES

- The department goal is to facilitate growth of 1000 new jobs per year in the City of Clovis and to facilitate 50 jobs per acre by selling publicly-owned land in the Clovis Industrial Park and the Research and Technology Business Park for development that creates industrial and/or commercial job opportunities and induces private owners to do the same.

	<u>2008-2009 (actual)</u>	<u>2009-2010 (estimated)</u>	<u>2010-2011 (proposed)</u>
Total Jobs	660	720	1000
Job/Acre	50	50	50

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

	<u>2009 (actual)</u>	<u>2010 (estimated)</u>	<u>2011 (proposed)</u>
Total Retail Sales	\$1,267,000,000	\$1,242,556,000	\$1,292,258,000
Percentage Increase/Decrease	-2%	-2%	4%

# CITY MANAGER DEPARTMENT SUMMARY

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET BY ACTIVITY</b>			
Administration	615,317	517,100	528,100
Community & Economic Development	<u>645,432</u>	<u>548,700</u>	<u>553,400</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>1,260,749</u></u>	<u><u>1,065,800</u></u>	<u><u>1,081,500</u></u>

<b>BUDGET BY FUND</b>			
General Fund	<u>1,260,749</u>	<u>1,065,800</u>	<u>1,081,500</u>
<b>TOTAL ALL FUNDS</b>	<u><u>1,260,749</u></u>	<u><u>1,065,800</u></u>	<u><u>1,081,500</u></u>

**2010-2011 Goals**

- Assist the City Council with policy development and implementation of priority goals and target actions.
- Provide oversight for implementation of the land use planning process and preparation of the General Plan Update.
- Implement the adopted budget in a timely manner and provide regular progress reports to the City Council to assure that financial targets and program goals are being met.
- Provide alternatives and pursue plans for future 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.

**Objectives to Meet the Goals**

- Monitor state and federal legislation that affects municipal operations and financing through association with the League of California Cities, the Council of Fresno County Governments, State and Federal delegation participation and direct contact with legislators; regularly advise the City Council on actions to support, oppose, or amend proposed legislation and ballot propositions that have a direct impact on city operations.
- Provide oversight of the General Plan update and develop growth management and financial policies to guide the implementation, sustain city services and facilities, and renew and stabilize older neighborhoods.
- Convene with a citizens advisory committee and recommend alternatives for funding strategies for landscape maintenance to the City Council; expand the use of volunteers throughout the city operations.
- Work with community partners to begin plans for the city's centennial celebration in 2012.
- 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 publication of a periodic news magazine to 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 continues to be a time for adjustment to the fiscal realities of gradual economic recovery and a constrained budget for the General Fund operations that may take several years to improve greatly. Significant economic changes are underway and the immediate future may require equally significant changes in how the city provides services and how those services are funded. The budget has been reconstructed over the past 3 years to be able to provide for the most essential core services. Close monitoring of service capability and expenditures will be required. An important initiative ongoing is work on the General Plan Update. This program is as much a land use plan as it is a financial plan for the future of the City. Sustainability of the character, appearance and quality of life in the community as it continues to grow in the future will be the challenge for the update. Due to the extent and effect of the economic recession, the city will need to consider many alternatives to improve and stabilize funding for the core services provided by the city. This may take several forms and will require considerable discussion with the community and the City Council to determine which strategies may be the best solutions.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	382,993	278,200	301,300
Extra Help	8,155	0	0
Benefits	89,073	107,900	103,200
Vehicle Charges	14,414	15,300	15,300
Professional Services	5,000	5,000	5,000
Travel & Meeting Expense	10,276	13,200	13,200
Training	90	0	0
Dues & Subscriptions	3,429	3,600	3,400
Admin & Overhead	101,887	93,900	86,700
<b>TOTAL ADMINISTRATION</b>	<u>615,317</u>	<u>517,100</u>	<u>528,100</u>

**SOURCES OF FUNDING**

Intergovernmental Charges	41,000	53,000	54,000
Interfund Charges	574,317	284,000	290,000
<b>Use of Discretionary Funds</b>	<u>0</u>	<u>180,100</u>	<u>184,100</u>
<b>TOTAL</b>	<u>615,317</u>	<u>517,100</u>	<u>528,100</u>

**DETAIL OF POSITIONS**

Assistant City Manager/City Clerk	1.00	0.50	0.50
City Clerk	0.25	-	-
City Manager	1.00	1.00	1.00
Executive Assistant	0.50	0.70	0.70
Principal Office Assistant	0.20	0.20	0.20
Special Proj/Emerg Preparedness Manager	-	0.25	0.25
<b>TOTAL</b>	<u>2.95</u>	<u>2.65</u>	<u>2.65</u>

The Community & Economic Development Department is responsible for 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. The department oversees the activities of the Clovis Community Development Agency and is responsible for marketing the Clovis Industrial Park and the Central Valley Research & Technology Business Park. In addition, market city-owned industrial and commercial properties and privately held sites through cooperation with real estate brokers and landowners. The department works with business and industry wishing to locate in the city and is responsible for coordination between the City and local/regional business organizations such as the Business Organization of Old Town, Clovis Chamber of Commerce, Clovis Tourism Advisory Committee, Economic Development Corporation serving Fresno County, Fresno County Workforce Investment Board, Central Valley Business Incubator, Regional Jobs Initiative, Fresno County Tourism Agency, and Fresno Visitor and Convention Bureau. The department is also responsible for Tourism and the Clovis Youth Employment Services (ClovisYes!).

**2010-2011 Goals**

- Encourage new commercial and industrial development in the city.
- Facilitate growth in the number of jobs available for residents improving the jobs-housing balance.
- Implement the goals and objectives of the Technopolis Concept Development Plan, City of Clovis Economic Development Strategy and Business Retention, Expansion and Attraction Program (Business REAP).

**Objectives to Meet the Goals**

- Continue to oversee marketing and business recruitment for the Research & Technology Business Park; implement the expansion plans for the business park.
- Provide project coordination for major retail and industrial projects to resolve problems and accelerate siting.
- Continue to work with the Central Valley Business Incubator, Fresno EDC, Workforce Investment Board, and Regional Jobs Initiative to retain, expand and attract business.
- Work with the TC<sup>3</sup> Committee to implement the goals and objectives of the Concept Development Plan.
- Implement the Clovis Business Retention, Expansion and Attraction Program (REAP).
- Continue to update inventory of available commercial and industrial property; develop reliable contacts with commercial real estate brokers.
- Publish newsletter targeted to the business community and potential investors highlighting the economic development activities in Clovis.
- Work with the Tourism Advisory Committee to increase tourism opportunities and grow related tax revenues.
- Work with the Fresno County Workforce Investment Board (WIB) to provide training opportunities for businesses and residents of Clovis.

**Five-Year Outlook**

The Community and Economic Development Division will take an active 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, Technopolis Concept Development Plan (CDP), and the Business REAP. These plans have identified the city's course of action for the start-up, retention, expansion, and attraction of businesses. The city will promote and assist cutting edge marketing strategies to position the City of Clovis in the forefront of the technology business community. The division will work closely with the Clovis Community Development Agency (CCDA) in order to broaden tools and other incentives for expansion, retention, and attraction efforts. The division will work with CCDA to identify, index, and analyze available and underutilized commercial and industrial property in an effort to accelerate the development of these sites. The division will coordinate work with other city departments to develop and implement a plan to maximize the economic development potential of industrial and commercial zoned property throughout the city.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	103,851	52,500	57,200
Extra Help	8,731	0	0
Benefits	31,837	20,400	19,500
Vehicle Charges	4,834	3,200	3,200
Professional Services	458,058	432,900	436,800
Travel & Meeting Expense	7,816	10,700	10,700
Dues & Subscriptions	2,940	2,500	2,500
Admin & Overhead	<u>27,365</u>	<u>26,500</u>	<u>23,500</u>
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<u><u>645,432</u></u>	<u><u>548,700</u></u>	<u><u>553,400</u></u>

**SOURCES OF FUNDING**

State Grants	18,073	0	0
Intergovernmental Charges	175,000	141,000	144,000
Taxable Sales	87	0	0
Miscellaneous Income	3,411	0	0
<b>Use of Discretionary Funds</b>	<u><b>448,861</b></u>	<u><b>407,700</b></u>	<u><b>409,400</b></u>
<b>TOTAL</b>	<u><u>645,432</u></u>	<u><u>548,700</u></u>	<u><u>553,400</u></u>

**DETAIL OF POSITIONS**

Business Development Manager	0.25	0.25	0.25
Community & Economic Development Dir	<u>0.50</u>	<u>0.25</u>	<u>0.25</u>
<b>TOTAL</b>	<u><u>0.75</u></u>	<u><u>0.50</u></u>	<u><u>0.50</u></u>

# GENERAL SERVICES DEPARTMENT SUMMARY

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

## **Personnel/Risk Management Division**

**Sections 30000, 31000, 32000**

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

## **Department Support Division**

**Sections 33300, 33400**

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

## **Community Services Division**

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

The Community Services Division administers various senior citizen programs at the Clovis Senior 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 Clovis Area Recreation (CAR) program including the Clovis Rotary Skatepark and the Clovis Batting Range.

## **Department Goals 2010-2011**

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

## **Budgetary Highlights**

- Complete position recruitments for all open positions.
- Continue efficiency upgrades of energy/security systems in City facilities.
- In cooperation with the City's employee bargaining units, implement strategies for containing costs related to employee benefit programs.

# 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>2008-2009 (actual)</u>	<u>2009-2010 (estimated)</u>	<u>2010-2011 (proposed)</u>
90-Day Recruitment	95%	95%	95%

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

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

Injuries Involving Lost Work Days	15	12	12
Safety/Risk Management Training Programs	97	180	180

- 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	430	325	350
Response Time Within 24 Hours	80%	90%	90%

# 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>2008-2009 (actual)</u>	<u>2009-2010 (estimated)</u>	<u>2010-2011 (proposed)</u>
Number of Major Projects	15	15	15
Projects Completed within Established Budget and Time Frame	80%	85%	80%
Square Footage of Buildings/Facilities Maintained	368,000	368,000	368,000

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

	<u>2008-2009 (actual)</u>	<u>2009-2010 (estimated)</u>	<u>2010-2011 (proposed)</u>
Program Participants/Contact	78,234	71,628	70,000
Nutrition Meals Served (In-Center)	12,671	10,123	11,000
Nutrition Meals Served (Home-Delivered)	26,911	26,037	27,000
Number of Programs Offered	70	70	70

- Clovis Area Recreation will reduce the number of recreation programs available to the community due to funding constraints, resulting in limited batting cage and skate park programming.

	<u>2008-2009 (actual)</u>	<u>2009-2010 (estimated)</u>	<u>2010-2011 (proposed)</u>
Program Participants	139,553	65,700	65,000
Number of Programs Offered	94	21	20

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

	<u>2008-2009 (actual)</u>	<u>2009-2010 (estimated)</u>	<u>2010-2011 (proposed)</u>
Clovis Destinations	98%	98%	99%
Fresno Destinations	98%	98%	98%
Maintain Scheduled Fixed-Route Headways	90%	90%	90%

# GENERAL SERVICES DEPARTMENT SUMMARY

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET BY ACTIVITY</b>			
Personnel	463,052	430,700	436,900
Employee Benefits	16,008,637	15,098,200	16,317,400
Liability and Property Insurance	1,336,021	1,172,200	1,152,500
Facilities Maintenance	5,563,883	5,479,900	3,932,900
Department Support	1,849,531	1,851,600	1,920,800
Senior Services	498,770	334,500	335,700
Recreation	704,716	338,600	384,000
Transit	<u>5,272,476</u>	<u>3,635,500</u>	<u>3,529,100</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>31,697,086</u></u>	<u><u>28,341,200</u></u>	<u><u>28,009,300</u></u>

<b>BUDGET BY FUND</b>			
General Fund	1,666,538	1,103,800	1,156,600
General Services Fund	7,413,414	7,331,500	5,853,700
Employee Benefits Fund	16,008,637	15,098,200	16,317,400
Liability and Property Insurance Fund	1,336,021	1,172,200	1,152,500
Transit Fund	<u>5,272,476</u>	<u>3,635,500</u>	<u>3,529,100</u>
<b>TOTAL ALL FUNDS</b>	<u><u>31,697,086</u></u>	<u><u>28,341,200</u></u>	<u><u>28,009,300</u></u>

**2010-2011 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, including harassment prevention and ethics.
- Maintain cooperative employee relations among management, employees, and bargaining units.
- Maximize the efficient use of City resources and technology allocated to the Personnel Section.
- Timely response to Departments' requests for service.

**Objectives to Meet the Goals**

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

**Five-Year Outlook**

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

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

<b>General Services Department</b>	<b>Personnel Section 30000</b>		
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	2008-2009	2009-2010	2010-2011
	Actual	Revised Estimate	Budget

**BUDGET DETAIL**

Salaries - Regular	212,407	193,500	205,000
Benefits	83,690	85,800	80,300
Vehicle Charges	8,202	8,000	7,900
Professional Services	52,636	54,400	59,000
Travel & Meeting Expense	3,095	3,000	3,000
Training	1,945	2,000	2,000
Dues & Subscriptions	2,746	3,700	3,700
Admin & Overhead	98,331	80,300	76,000
<b>TOTAL PERSONNEL</b>	<u>463,052</u>	<u>430,700</u>	<u>436,900</u>

**SOURCES OF FUNDING**

Interfund Charges	210,000	169,000	172,000
<b>Use of Discretionary Funds</b>	<u>253,052</u>	<u>261,700</u>	<u>264,900</u>
<b>TOTAL</b>	<u>463,052</u>	<u>430,700</u>	<u>436,900</u>

**DETAIL OF POSITIONS**

Executive Assistant	0.300	0.150	0.150
General Services Director	0.250	0.250	0.250
Management Analyst	0.600	0.700	0.700
Personnel/Risk Manager	0.300	0.300	0.300
Personnel Technician	1.000	1.000	1.000
Principal Office Assistant	0.800	0.300	0.300
<b>TOTAL</b>	<u>3.250</u>	<u>2.700</u>	<u>2.700</u>

**2010-2011 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 benefits in light of increasing health benefit costs and exposure due to the size of the workforce.
- 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 mutually beneficial health cost containment measures.
- Provide employee training in the areas of health, safety and financial planning.

**Five-Year Outlook**

Without a change in plan design, it is anticipated that health program renewal rates will continue to increase. The City and the employee bargaining units will continue to pursue affordable, quality benefits through review of benefit plans and community resources in an effort to identify creative strategies for providing quality employee benefits at reasonable rates.

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

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

**General Services  
Department**

**Employee Benefits  
Section 31000**

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	174,618	174,100	182,400
Benefits	57,967	62,900	62,800
Vehicle Charges	12,558	11,500	11,500
Professional Services	647	5,600	100
Special Events	42,838	42,000	42,000
Travel & Meeting Expense	15	200	200
Training	185	300	1,300
Dues & Subscriptions	462	600	600
Admin & Overhead	24,163	36,500	36,500
Health Insurance Program - ISF	6,092,567	5,984,400	6,403,200
Unemployment Charges - ISF	40,924	185,000	75,000
Workers Comp Program - ISF	3,467,695	2,568,000	2,813,500
Retirement Contribution - ISF	5,997,529	5,704,300	6,090,400
Deferred Compensation - ISF	96,469	137,800	412,900
Compensated Future Absences	0	30,000	30,000
Capital Outlays - Computers	0	155,000	155,000
<b>TOTAL EMPLOYEE BENEFITS</b>	<u>16,008,637</u>	<u>15,098,200</u>	<u>16,317,400</u>

**SOURCES OF FUNDING**

Employee Benefit Charges	<u>16,008,637</u>	<u>15,098,200</u>	<u>16,317,400</u>
<b>TOTAL</b>	<u>16,008,637</u>	<u>15,098,200</u>	<u>16,317,400</u>

**DETAIL OF POSITIONS**

General Services Director	-	0.125	0.125
Management Analyst	0.950	0.600	0.600
Personnel/Risk Manager	0.350	0.350	0.350
Personnel Technician	1.000	1.000	1.000
Principal Office Assistant	0.100	0.350	0.350
<b>TOTAL</b>	<u>2.400</u>	<u>2.425</u>	<u>2.425</u>

**2010-2011 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 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 active participation 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.

**General Services  
Department**

**Liability and Property Insurance  
Section 32000**

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	76,662	105,600	110,500
Benefits	23,967	40,200	39,500
Vehicle Charges	4,368	5,700	5,700
Travel & Meeting Expense	191	800	200
Training	12,576	10,000	10,700
Dues & Subscriptions	200	600	1,000
Admin & Overhead	6,607	18,400	17,400
Liability Insurance	<u>1,211,450</u>	<u>990,900</u>	<u>967,500</u>
<b>TOTAL LIABILITY &amp; PROPERTY INSURANCE</b>	<u><u>1,336,021</u></u>	<u><u>1,172,200</u></u>	<u><u>1,152,500</u></u>

**SOURCES OF FUNDING**

Liability and Property Charges	<u>1,336,021</u>	<u>1,172,200</u>	<u>1,152,500</u>
<b>TOTAL</b>	<u><u>1,336,021</u></u>	<u><u>1,172,200</u></u>	<u><u>1,152,500</u></u>

**DETAIL OF POSITIONS**

Management Analyst	0.450	0.700	0.700
Personnel/Risk Manager	0.350	0.350	0.350
Principal Office Assistant	<u>0.100</u>	<u>0.350</u>	<u>0.350</u>
<b>TOTAL</b>	<u><u>0.900</u></u>	<u><u>1.400</u></u>	<u><u>1.400</u></u>

### **2010-2011 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 existing mechanical equipment with energy efficient replacements.

### **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 electrical energy use in all areas to the extent possible without compromising safety.
- Coordinate, plan, and implement all facility related energy efficiency projects provided by the federally funded Energy Block Grant.

### **Five-Year Outlook**

Increasing facility operational costs will necessitate additional efforts to ensure that City facilities are operating as efficiently as possible. The need for facility security measures continues to increase as the City purchases additional computers and sophisticated electronic equipment. Modifications to existing City buildings and the addition of new facilities will continue to add significant square footage to the facilities maintained by the City and will increase the workload of the Section. The Civic Center facilities are approaching 33 years of age, and will require on-going preventive maintenance to keep them in proper condition. The need to modernize facility systems of older City buildings will result in increased building and maintenance demands.

**General Services  
Department**

**Facilities Maintenance  
Section 33300**

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	364,608	333,300	348,200
Overtime	2,906	2,200	7,000
Benefits	154,462	156,000	143,800
Vehicle Charges	52,028	43,000	42,900
Communications	3,108	3,000	3,200
Professional Services	98,425	95,500	106,000
Repairs & Maintenance	681,971	789,500	862,500
Building & Equipment Rental	1,473	2,000	2,000
Materials & Supplies	43,663	46,500	41,000
Supplies - Safety	0	8,000	8,000
Supplies - Shop	5,505	5,000	5,000
Travel & Meeting Expense	427	1,800	1,800
Training	6,712	3,500	8,500
Dues & Subscriptions	260	900	1,000
Admin & Overhead	16,248	14,400	13,000
Debt Service	3,976,051	2,187,400	2,187,000
Capital Outlays - Public Works	156,036	1,787,900	96,000
Capital Outlays - Government Facilities	0	0	56,000
<b>TOTAL FACILITIES MAINTENANCE</b>	<b><u>5,563,883</u></b>	<b><u>5,479,900</u></b>	<b><u>3,932,900</u></b>

**SOURCES OF FUNDING**

Rents & Concessions	22,031	18,000	15,000
Federal Grants	0	870,500	0
Facility Reimb - County	23,547	28,000	28,000
Long Term Proceeds	0	867,200	0
Miscellaneous Income	53,106	101,200	13,000
General Services Charges	<u>5,465,199</u>	<u>3,595,000</u>	<u>3,876,900</u>
<b>TOTAL</b>	<b><u>5,563,883</u></b>	<b><u>5,479,900</u></b>	<b><u>3,932,900</u></b>

**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
General Services Director	0.250	0.250	0.250
General Services Supervisor	<u>0.600</u>	<u>0.600</u>	<u>0.600</u>
<b>TOTAL</b>	<b><u>5.350</u></b>	<b><u>5.350</u></b>	<b><u>5.350</u></b>

**2010-2011 Goals**

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

Specific goals include the following:

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

**Objectives to Meet the Goals**

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

**Five-Year Outlook**

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

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	89,677	96,200	96,800
Overtime	43	0	0
Benefits	28,487	33,700	32,900
Vehicle Charges	3,834	3,800	3,800
Energy	794,489	793,300	755,000
Professional Services	66,934	109,100	109,000
Repairs & Maintenance	52,093	66,100	73,300
Office Supplies	429,389	382,000	401,000
Materials & Supplies	7,518	9,900	10,000
Travel & Meeting Expense	0	500	1,000
Training	0	1,000	1,600
Dues & Subscriptions	390	500	500
Admin & Overhead	178,816	109,100	113,900
Lease Purchases	169,633	171,500	282,000
Capital Outlays - Office Equip/Furn	28,228	74,900	40,000
<b>TOTAL DEPARTMENT SUPPORT</b>	<u>1,849,531</u>	<u>1,851,600</u>	<u>1,920,800</u>

**SOURCES OF FUNDING**

Interfund Charges	<u>1,849,531</u>	<u>1,851,600</u>	<u>1,920,800</u>
<b>TOTAL</b>	<u>1,849,531</u>	<u>1,851,600</u>	<u>1,920,800</u>

**DETAIL OF POSITIONS**

Administrative Assistant	-	0.500	0.500
General Services Director	0.250	0.250	0.250
General Services Supervisor	0.400	0.400	0.400
Principal Office Assistant	0.500	-	-
<b>TOTAL</b>	<u>1.150</u>	<u>1.150</u>	<u>1.150</u>

**2010-2011 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. With the reduction of general funds due to current fiscal challenges, the Senior Services Section is considering alternatives to traditional funding sources. The City of Clovis and the Clovis Veteran's Memorial District are meeting to discuss the possibility of the Memorial District providing additional financial assistance to the Senior Center or assuming an operating agreement. In the event that such alternatives cannot be arranged, services, hours and programs at the Senior Center may be significantly reduced.

Specific goals include the following:

- Continue with discussions for additional funding/operating opportunities with the Clovis Veteran's Memorial District.
- Review changes to programs, services and hours in relation to budgetary constraints.
- Utilize CDBG grant funds for health and wellness programs including seminars and health screening fares.
- Administer a comprehensive Senior Citizen program to help older citizens enhance their dignity, support their independence, improve their health, and encourage their involvement in the community.
- Continue networking with local volunteers, community services groups and merchants to provide support for Senior Center programs.
- Coordinate program opportunities for disabled and home-bound seniors.

**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.

**Five-Year Outlook**

The aging population continues to increase and with it comes additional demands for senior-oriented services, programs and activities. Programs and participation at the Senior Center continue to increase. As the aging population grows, there will be additional requests for service and programs for both active and frail seniors. In order to meet the higher demands from the community, creative funding solutions must be considered. The need to increase community partnerships for social and supportive services will be critical to the delivery of services to local seniors. The Senior Center will seek to strengthen its community partnerships with the Clovis Veteran's Memorial District, Fresno County Social and Supportive Services, Clovis Unified School District's Older Adult Education Programs, the Fresno Madera Area Agency on Aging, the San Joaquin College of Law and Central California Legal Services.

**General Services  
Department**

**Senior Services  
Section 34200**

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	147,101	86,800	81,000
Overtime	440	100	100
Extra Help	99,300	80,000	71,000
Benefits	61,194	44,600	42,800
Vehicle Charges	4,374	100	0
Communications	208	200	200
Professional Services	29,964	26,600	27,100
Office Supplies	17,571	14,600	16,000
Dues & Subscriptions	335	400	400
Admin & Overhead	138,283	81,100	97,100
<b>TOTAL SENIOR SERVICES</b>	<b>498,770</b>	<b>334,500</b>	<b>335,700</b>

**SOURCES OF FUNDING**

Rents and Concessions	22,835	26,000	26,000
State Grants	32,168	25,800	20,000
Federal Grants	0	8,500	0
Project Participation - Other Govt	40,000	40,000	40,000
User Fees	49,311	37,000	38,000
Intergovernmental Charges	6,000	7,000	7,000
Senior Service Charges	44,665	38,000	36,000
Taxable Sales	1,340	1,000	1,000
Miscellaneous Income	17,589	113,000	15,000
<b>Use of Discretionary Funds</b>	<b>284,862</b>	<b>38,200</b>	<b>152,700</b>
<b>TOTAL</b>	<b>498,770</b>	<b>334,500</b>	<b>335,700</b>

**DETAIL OF POSITIONS**

Administrative Assistant	0.500	-	-
Custodian	1.000	1.000	1.000
General Services Director	0.125	-	-
General Services Manager	0.150	-	-
Principal Office Assistant	0.500	1.000	1.000
Senior Services Supervisor	0.500	-	-
<b>TOTAL</b>	<b>2.775</b>	<b>2.000</b>	<b>2.000</b>

**2010-2011 Goals**

Due to continuing budget challenges, funding and staffing for the City's Recreation Section have been significantly reduced. The Section will focus on administering the Clovis Rotary Skatepark, the Clovis Batting Range and volunteer development. In addition, the Section will analyze long-term funding solutions for community recreation programming including the formation of a non-profit organization to administer the program.

**Objectives to Meet the Goals**

- Maintain consistent hours of operation for City recreation facilities, including the Clovis Batting Range and Clovis Rotary Skatepark, and post any changes to inform the public.
- Expand the use of Recreation Section volunteers to administer services.
- Analyze opportunities to secure stable funding for community recreation services.

**Five-Year Outlook**

As the City grows, the demands for community recreation and leisure activities will continue to increase. Unfortunately, traditional funding for such programs over the next couple of years is expected to be quite limited. The City's ability to provide adequate community recreation and leisure services in the future will require creative solutions and joint efforts between the City, the public, the business community and other local public agencies.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	240,254	127,200	133,900
Overtime	961	0	0
Extra Help	116,392	66,500	58,000
Benefits	109,298	50,700	64,600
Vehicle Charges	29,516	14,800	21,900
Communications	7,526	2,500	1,600
Professional Services	34,161	45,000	42,300
Repairs & Maintenance	121	1,000	1,000
Office Supplies	19,172	1,000	1,000
Materials & Supplies	8,148	5,800	6,500
Dues & Subscriptions	135	800	800
Admin & Overhead	138,677	18,700	45,700
Capital Outlays - Public Works	57	100	500
Capital Outlays - Miscellaneous	298	4,500	6,200
<b>TOTAL RECREATION</b>	<u>704,716</u>	<u>338,600</u>	<u>384,000</u>

**SOURCES OF FUNDING**

User Fees	194,853	218,000	229,000
Program Charges	5,208	2,500	3,000
Taxable Sales	5,757	3,500	3,000
Miscellaneous Income	5,545	34,500	8,000
<b>Use of Discretionary Funds</b>	<u>493,353</u>	<u>80,100</u>	<u>141,000</u>
<b>TOTAL</b>	<u>704,716</u>	<u>338,600</u>	<u>384,000</u>

**DETAIL OF POSITIONS**

General Services Manager	0.150	-	-
Recreation Coordinator	1.000	1.000	1.000
Recreation Supervisor	1.000	1.000	1.000
<b>TOTAL</b>	<u>2.150</u>	<u>2.000</u>	<u>2.000</u>

### **2010-2011 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. However, with a reduction in Measure C and state transit revenue, some service reductions are planned for FY 10-11. Specific 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 reasonably 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.
- Install security cameras on the remaining 14 buses using Proposition 1B Homeland Security grant funds to improve safety and security on the buses.
- Coordinate with the Clovis Unified School District, FAX and other public transit agencies in order to identify/resolve transportation issues.
- Continue advertising and displaying the trolley buses to increase rentals and usage.
- Continue cross-training of transit staff to operate both the demand-response (Round Up) service and the fixed-route (Stageline) service.
- Evaluate effectiveness of alternative transportation methods such as deviated fixed routes and sedan/van trips.
- Reduce services to levels within budgetary constraints and review fees for possible increase to meet farebox requirements.

### **Five-Year Outlook**

While transit services were expanded as promised with the passage of Measure C, the revenue for Measure C is significantly lower than projected due to the economic downturn. Therefore, some transit services will be reduced during FY 10-11. As the economic situation improves, these services will be evaluated for their productivity and efficiency and reintroduced as feasible. Additional changes and improvements in conjunction with recommendations made by an independent auditor will be considered as funding is available. Ridership increases continue on both systems and demand will continue to rise as the community grows. Clovis will continue coordination with transit providers in the Clovis-Fresno Metropolitan area in order to meet the demand for inter-city transportation. Clovis Transit staff will continue efforts towards implementing a county-wide farebox system.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	884,559	917,100	961,100
Overtime	31,731	28,000	27,500
Extra Help	672,985	675,000	540,000
Benefits	577,139	624,600	557,700
Vehicle Charges	753,446	651,900	713,500
Communications	21,931	17,000	21,000
Professional Services	298,699	269,200	276,300
Travel & Meeting Expense	5,220	5,000	5,000
Training	5,600	0	1,000
Dues & Subscriptions	450	700	700
Admin & Overhead	264,394	446,500	425,300
Capital Outlays - Police Equipment	74,686	0	0
Capital Outlays - Vehicles	1,681,636	500	0
<b>TOTAL TRANSIT</b>	<b>5,272,476</b>	<b>3,635,500</b>	<b>3,529,100</b>

<b>SOURCES OF FUNDING</b>			
Rents & Concessions	27,603	14,000	12,000
Taxes	1,068,945	940,000	930,000
State Grants	808,962	0	0
Local Transportation	3,162,528	2,458,500	2,371,100
Transit Fares	197,909	209,000	216,000
Sale of Equipment	0	14,000	0
Miscellaneous Income	6,529	0	0
<b>TOTAL</b>	<b>5,272,476</b>	<b>3,635,500</b>	<b>3,529,100</b>

<b>DETAIL OF POSITIONS</b>			
Bus Driver	14.000	14.000	14.000
General Services Director	0.125	0.125	0.125
General Services Manager	0.700	1.000	1.000
Lead Bus Driver	3.000	3.000	3.000
Principal Office Assistant	2.000	2.000	2.000
Senior Services Supervisor	0.500	-	-
Transit Dispatcher	1.000	1.000	1.000
Transit Supervisor	1.000	1.000	1.000
<b>TOTAL</b>	<b>22.325</b>	<b>22.125</b>	<b>22.125</b>

# FINANCE

## DEPARTMENT SUMMARY

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

### **Finance Administration**

### **Section 35100**

The Finance Administration Division is responsible for maintaining the financial 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 responsible for arranging all long-term financing and servicing existing debt.

### **Department Goals 2010-2011**

- Improve support to other operating departments.
- Enhance training for key departmental personnel.
- Obtain long-term financing as needed.
- Prepare a major upgrade of Financial System Software.
- Implement "Employee On-line."
- Implement the ability to scan business license payments.
- Implement an Interactive Voice Response (IVR) system to handle credit card payments over the telephone.

# FINANCE DEPARTMENT SUMMARY

## Budgetary Highlights

- Implement a process for review and audit of departmental budgets and expenditures.
- Prepare upgrade of Financial System Software.
- Continue to prepare the Comprehensive Annual Financial Report and the Annual Budget in conformance with established award criteria and submit for consideration of the Government Finance Officers Association awards.
- Implement additional investment strategies.
- Update an indirect cost allocation rate.
- Continue to have front counter staff cross-trained so that adequate coverage can be maintained when absences occur.
- Train citywide department staff on more efficient methods of entering and researching financial information in the financial system.
- Implement a process to scan accounting documentation and save in a computer file rather than in boxes.
- Implement additional investment strategies to maximize interest earnings.
- Assist in the Proposition 218 hearing process for possible utility rate increases.
- Obtain long term Financing of Capital Acquisitions.

# 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 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>2008-2009 (actual)</u>	<u>2009-2010 (est.)</u>	<u>2010-2011 (prop.)</u>
City Rate of Return	2.81%	1.57%	1.50%
Greater than 120% of Treasury rate	241%	930%	450%

- On an annual basis, complete a comprehensive financial report 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 present 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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- On an annual basis, complete a comprehensive financial report prepared in conformity with generally accepted accounting principles and receive a Certificate of Achievement in Financial Reporting from the Government Finance Officers Association (GFOA).

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

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

On-time	98.5%	98.2%	98.6%
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# FINANCE DEPARTMENT SUMMARY

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET BY ACTIVITY</b>			
Administration	<u>1,847,253</u>	<u>2,037,900</u>	<u>2,082,300</u>
TOTAL ALL ACTIVITIES	<u><u>1,847,253</u></u>	<u><u>2,037,900</u></u>	<u><u>2,082,300</u></u>
<b>BUDGET BY FUND</b>			
General Fund	<u>1,847,253</u>	<u>2,037,900</u>	<u>2,082,300</u>
TOTAL ALL FUNDS	<u><u>1,847,253</u></u>	<u><u>2,037,900</u></u>	<u><u>2,082,300</u></u>

### **2010- 2011 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 protect 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.
- Maintain the City's bond rating of "A1" or better.
- Provide timely billing and collection for the City's enterprise operations.
- Continue the timely payment of principal and interest on the various City debts.
- 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.

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

- Analyze the department budgets quarterly for conformance with budgeted appropriations and revenue availability.
- Invest the City's cash in conformance with the adopted Investment Policy.
- Work with underwriters and other consultants to arrange the most advantageous terms for any financing and review for refinancing opportunities.
- Maintain the billing and collection of the enterprise charges in accordance with established guidelines.
- Maintain the business license system in accordance with existing business license policies.
- Maintain existing financial reports and continue to develop summary financial and budgetary reports on a periodic basis.

### **Five-Year Outlook**

New building construction has continued to drag due to the overall economy and the reduction of available funding in the credit markets. Purchases for automobiles and housing related goods have stabilized and we expect a moderate increase in sales tax revenues. Property tax revenues will continue to be flat. Revenue and expenditure monitoring continues to be a high priority including the continuous review of financial trends in city associated businesses. The various city enterprise operations continue to be stressed by increasing operating and capital costs necessitating potential user rate increases to achieve long term financial stability. Finance Administration activity will continue to include servicing existing as well as new utility accounts, new business licenses, accounts payable, payroll, and investments. Finance Administration will continue to be integrally involved in the long-term financing, as necessary, for such projects as the water system improvements, wastewater treatment plant, water reuse facility and assessment districts as requested by developers. The Finance Department will also continue to assist in monitoring capital projects and the various assessment districts within the City. Revenue enhancements will continue to be a top priority.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	1,055,586	998,000	1,095,800
Overtime	11,969	17,000	14,000
Extra Help	29,583	43,000	46,000
Benefits	386,988	443,300	415,800
Vehicle Charges	19,212	19,200	19,000
Professional Services	87,107	250,000	239,000
Office Supplies	6,588	4,000	4,000
Travel & Meeting Expense	6,621	9,000	9,000
Training	9,504	10,000	10,000
Dues & Subscriptions	1,476	2,400	3,000
Admin & Overhead	232,619	242,000	226,700
<b>TOTAL FINANCE ADMINISTRATION</b>	<u><u>1,847,253</u></u>	<u><u>2,037,900</u></u>	<u><u>2,082,300</u></u>

**SOURCES OF FUNDING**

Licenses	65,000	67,000	69,000
Annexation Processing Fee	15,000	7,500	8,000
Capital Development - Streets	56,000	58,000	59,000
User Fees	234,421	198,000	199,000
Intergovernmental Charges	23,000	34,000	35,000
Interfund Charges	1,388,169	1,576,000	1,608,000
Miscellaneous Income	7,723	0	0
<b>Use of Discretionary Funds</b>	<u><u>57,940</u></u>	<u><u>97,400</u></u>	<u><u>104,300</u></u>
<b>TOTAL</b>	<u><u>1,847,253</u></u>	<u><u>2,037,900</u></u>	<u><u>2,082,300</u></u>

**DETAIL OF POSITIONS**

Accountant/Senior Accountant	3.00	3.00	3.00
Accounting Systems Technician	4.00	4.00	4.00
Deputy Finance Director	2.00	2.00	2.00
Executive Assistant	0.20	0.15	0.15
Finance Director/Treasurer	1.00	1.00	1.00
Principal Office Assistant	0.20	-	-
Senior Account Clerk	7.00	7.00	7.00
<b>TOTAL</b>	<u><u>17.40</u></u>	<u><u>17.15</u></u>	<u><u>17.15</u></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 41000**

The Planning Division is responsible for 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. Reduced staff responds to telephone and over-the-counter information service requests from citizens and businesses. The division is responsible for the environmental review for private and public projects and provides limited enforcement of the Clovis Municipal Code's zoning ordinance.

## **Building Division**

### **Section 41200**

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 41500-41550**

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 2010-2011**

- Continue the General Plan update process and meet the following benchmarks by the end of the fiscal year:
  - Continue the General Plan Citizens' Advisory Committee as a valuable forum for community input to the General Plan process.
  - Pursue completion of Land Use Alternatives and draft Land Use Element.
- Maintain effective communication with citizens, the business community, and interest groups on planning, building, and development-related issues; implement the new automated workflow system in permit processing to improve the City's ability to track and communicate to the public timely information on projects and submittals.
- Ensure that new development and construction conform to development standards, design guidelines, ADA requirements, and deliver the projects proposed in the Community Investment Program.

## **Budgetary Highlights**

- Complete the Land Use Alternatives phase for Clovis' General Plan Update.
- Implement the new 2010 California Building, Electrical, Plumbing, and Mechanical Codes.
- Initiate the California State mandated CASP (Certified Access Specialist Program) effective on July 1 of this year, requiring the City to have certified staff available to the public.

# PLANNING AND DEVELOPMENT SERVICES DEPARTMENT PERFORMANCE MEASURES

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

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

	<u>2008-2009 (actual)</u>	<u>2009-2010 (estimated)</u>	<u>2010-2011 (proposed)</u>
% of CIP projects Final Design	85%	88%	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	270 hours	250 hours	260 hours
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*Reduced staffing and overtime has resulted in a limited number of management staff attending evening meetings.*

- Begin 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, and electrical systems to ensure compliance with new State and Federal regulations. The benchmark for certified Building Division personnel is 16 hrs./person/yr. required by State law. The increase in the training is attributed to mandatory ADA training and new certified accessibility specialist requirements from the State.

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

# PLANNING AND DEVELOPMENT SERVICES DEPARTMENT PERFORMANCE MEASURES

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

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

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

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

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

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

	<u>2008-2009 (actual)</u>	<u>2009-2010 (estimated)</u>	<u>2010-2011 (proposed)</u>
Applications processed to Planning Commission within goal	81%	56%	80%
Applications processed to City Council within target time	50%	67%	90%
Site Plan Reviews processed within target time	74%	75%	80%
First submittal engineering plan checks within target time	62%	50%	75%
Subsequent submittal engineering plan checks within target time	86%	75%	75%
Building permit plan checks processed within target time	92%	80%	90%
Inspections performed within target time	92%	93%	95%

# PLANNING AND DEVELOPMENT SERVICES DEPARTMENT SUMMARY

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET BY ACTIVITY</b>			
Planning	1,880,040	1,091,400	1,112,300
Building	1,290,476	1,139,500	1,035,600
Engineering	<u>3,614,536</u>	<u>3,721,500</u>	<u>3,451,500</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>6,785,052</u></u>	<u><u>5,952,400</u></u>	<u><u>5,599,400</u></u>
<b>BUDGET BY FUND</b>			
General Fund	<u>6,785,052</u>	<u>5,952,400</u>	<u>5,599,400</u>
<b>TOTAL ALL FUNDS</b>	<u><u>6,785,052</u></u>	<u><u>5,952,400</u></u>	<u><u>5,599,400</u></u>

### **2010-2011 Goals**

The goals of the Planning Division are to implement the current Clovis General Plan; to continue the update of the General Plan in 2010-2011; to ensure that all public and private development is consistent with the General Plan, the Municipal 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.
- Obtain significant progress on the General Plan update in 2010-2011.
- Complete the Development Code Update.
- *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.
  - Complete the Development Code Update.
  - Make substantial progress on the General Plan update.
  - 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 General Plan update will be a major focus of the Planning Division's work during the next two years. The progress on this project is governed largely by collected fee revenue. Once complete, the General Plan and its updated environmental impact report will serve as a robust foundation for continued development of the city.

Economic indicators point toward a stabilized economy; however, recovery to previous levels may be years away. In the near-term, evolving state regulations, largely but not exclusively related to greenhouse gas reduction, complicates providing a quick turnaround for planning entitlement applications and the completion of the General Plan update program.

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

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	602,787	354,200	378,500
Overtime	3,968	2,500	0
Extra Help	17,764	0	0
Benefits	219,603	147,900	136,600
Vehicle Charges	18,424	16,300	16,200
Communications	1,094	1,200	1,500
Professional Services	679,512	277,000	289,000
Office Supplies	1,176	1,000	1,000
Travel & Meeting Expense	1,924	2,000	2,000
Training	3,876	3,500	3,500
Dues & Subscriptions	1,324	3,000	3,000
Admin & Overhead	328,588	282,800	281,000
<b>TOTAL PLANNING</b>	<u>1,880,040</u>	<u>1,091,400</u>	<u>1,112,300</u>

**SOURCES OF FUNDING**

Construction Permits	190,524	168,000	131,000
State Grants	229	5,000	0
Planning & Processing Fees	922,625	772,000	765,000
Annexation Processing Fees	47,350	0	58,000
Engineering Processing Fees	11,706	9,000	3,000
User Fees	405,018	33,000	0
Interfund Charges	37,534	12,000	5,000
Miscellaneous Income	7,530	8,000	0
<b>Use of Discretionary Funds</b>	<u>257,524</u>	<u>84,400</u>	<u>150,300</u>
<b>TOTAL</b>	<u>1,880,040</u>	<u>1,091,400</u>	<u>1,112,300</u>

**DETAIL OF POSITIONS**

Assistant/Associate Planner	1.00	1.00	1.00
Deputy City Planner	1.00	1.00	1.00
Dir of Planning & Development Services	0.50	0.50	0.50
Principal Office Assistant	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00
<b>TOTAL</b>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>

**2010-2011 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**

- Implement the 2010 California Building, Electrical, Plumbing, and Mechanical Codes. Begin the process of incorporating the new green building codes where applicable and complete the implementation of the new energy codes with new building permits.
- Hold public outreach classes for architects, engineers, contractors, and citizenry to inform them of the state mandated changes in California Building Codes especially the need for fire suppression sprinklers in new single-family dwellings and the new electrical requirements.
- Complete the implementation of the new workflow management system, which will replace the current permit system. 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.
- Improve customer service with the initiation of the new workflow system, which will allow the public, contractors, developers, and employees to track projects.

**Five-Year Outlook**

With the first major code change since 2007 having just occurred, the need for new code manuals and training continues. This new code is based on all new code reference materials requiring local jurisdictions to purchase new reference materials. As these new codes are implemented, it will require extra effort on staff's part to learn and teach the new code requirements to the industry and citizens at the same time.

Commercial development is expected to slow further in 2010-2011. Some growth will continue on Herndon, Shaw, and Willow Avenues, but at a slower rate than last year. Building valuation will begin to increase, but at a slower pace than the historical trend.

The residential development market should continue to hold steady during the next fiscal year, with an additional 400 living units expected. A large percentage of overall residential construction is expected to shift to small-detached units, due to market shortages and rising home prices. Demand for attached residential units is low and is not anticipated to rise for several years.

While the fundamental work to be performed is not expected to change, 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.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	628,084	415,000	441,600
Overtime	29,665	48,000	52,000
Extra Help	23,087	60,000	60,000
Benefits	261,632	217,300	182,300
Vehicle Charges	44,031	42,000	43,700
Communications	3,363	2,000	2,000
Professional Services	45,728	65,500	62,000
Office Supplies	4,908	13,000	8,000
Materials & Supplies	4,611	3,000	3,000
Supplies - Shop	564	1,000	1,000
Travel & Meeting Expense	82	1,000	2,500
Training	8,094	4,000	8,000
Dues & Subscriptions	2,341	3,000	27,000
Admin & Overhead	234,286	150,100	142,500
Capital Outlay - Computers	0	114,600	0
<b>TOTAL BUILDING</b>	<u>1,290,476</u>	<u>1,139,500</u>	<u>1,035,600</u>

**SOURCES OF FUNDING**

Construction Permits	723,220	873,000	613,000
Engineering Processing Fees	450,496	400,000	400,000
Miscellaneous Income	14,130	6,000	6,000
<b>Use of Discretionary Funds</b>	<u>102,630</u>	<u>(139,500)</u>	<u>16,600</u>
<b>TOTAL</b>	<u>1,290,476</u>	<u>1,139,500</u>	<u>1,035,600</u>

**DETAIL OF POSITIONS**

Building Inspector/Senior Bldg Inspector	3.00	3.00	3.00
Deputy Building Official/Plan Checker	1.00	1.00	1.00
Dir of Planning & Development Services	0.25	0.25	0.25
Plans Examiner	2.00	2.00	2.00
<b>TOTAL</b>	<u>6.25</u>	<u>6.25</u>	<u>6.25</u>

### **2010-2011 Goals**

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

- Ensure that established City design standards are incorporated into all public and private improvement projects in a timely and efficient manner.
- Establish an updated and fiscally sound annual five-year Community Investment Program to provide for appropriate infrastructure repair and enhancements.
- 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 updates and revisions to the City's Standard Specifications and Standard Drawings.
- Implement appropriate public safety and convenience through design review measures.
- Monitor division costs in order to ensure that the development fees charged are fair, equitable, and representative of the actual costs for the services provided.

### **Five-Year Outlook**

The City's Engineering Division will be tasked in the next five years with several major community service and public facilities, updating the Reclaimed Water Master Plan, and the Sewer and Water Master Plans, in support of the update to the General Plan.

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 with the skill and ability of its staff.

In light of budget constraints, Engineering will work to maintain adequate turnaround times for plan check and reviews, addressing public concerns/comments, and will maintain a schedule that commits to delivering projects in a timely manner.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	1,902,795	1,917,600	1,849,600
Overtime	86,672	98,000	75,000
Extra Help	104,609	57,500	68,200
Benefits	751,478	849,600	703,200
Vehicle Charges	82,762	93,800	99,200
Communications	25,397	31,000	30,000
Professional Services	73,144	89,100	79,500
Repairs & Maintenance	7,488	3,300	5,000
Office Supplies	19,929	16,000	15,500
Supplies - Safety	1,100	2,200	2,500
Supplies - Shop	10,541	5,100	4,100
Travel & Meeting Expense	1,528	6,100	6,500
Training	9,317	12,000	13,500
Dues & Subscriptions	5,025	7,100	6,600
Admin & Overhead	494,365	495,400	476,100
Capital Outlays - Computers	37,732	32,700	12,000
Capital Outlays - Public Utilities	654	5,000	5,000
<b>TOTAL ENGINEERING</b>	<b>3,614,536</b>	<b>3,721,500</b>	<b>3,451,500</b>

<b>SOURCES OF FUNDING</b>			
Construction Permits	313,437	206,000	192,000
Taxes	7,500	7,500	8,000
State Grants	15,454	20,000	17,000
Planning & Processing Fees	154,742	124,000	145,000
Engineering Processing Fees	196,810	210,000	135,000
Capital Development - Streets	195,479	193,000	193,000
User Fees	41,686	18,000	12,000
Interfund Charges	2,761,987	2,718,000	2,620,000
Miscellaneous Income	8,050	2,000	2,000
<b>Use of Discretionary Funds</b>	<b>(80,609)</b>	<b>223,000</b>	<b>127,500</b>
<b>TOTAL</b>	<b>3,614,536</b>	<b>3,721,500</b>	<b>3,451,500</b>

<b>DETAIL OF POSITIONS</b>			
Assistant Engineer	12.00	11.00	11.00
Assistant Dir of Planning & Development Serv	-	1.00	1.00
Associate Civil Engineer	2.00	2.00	2.00
City Engineer	1.00	-	-
Construction Manager	1.00	-	-
Dir of Planning & Development Services	0.25	0.25	0.25
Engineering Inspector	6.00	4.00	4.00
Engineering Program Supervisor	1.00	1.00	1.00
Engineering Tech/Senior Engineering Tech	4.00	3.00	3.00
Geographic Information Systems Specialist	1.00	1.00	1.00
Principal Office Assistant	1.00	1.00	1.00
Senior Engineering Inspector	1.00	1.00	1.00
<b>TOTAL</b>	<b>30.25</b>	<b>25.25</b>	<b>25.25</b>

# POLICE DEPARTMENT SUMMARY

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

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

## **Patrol**

## **Section 51000**

The Patrol section is the most highly visible section of the Police Department. Uniformed Patrol and Community Service Officers respond to calls for service and represent the Police Department in their daily contact with the citizens of Clovis. They also deal effectively and appropriately with the criminals they apprehend. Neighborhood Corporals work closely with other City Departments, businesses 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 Patrol Division's effective and pro-active approach toward eliminating criminal activity and protecting its citizens has helped create a safe community for the citizens of Clovis.

## **Communications**

## **Section 51100**

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

## **Investigations**

## **Section 52000**

The Investigations section is overseen by a Police Lieutenant and is responsible for follow-up on all felony cases and preparing the cases for submittal to the District Attorney's Office. Activities within this section include general investigations and narcotics, computer crime and identity theft cases, sexual assault and sex offender programs, and crime analysis.

## **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 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.

## **Support Services/Records, Property and Evidence**

## **Section 54000**

This unit encompasses diverse duties that focus on providing outstanding service to its customers and the citizens of Clovis. Functions include records, property, and evidence processing; citizen and business services; fleet management; technology; personnel issues and training; equipment and supplies.

# POLICE DEPARTMENT SUMMARY

## **Administrative Services**

## **Section 56000**

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

## **Animal Services**

## **Section 59100**

The Animal Services Division is responsible for responding to calls for service in the community, investigating cruelty to animal cases, operating the Adoption Center and stray animal facility. The Animal Services Division works closely with Clovis veterinarians 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.

## **2010-2011 Goals**

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

## **Budgetary Highlights**

- Continue to restrict off-site training to only those that are essential to our operation.
- Postpone the hiring of two police captains and one patrol lieutenant to offset budgetary shortfalls.
- Postpone the hiring of a Senior Property Technician and a Principal Office Assistant in the Property Room, utilizing a Police Officer and part time employees to oversee the Property Room function.
- Offset potential overtime costs by utilizing the Police Department Volunteer Unit to augment the department at community functions and protracted police events such as crime scenes and traffic accidents.

# 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 1) calls for service is critical. The benchmark is an average response time for emergency calls not to exceed 5 minutes.

	<u>2008-2009 (actual)</u>	<u>2009-2010 (estimated)</u>	<u>2010-2011 (proposed)</u>
Priority I Average Response Times	4.97 Min.	4.92 Min.	5.0 Min.

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

Citizen Surveys (Above Average or Excellent)	90%	88%	90%
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- The comparative crime rate is a good indicator of how well the prevention and protection efforts are addressing the criminal challenges to the community. We saw our California Crime Index rates increase by 8% from 2008 to 2009, and early indications are that the crime rate will continue to increase in 2010. Rates for both Fresno County and state-wide rates are not available for comparison purposes.

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

	<u>2009 (actual)</u>	<u>2010 (estimated)</u>	<u>2011 (proposed)</u>
Clovis	1156	1248	1347

# POLICE DEPARTMENT SUMMARY

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET BY ACTIVITY</b>			
Patrol	11,924,652	11,290,500	11,157,200
Communication	1,637,500	1,690,200	1,689,700
Investigations	2,399,823	2,382,100	2,324,800
Youth Services	936,922	850,000	915,300
Support Services	2,395,088	2,449,800	2,420,400
Administration	2,486,315	2,811,300	2,860,100
Animal Shelter	<u>544,707</u>	<u>567,400</u>	<u>599,400</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>22,325,007</u></u>	<u><u>22,041,300</u></u>	<u><u>21,966,900</u></u>
<b>BUDGET BY FUND</b>			
General Fund	<u>22,325,007</u>	<u>22,041,300</u>	<u>21,966,900</u>
<b>TOTAL ALL FUNDS</b>	<u><u>22,325,007</u></u>	<u><u>22,041,300</u></u>	<u><u>21,966,900</u></u>

**2010-2011 Goals**

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

**Objectives to Meet the Goals**

- Review crime rates, response times, and officer productivity to assess deployment, shift schedules and beat alignment to provide optimum service.
- Continue to plan and staff DUI checkpoints, increase DUI saturation patrols and improve public awareness.
- Evaluate and respond to neighborhood quality of life issues. Work with other city departments to ensure CSO's enforcement efforts have the greatest impact.
- Analyze vehicle burglary crime data and develop special enforcement plans, including stakeouts, bait vehicles, saturation patrol, and parole and probation searches.
- Increase safety for the youth of our community by sponsoring bike safety education programs and classes funded by a grant from the California Office of Traffic Safety.
- Utilize patrol volunteers to handle non-emergency calls for service (i.e., house checks and Municipal Code violations) to keep patrol officers available to respond to higher priority calls for service.
- Increase enforcement on gang members and gang related activity.
- Monitor and address parole and early jail release issues.

**Five-Year Outlook**

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

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

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

<b>Police Department</b>	<b>Patrol Section 51000</b>
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	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	6,588,076	6,005,600	6,111,600
Overtime	666,164	660,000	678,000
Extra Help	119,535	98,500	150,000
Benefits	3,395,639	3,307,500	3,048,200
Vehicle Charges	11,074	11,900	18,200
Communications	61,285	85,000	90,000
Professional Services	66,062	110,200	97,200
Repairs & Maintenance	2,527	3,800	5,600
Materials & Supplies	24,249	19,700	20,000
Supplies - Safety	119,028	41,500	41,500
Travel & Meeting Expense	14,142	12,000	10,000
Training	64,833	46,900	46,900
Dues & Subscriptions	2,111	2,400	2,400
Admin & Overhead	623,934	742,600	744,900
Capital Outlays - Computers	68,431	58,000	7,000
Capital Outlays - Police Equipment	96,829	71,300	72,100
Capital Outlays - Communications	733	13,600	13,600
<b>TOTAL PATROL</b>	<u><u>11,924,652</u></u>	<u><u>11,290,500</u></u>	<u><u>11,157,200</u></u>

<b>SOURCES OF FUNDING</b>			
Taxes	533,534	489,000	495,000
Other Permits	6,890	14,000	14,000
Fines & Fees	256,951	213,000	218,000
State Grants	101,075	100,000	100,000
Federal Grants	7,864	7,000	7,000
State Subventions	44,452	12,000	12,000
Project Participation	5,840	0	0
Mandated Claims	2,995	0	0
Planning & Processing Fees	9,255	5,000	5,000
User Fees	31,390	53,000	55,000
Intergovernmental Charges	15,000	15,000	16,000
Asset Forfeiture	0	77,000	0
Miscellaneous Income	22,099	21,000	20,000
<b>Use of Discretionary Funds</b>	<u><u>10,887,307</u></u>	<u><u>10,284,500</u></u>	<u><u>10,215,200</u></u>
<b>TOTAL</b>	<u><u>11,924,652</u></u>	<u><u>11,290,500</u></u>	<u><u>11,157,200</u></u>

<b>DETAIL OF POSITIONS</b>			
Community Service Officer	8.00	8.00	8.00
Management Analyst	-	1.00	1.00
Police Captain	2.00	3.00	3.00
Police Corporal	10.00	10.00	10.00
Police Lieutenant	1.00	1.00	1.00
Police Officer/Recruit	59.00	52.00	52.00
Police Sergeant	10.00	8.00	8.00
Principal Office Assistant	1.00	-	-
<b>TOTAL</b>	<u><u>91.00</u></u>	<u><u>83.00</u></u>	<u><u>83.00</u></u>

**2010-2011 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.
- Train to maximize the new features in the completed state funded communications center 9-1-1 phone equipment.
- Strategize with statewide and local agencies to implement and refine agency inter-operability of radio and data systems.
- Expand and refine the city wide video system.

**Objectives to Meet the Goals**

- Continue to add radio receiver sites to enhance coverage in the metropolitan and adjacent rural areas.
- Continue working with the IS 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.
- Participate in the installation of the grant funded and approved county-wide radio interoperability solution.
- Participate in training and networking groups to define the goals and needs of the Clovis Police/Fire Departments and determine how they can be integrated into statewide and local systems.
- Expand wireless video capabilities.
- Continue reaching out to CUSD to allow connectivity to 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.

We will continue to expand the Communications Division's involvement in local and statewide networks to expand and refine inter-operability.

	2008-2009	2009-2010	2010-2011
	Actual	Revised Estimate	Budget

**BUDGET DETAIL**

Salaries - Regular	825,158	773,300	837,700
Overtime	207,841	192,700	183,500
Extra Help	25,275	71,000	69,000
Benefits	292,735	353,400	310,100
Vehicle Charges	5,460	5,500	5,500
Communications	54,985	62,000	48,000
Professional Services	26,189	20,000	20,000
Repairs & Maintenance	16,220	21,700	21,500
Office Supplies	2,773	14,100	11,000
Materials & Supplies	811	1,000	1,000
Travel & Meeting Expense	1,266	3,500	3,500
Training	8,260	13,000	23,000
Dues & Subscriptions	826	1,300	1,300
Admin & Overhead	152,903	140,700	137,600
Capital Outlays - Communications	16,798	17,000	17,000
<b>TOTAL COMMUNICATION</b>	<u>1,637,500</u>	<u>1,690,200</u>	<u>1,689,700</u>

**SOURCES OF FUNDING**

Federal Grants	17,154	0	0
Project Participation	1,080	0	0
<b>Use of Discretionary Funds</b>	<u>1,619,266</u>	<u>1,690,200</u>	<u>1,689,700</u>
<b>TOTAL</b>	<u>1,637,500</u>	<u>1,690,200</u>	<u>1,689,700</u>

**DETAIL OF POSITIONS**

Communication Supervisor	1.00	1.00	1.00
Lead Public Safety Dispatcher	2.00	2.00	2.00
Police Service Officer	6.00	12.00	12.00
Public Safety Dispatcher	7.00	1.00	1.00
<b>TOTAL</b>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>

**2010-2011 Goals**

- Meet or exceed our goal of high customer satisfaction ratings.
- Explore the use of new technology to aid in the reduction of crime.
- 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 both Narcotics and General Investigations.

**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.
- Incorporate the Electronic Tracking System (ETS) to deter property crimes and arrest associated criminals.
- Provide advanced technology training to investigators, and to disseminate acquired knowledge to patrol officers to combat criminal activity.
- Work with the U.S. Marshal's Service to arrest more criminals.
- Continue to aggressively seek out opportunities to seize assets obtained from the illegal sales of narcotics.
- Take part in advanced tactical training.

**Five-Year Outlook**

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

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

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	1,250,174	1,211,400	1,245,500
Overtime	138,794	127,500	120,000
Extra Help	23,560	25,000	23,000
Benefits	650,066	681,000	618,300
Vehicle Charges	625	600	600
Communications	15,017	12,000	12,000
Professional Services	119,698	122,500	122,500
Materials & Supplies	2,260	1,500	1,500
Supplies - Police	11,315	7,000	10,000
Supplies - Safety	6,399	8,000	8,000
Travel & Meeting Expense	4,673	9,000	9,000
Training	27,134	31,000	19,000
Dues & Subscriptions	886	1,800	1,800
Admin & Overhead	144,853	139,800	129,600
Capital Outlays - Police Equipment	3,323	4,000	4,000
Capital Outlays - Vehicles	1,046	0	0
<b>TOTAL INVESTIGATIONS</b>	<u><u>2,399,823</u></u>	<u><u>2,382,100</u></u>	<u><u>2,324,800</u></u>

**SOURCES OF FUNDING**

Project Participation	5,300	3,100	0
User Fees	7,467	18,500	17,000
Asset Forfeiture	0	7,000	7,000
Miscellaneous Income	4,776	0	0
<b>Use of Discretionary Funds</b>	<u><u>2,382,280</u></u>	<u><u>2,353,500</u></u>	<u><u>2,300,800</u></u>
<b>TOTAL</b>	<u><u>2,399,823</u></u>	<u><u>2,382,100</u></u>	<u><u>2,324,800</u></u>

**DETAIL OF POSITIONS**

Community Service Officer	1.00	1.00	1.00
Police Corporal	1.00	1.00	1.00
Police Lieutenant	1.00	1.00	1.00
Police Officer/Recruit	10.00	10.00	10.00
Police Sergeant	2.00	2.00	2.00
Principal Office Assistant	1.00	1.00	1.00
<b>TOTAL</b>	<u><u>16.00</u></u>	<u><u>16.00</u></u>	<u><u>16.00</u></u>

**2010-2011 Goals**

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

**Objectives to Meet the Goals**

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

**Five-Year Outlook**

The fiscal issues have forced Youth Services to reduce the number of Programs and Services. Although this has been difficult, Youth Services is committed to providing services that accomplish the following mission. Youth Services has positioned itself to deliver essential crime reduction and crime prevention services for the next five years.

	2009-2010	
2008-2009	Revised	2010-2011
Actual	Estimate	Budget

**BUDGET DETAIL**

Salaries - Regular	428,983	393,600	446,200
Overtime	21,405	10,500	15,000
Extra Help	112,842	75,000	104,300
Benefits	196,055	196,400	201,400
Vehicle Charges	1,010	5,500	5,500
Communications	4,501	3,100	3,100
Professional Services	10,047	10,000	10,000
Office Supplies	4,188	1,000	1,000
Materials & Supplies	3,161	1,000	1,000
Supplies - Police	3,719	2,000	2,000
Supplies - Shop	6,046	23,000	5,000
Travel & Meeting Expense	1,254	4,000	4,000
Training	5,993	8,000	8,000
Dues & Subscriptions	498	1,000	1,000
Admin & Overhead	131,857	111,900	103,800
Capital Outlays - Computers	4,380	4,000	4,000
Capital Outlays - Police Equipment	983	0	0
<b>TOTAL YOUTH SERVICES</b>	<u>936,922</u>	<u>850,000</u>	<u>915,300</u>

**SOURCES OF FUNDING**

Project Participation	18,419	0	0
User Fees	2,340	2,000	3,000
Asset Forfeiture	0	18,000	0
Miscellaneous Income	66	0	0
<b>Use of Discretionary Funds</b>	<u>916,097</u>	<u>830,000</u>	<u>912,300</u>
<b>TOTAL</b>	<u>936,922</u>	<u>850,000</u>	<u>915,300</u>

**DETAIL OF POSITIONS**

Community Service Officer	3.00	3.00	3.00
Police Corporal	1.00	1.00	1.00
Police Service Manager	-	1.00	1.00
Police Service Officer	2.00	2.00	2.00
Principal Office Assistant	1.00	1.00	1.00
Youth Services Supervisor	1.00	-	-
<b>TOTAL</b>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>

**2010-2011 Goals**

- Continue to provide a high level of both in-house and off-site training that enhances the professional skills of Police Department personnel.
- Continue to provide a high level of service to both citizens and city staff who require assistance.
- Continue to provide a high level of service to those customers who utilize our permit process and maintain local and state policies and ordinances that apply to our Clovis businesses.
- Continually look for new ways to manage the costs associated with the fleet and to provide the highest visibility of patrol presence in our community.
- Research and implement new products and services to keep the Police Department on the cutting edge of new tools and technologies to provide citizens a greater level of service.

**Objectives to Meet the Goals**

- Continue to obtain POST certification for both skills and knowledge training and perishable skills training done at the Police Department.
- Position ourselves to build out and expand our existing 802.11 high speed wireless system by working with Planning and Development Services to place hubs at strategic locations.
- Utilize the new Leads software program to create efficiencies and analyze data related to Fleet, Records and Training goals.
- Implement Automated Field Reporting as we deploy the new records management system provided by the Sheriff's office allowing officers in the field to write and submit police reports electronically.
- Train department personnel and allow them to develop the skills necessary to carry us into the future with technology issues.
- Improve our services to the public under the requirements of the Public Records Act.
- Work with staff to update and create new and useful functions for public access to the Police Department's website allowing public requests for records.

**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. Deploy Records Management System, utilize automated field reporting and continue to push for web-based access and information dissemination to all outside agencies involved with warrants and prosecution activities.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	380,641	370,900	390,400
Overtime	6,756	2,700	13,500
Extra Help	252,832	250,000	250,000
Benefits	198,835	234,300	223,500
Vehicle Charges	1,018,733	1,018,600	1,012,100
Communications	14,627	7,000	17,000
Professional Services	38,018	92,800	59,700
Repairs & Maintenance	45,666	27,100	46,100
Office Supplies	2,408	4,500	3,000
Materials & Supplies	8,697	10,000	7,000
Supplies - Police	56,972	70,300	57,000
Travel & Meeting Expense	3,974	11,000	6,000
Training	17,557	12,000	33,000
Dues & Subscriptions	6,376	7,600	5,600
Admin & Overhead	196,944	176,000	161,500
Capital Outlays - Office Equip/Furn	17,657	53,000	30,000
Capital Outlays - Computers	120,997	68,000	78,000
Capital Outlays - Police Equipment	7,398	33,500	26,500
Capital Outlays - Communications	0	500	500
<b>TOTAL SUPPORT SERVICES</b>	<b><u>2,395,088</u></b>	<b><u>2,449,800</u></b>	<b><u>2,420,400</u></b>

<b>SOURCES OF FUNDING</b>			
Other Permits	(20,154)	60,000	60,000
State Grants	69,535	31,000	30,000
User Fees	39,155	58,000	61,000
Asset Forfeiture	0	8,000	0
Miscellaneous Income	22,918	7,000	7,000
<b>Use of Discretionary Funds</b>	<b><u>2,283,634</u></b>	<b><u>2,285,800</u></b>	<b><u>2,262,400</u></b>
<b>TOTAL</b>	<b><u>2,395,088</u></b>	<b><u>2,449,800</u></b>	<b><u>2,420,400</u></b>

<b>DETAIL OF POSITIONS</b>			
Administrative Assistant	1.00	-	-
Management Analyst	-	-	-
Office Assistant	2.00	2.00	2.00
Police Captain	-	-	-
Police Officer/Recruit	1.00	1.00	1.00
Police Sergeant	-	-	-
Police Service Officer	1.00	1.00	1.00
Principal Office Assistant	3.00	3.00	3.00
Property Room Technician	-	-	-
Records Supervisor	-	1.00	1.00
Senior Property/Evidence Technician	-	-	-
<b>TOTAL</b>	<b><u>8.00</u></b>	<b><u>8.00</u></b>	<b><u>8.00</u></b>

**2010-2011 Goals**

- Upgrade the technology used for the management of personnel information.
- Utilize the PIO function to promote the Police Department mission to all segments of the community.
- Seek alternative funding sources through private and public grant programs.
- Utilize the Clovis Police Foundation to receive private donations.

**Objectives to Meet the Goals**

- Work with the Information Services Division for upgrading the automation of personnel files.
- Automate the process for the tracking of applicants through the recruitment and background processes.
- PIO will promote the Department through the preparation of the Department's monthly and annual reports.
- PIO will produce public service announcements, news releases and special presentations designed to inform the community about services and programs that the Police Department offers.
- Assist other city departments with public service announcements, new releases and other special presentations designed to inform the community about services and programs that the City of Clovis offers.
- Research new state and federal grants available to local municipalities.
- Network with other public safety agencies regarding grant funding through the existing Department of Homeland Security collaborative group.

**Five-Year Outlook**

Administrative Services Division is essentially the Office of Chief of Police and all 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 while pursuing alternate funding sources outside of the General Fund.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	558,046	625,800	692,800
Overtime	356,907	258,600	595,500
Extra Help	36,474	6,000	101,700
Benefits	240,749	249,800	439,900
Vehicle Charges	23,405	18,100	17,500
Communications	3,814	5,900	2,600
Professional Services	98,855	271,400	266,400
Materials & Supplies	27,685	25,000	14,000
Travel & Meeting Expense	17,211	20,000	16,000
Training	41,018	38,500	53,500
Dues & Subscriptions	2,286	3,500	3,300
Admin & Overhead	664,723	598,000	521,200
Capital Outlays - Office Equip/Furn	96,917	0	0
Capital Outlays - Computers	273,553	0	0
Capital Outlays - Police	44,672	135,700	135,700
Capital Outlays - Communications	0	555,000	0
<b>TOTAL ADMINISTRATION</b>	<u><u>2,486,315</u></u>	<u><u>2,811,300</u></u>	<u><u>2,860,100</u></u>

**SOURCES OF FUNDING**

State Grants	225,243	100,000	12,000
Federal Grants	203,732	579,200	789,000
Project Participation	208,533	555,000	0
User Fees	29,972	101,000	104,000
Miscellaneous Income	168	0	0
<b>Use of Discretionary Funds</b>	<u><u>1,818,667</u></u>	<u><u>1,476,100</u></u>	<u><u>1,955,100</u></u>
<b>TOTAL</b>	<u><u>2,486,315</u></u>	<u><u>2,811,300</u></u>	<u><u>2,860,100</u></u>

**DETAIL OF POSITIONS**

Administrative Assistant	1.00	1.00	1.00
Community Service Officer	-	1.00	1.00
Management Analyst	1.00	1.00	1.00
Police Captain	1.00	-	-
Police Chief	1.00	1.00	1.00
Police Officer/Recruit	1.00	5.00	5.00
Principal Office Assistant	1.00	-	-
Public Information Officer	1.00	1.00	1.00
<b>TOTAL</b>	<u><u>7.00</u></u>	<u><u>10.00</u></u>	<u><u>10.00</u></u>

**2010-2011 Goals**

- Continue marketing campaign to increase awareness of Clovis Pet Adoption Center.
- Continue fundraising events to raise money for the Clovis Pet Adoption Center.
- Reduce the euthanasia rate.
- Continue collaboration on the creation of a floor plan and rendering of the proposed Pet Adoption Center.

**Objectives to Meet the Goals**

- Continue to educate public on importance of spaying/neutering their pets.
- Work with the non-profit organization, Friends of the Clovis Pet Adoption Center, to fundraise for the creation of an adoption center.

**Five-Year Outlook**

Continue plans to build a new Animal Services building. Continue to explore options to increase pet adoptions and decrease the euthanasia rate.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	170,777	186,000	226,600
Overtime	1,081	9,000	8,500
Extra Help	100,294	98,000	100,000
Benefits	101,132	121,700	115,000
Communications	6,126	4,500	4,700
Professional Services	54,668	48,000	48,000
Repairs & Maintenance	241	2,000	2,000
Materials & Supplies	13,202	12,500	12,500
Supplies - Safety	15,230	3,500	3,000
Travel & Meeting Expense	0	1,000	1,000
Dues & Subscriptions	285	1,500	1,500
Admin & Overhead	81,671	69,700	65,400
Capital Outlays - Office Equip/Furn	0	10,000	10,000
Capital Outlays - Communications	0	0	1,200
<b>TOTAL ANIMAL SHELTER</b>	<b>544,707</b>	<b>567,400</b>	<b>599,400</b>

**SOURCES OF FUNDING**

Licenses	78,282	81,000	81,000
Fines & Fees	6,193	5,000	6,000
Miscellaneous Income	524	0	20,000
<b>Use of Discretionary Funds</b>	<b>459,708</b>	<b>481,400</b>	<b>492,400</b>
<b>TOTAL</b>	<b>544,707</b>	<b>567,400</b>	<b>599,400</b>

**DETAIL OF POSITIONS**

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

# 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 the 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 and Support Services Division activities include coordination of: recruitment, testing and training of new employees, in-service training for all safety employees, 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 Fresno County Emergency Medical Services. 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 regulates and enforces fire safety through two divisions using adopted fire codes, standards, and local ordinances while continually educating the citizens in our community about fire behavior and life safety. The Bureau has the responsibility to investigate all fires for cause and origin, and enforce minimum standards to safeguard life, health, property, and public welfare. The provision of public education regarding fire and life safety, disaster preparedness, and arson prevention are critical to maintain a safe community. The Fire Prevention Division provides quality support for our growing community through consultations with developers, plan review, and new construction inspections. In addition, an aggressive weed abatement program reduces fire hazards and helps maintain an attractive community.

## **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), and following the Standard Emergency Management System (SEMS) and the National Incident Management System (NIMS) guidelines. The Special Operations Division is managed under the Emergency Services Bureau and has the responsibility for responding to emergency incidents that require specific and advanced training and specialized tools and equipment. The Department currently fields a Hazardous Materials Response Team and an Urban Search and Rescue Team. Some funding for this division is augmented by state and federal grants.

## **Fire Administration & Support Services**

## **Section 64000**

The Fire Administration & Support Services Division is responsible for administering the Accreditation Program, development and administration of the Fire Department Budget. Fire Administration and Support Services provides administrative analysis, report preparation, coordination of programs, incident response data management, time keeping, and other routine duties performed daily that support the delivery of emergency and non-emergency services.

# FIRE DEPARTMENT SUMMARY

## 2010-2011 Goals

The major goals of the Department are:

- Continue to provide an effective emergency response delivery system that provides the necessary resources to minimize the loss of life, property damage, and damage to the environment.
- Continue to ensure community safety 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 monitor, improve, and create customer service programs and service delivery that meets the needs of our citizens.
- Maintain Center for Public Safety Excellence (CPSE) Accreditation status for the Fire Department.

## Budgetary Highlights

- Augment emergency response staffing through federal grant to enhance our ability to meet response time goals.
- Focus staff activity of Life Safety and Code Enforcement Bureau to meet goals.
- Maintain the contract with Fresno County Emergency Medical Services to provide fire dispatch services.
- Continue the multiple phase construction process as funding permits to accomplish improvements and remodeling of the Fire Department Training Facility. The first phase includes design and engineering for a multiple floor training tower, specialty training props, and the fire apparatus pump testing facility.
- Purchase property in the Southeast to provide a station for emergency services due to future expansion of the City.
- Maintain all documentation necessary to support our accredited agency status with the Center for Public Safety Excellence CPSE (formerly the Commission on Fire Service Accreditation International).
- Continue emergency preparedness activities to remain as prepared as possible to mitigate, respond, and recover from both human-caused and natural disasters.
- 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>2009 (actual)</u>	<u>2010 (estimated)</u>	<u>2011 (proposed)</u>
5 Min. or Less Response Time Goal	87%	83%	85%
Total Number of Calls for Service	9,003	8,775	9,000
Total Number of EMS Calls	6,867	6,257	6,300

- 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.

	<u>2009 (actual)</u>	<u>2010 (estimated)</u>	<u>2011 (proposed)</u>
Percent of Quality Assurance Surveys returned rated as <b>"excellent"</b> the level of emergency services the citizens received	97%	98%	98%

### 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. Both education and engineering will reduce the impact for additional emergency services required in a growing municipality. Having all commercial and industrial buildings over 5,000 square feet equipped with automatic sprinkler systems affects the potential annual fire loss figure. This is important to the City of Clovis and our citizens as it reduces the loss of jobs and income for citizens and to the City if a business is shut down because of a fire.

	<u>2009 (actual)</u>	<u>2010 (estimated)</u>	<u>2011 (proposed)</u>
Total Dollar Loss	\$ 3,158,930	\$ 1,688,567	\$ 2,000,000
Total Property Value Saved	\$88,571,405	\$36,078,876	\$50,000,000
Number of Children Receiving Life Safety Training	7,807	7,948	8,000
Number of Adults Receiving Life Safety Information	89	89	100

# FIRE DEPARTMENT SUMMARY

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET BY ACTIVITY</b>			
Emergency Services	10,054,062	9,359,300	9,968,900
Life Safety and Enforcement	747,907	473,600	490,400
Emergency Preparedness	244,495	177,700	202,300
Administration and Support Services	<u>452,946</u>	<u>415,700</u>	<u>386,600</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>11,499,410</u></u>	<u><u>10,426,300</u></u>	<u><u>11,048,200</u></u>
<b>BUDGET BY FUND</b>			
General Fund	<u>11,499,410</u>	<u>10,426,300</u>	<u>11,048,200</u>
<b>TOTAL ALL FUNDS</b>	<u><u>11,499,410</u></u>	<u><u>10,426,300</u></u>	<u><u>11,048,200</u></u>

### **2010-2011 Goals**

- Arrive at the scene of an emergency following dispatch within (5) five minutes or less 90% of the time.
- Continue to work towards implementation of the recommendations of the Standards of Response Coverage Plan regarding distribution, concentration, and staffing of emergency response resources.
- Continue to focus on attaining a 90% excellent rating on customer service satisfaction surveys through the delivery of professional emergency and non-emergency services to the citizens of Clovis.
- Continue the implementation of the Department-wide, hands-on training programs to enhance the skills and capabilities of all fire personnel and prepare them for advancement in rank.
- Maintain the accredited agency status earned in August 2008 by completing all required documentation to the Center for Public Safety Excellence (CPSE).
- Maintain minimum staffing when funded to provide service through effective and efficient distribution of Fire Department resources by providing the necessary staff and fire facilities to support the mission.
- 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 60 seconds of receiving the call 95% of the time.

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

- Maintain minimum staffing of emergency response resources distributed to meet community needs. Provide quality service to the community.
- Attain federal funding to enhance number of firefighting personnel to increase minimum daily staffing levels necessary to keep five companies fully staffed.
- Coordinate with CPSE to document performance of accreditation requirements.
- Ensure that personnel are adequately trained and prepared to respond to emergency situations through ongoing training.
- Maintain dispatch performance standards for the contract period through a Continuous Quality Improvement program.

### **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 sources dedicated to public safety services is required for the continued provision of effective service.

Through the fire dispatch center we have the ability to incorporate the use of a true Fire CAD along with GIS layering and Automatic Vehicle Locating systems to improve response times as well as provide more accurate data for long-term planning. Development of CAD to CAD to interface with Fresno County Fire District will help mutual and automatic aid opportunities. Providing CAD data transfer to our records management system will increase efficiency and accuracy of reports and data.

The construction of a Fire Training Facility remains an important need and a priority project. The quality of training is directly associated with the quality of service provided to the community and the safety of our employees.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	4,792,166	4,632,100	5,006,500
Overtime	1,224,326	508,000	666,000
Extra Help	27,677	20,000	27,000
Benefits	2,195,634	2,195,900	2,188,900
Vehicle Charges	383,552	403,000	412,800
Communications	23,308	25,000	25,000
Professional Services	335,042	386,800	364,000
Repairs & Maintenance	68,122	38,500	31,900
Office Supplies	268	8,700	4,200
Materials & Supplies	24,151	27,500	26,900
Supplies - Safety	43,954	82,500	52,000
Supplies - Shop	835	1,700	1,500
Travel & Meeting Expense	1,984	12,700	6,500
Training	100,348	39,400	73,000
Dues & Subscriptions	44	5,200	2,600
Admin & Overhead	787,051	902,600	1,036,100
Capital Outlays - Office Equip/Furn	0	1,000	1,000
Capital Outlays - Fire Equipment	38,718	52,700	32,000
Capital Outlays - Communications	3,864	2,600	5,000
Capital Outlays - Vehicles	3,018	13,400	6,000
<b>TOTAL EMERGENCY SERVICES</b>	<u>10,054,062</u>	<u>9,359,300</u>	<u>9,968,900</u>

**SOURCES OF FUNDING**

Taxes	132,759	184,000	186,000
State Grants	851,615	252,000	250,000
Federal Grants	0	21,400	593,000
Project Participation	19,503	37,000	37,000
User Fees	118,322	35,000	28,000
Miscellaneous Income	(402)	3,200	0
<b>Use of Discretionary Funds</b>	<u>8,932,265</u>	<u>8,826,700</u>	<u>8,874,900</u>
	<u>10,054,062</u>	<u>9,359,300</u>	<u>9,968,900</u>

**DETAIL OF POSITIONS**

Administrative Assistant			
Battalion Chief	3.00	3.00	3.00
Fire Captain	15.00	15.00	15.00
Fire Engineer	15.00	15.00	15.00
Firefighters	24.00	21.00	27.00
Training Officer (Captain)	1.00	1.00	1.00
<b>TOTAL</b>	<u>58.00</u>	<u>55.00</u>	<u>61.00</u>

**2010-2011 Goals**

- Provide fire and life safety education classes with use of selected on-duty personnel.
- Inspect high life hazard occupancies and economically important occupancies.
- Provide timely new development plan checking and inspection services.
- Provide 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.
- Take advantage of any grant opportunities that may become available.

**Objectives to Meet the Goals**

- Enforce fire codes and ordinances to ensure public safety, recognizing that resources are limited and delays may occur.
- Develop inspection alternatives to accomplish "B" occupancy business inspections with limited use of fire companies due to emergency service workload.
- Return all fire protection system plans for permit issuance within 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 alternatives to ensure that each of the 750 mobile homes in Clovis have an operating smoke detector.
- Maintain plan to use volunteer resources to present public education programs.
- Present life safety messages at a reduced level through all types of media.
- Conduct fire investigations to determine fire cause and origin, and maintain skill levels of Fire Investigators.
- Use team approach to enforce code compliance for special events.
- Provide reduced enforcement of illegal fireworks possession and use.
- Evaluate and update fees charged for services provided on an annual basis.
- Develop a succession plan for the Life Safety and Enforcement Bureau.
- Develop a standard for installation of residential fire sprinkler systems.

**Five-Year Outlook**

Our ability to effectively meet the customer service requirements presented by new development while assuring fire and life safety in existing occupancies will continue to be a significant challenge. New development plan checks and inspections will continue to be a priority to assure public safety in our growing community. Personnel are not available to inspect all occupancies on an annual basis. Assuring that the many existing fire protection systems operate properly when needed, and the public is able to safely exit any buildings in our community remains our primary focus. Staffing is a major issue that needs to be addressed due to anticipated retirements and the time it takes to gain expertise in fire protection systems and enforcement activities.

Reinstating the Fire PAL - "Time to Survive" Safety Education Program that reaches over 10,000 K-6<sup>th</sup> graders annually is a priority to keep Clovis kids safe. Thorough fire investigation with prosecution for arson crimes along with juvenile fire setter intervention programs remains a critically important facet to maintain a fire-safe community. The Bureau will continue to look at alternative ways to support additional personnel to meet the current and future demands for services. Ways of funding these programs should continue to be a priority in the future.

**Fire  
Department**

**Life Safety and Enforcement  
Section 62000**

	2008-2009	2009-2010	
	Actual	Revised Estimate	2010-2011 Budget

**BUDGET DETAIL**

Salaries - Regular	298,296	171,900	181,700
Overtime	70,808	25,700	36,000
Extra Help	63,053	60,000	60,000
Benefits	108,742	75,500	75,500
Vehicle Charges	63,221	57,000	56,000
Professional Services	36,238	19,900	25,000
Repairs & Maintenance	87	700	1,000
Office Supplies	3,794	4,800	6,000
Material & Supplies	4,698	3,100	2,900
Supplies - Safety	201	1,000	1,500
Supplies - Shop	10	200	500
Travel & Meeting Expense	4,374	2,600	3,000
Training	21,129	11,400	13,000
Dues & Subscriptions	2,779	5,100	3,400
Admin & Overhead	69,438	33,200	22,900
Capital Outlays - Fire Equipment	567	1,500	2,000
Capital Outlays - Communications	472	0	0
<b>TOTAL LIFE SAFETY AND ENFORCEMENT</b>	<u>747,907</u>	<u>473,600</u>	<u>490,400</u>

**SOURCES OF FUNDING**

Other Permits	0	9,300	10,000
Fines & Fees	6,708	7,000	8,000
Federal Grants	0	0	7,000
Planning & Processing Fees	94,919	64,000	59,000
User Fees	66,301	42,000	34,000
Miscellaneous Income	9,109	1,000	1,000
<b>Use of Discretionary Funds</b>	<u>570,870</u>	<u>350,300</u>	<u>371,400</u>
<b>TOTAL</b>	<u>747,907</u>	<u>473,600</u>	<u>490,400</u>

**DETAIL OF POSITIONS**

Deputy Fire Chief (Fire Marshall)	1.00	1.00	1.00
Fire Prevention Officer	-	1.00	1.00
Fire Prevention Specialist	1.00	-	-
<b>TOTAL</b>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>

### **2010-2011 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 response.
- Ensure local hazard mitigation and emergency operations plans are effective and represent current capabilities. Mitigation and emergency operations plans will represent an all-hazard approach based on critical infrastructure and risk analysis of hazards present within the community.
- 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.
- Maintain minimum response capabilities of the Hazardous Materials Response Team and the Urban Search and Rescue Team.
- Interface regionally to coordinate with other Hazardous Material Teams and Urban Search and Rescue Teams.
- Attain and manage grants to support activities.

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

- Aggressively pursue state and federal grants to offset costs of training and equipping Specialty Team members and citizen volunteers due to budget reductions.
- Conduct inter-departmental 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.
- Maintain GIS/FireView data layers and analysis related to all-risk assessments, 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. Due to budget reductions, alternative funding from State Homeland Security and other grant sources will be targeted to ensure essential staff receives training in EOC operations. Additional grant opportunities will be sought to increase volunteer development and deployment throughout the City to support emergency response and support activities as appropriate. Specialty Team personnel will seek grant funding and other external financial resources to secure equipment and necessary training essential to maintain current capabilities in the handling of Hazardous Materials and Urban Search and Rescue emergencies. Additional team members are crucial to meet the increasing demands for these services and to fill vacancies created by retirements. For 2010-2011, the Fire Department will target grants such as the AFG to support essential equipment and training to maintain specialty teams. The first line of defense in all-hazards approach is the public safety emergency responder. Suspended or reduced services will require pursuit of alternative funding sources in order to maintain standards of coverage and minimum capabilities for response and mitigation of natural and man-made hazards.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	70,182	47,900	50,000
Overtime	37,554	24,000	69,000
Benefits	28,487	20,900	20,000
Vehicle Charges	4,209	2,700	2,700
Communications	0	1,500	1,500
Professional Services	5,617	12,400	9,500
Repairs & Maintenance	2,943	4,400	3,600
Office Supplies	76	200	0
Supplies - Safety	2,714	12,200	5,000
Travel & Meeting Expense	3,378	1,800	2,500
Training	7,894	5,500	6,000
Dues & Subscriptions	1,127	1,000	1,000
Admin & Overhead	5,740	16,000	14,500
Capital Outlays - Fire Equip	<u>74,574</u>	<u>27,200</u>	<u>17,000</u>
<b>TOTAL EMERGENCY PREPAREDNESS</b>	<u><u>244,495</u></u>	<u><u>177,700</u></u>	<u><u>202,300</u></u>

<b>SOURCES OF FUNDING</b>			
Federal Grants	61,942	14,000	0
<b>Use of Discretionary Funds</b>	<u><b>182,553</b></u>	<u><b>163,700</b></u>	<u><b>202,300</b></u>
<b>TOTAL</b>	<u><u>244,495</u></u>	<u><u>177,700</u></u>	<u><u>202,300</u></u>

<b>DETAIL OF POSITIONS</b>			
Emergency Prepared/Special Proj Mgr	<u>1.00</u>	<u>0.50</u>	<u>0.50</u>
<b>TOTAL</b>	<u><u>1.00</u></u>	<u><u>0.50</u></u>	<u><u>0.50</u></u>

The Administrative and Support Services 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 Master Services Plan. Other administrative activities include: coordination of recruitment activities, succession planning, incident response data management, time keeping, data analysis, record keeping, revenue and expenditure accounting, special projects, as well as other routine duties performed daily that support the delivery of emergency and non-emergency services.

### **2010-2011 Goals**

- Assist and monitor the Emergency Services and Life Safety and Enforcement Bureaus with program development and implementation of priority goals and target actions.
- Maintain Accreditation through the CPSE for the years 2009-2014.
- Provide administrative support for the Emergency Services and Life Safety & Enforcement Bureaus.
- Manage the Fire Department Budget to maximize revenues and pursue alternative funding sources to maintain services at the highest level possible.
- Develop a plan to revitalize programs suspended or reduced.
- Streamline administrative operating procedures and workflow to respond to the realities of a reduction in workforce.

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

- Monitor the Fire Department Budget and Programs monthly to determine continued need for actions and availability of funding.
- Cross-train administrative support personnel in key areas to improve coverage and workflow.
- Develop annual Accreditation report to the CPSE to maintain Accreditation.
- Maintain the Fire Department Master Services Plan including the Self Assessment document, Strategic Plan, and the Standards of Coverage for Emergency Response Plan, and the Life Safety Services Plan as part of the CPSE Agency Accreditation and essential planning requirements.
- Continue to aggressively investigate, document, and recover costs on incidents where cost recovery for services is allowed by law.
- Manage a comprehensive Succession Plan for the Fire Department.

### **Five-Year Outlook**

Meeting service demands within the necessary budget reductions will be the Administration and Support Services Division's greatest challenge. Developing funding and resources to institute new programs and revitalizing those suspended/reduced is key to meeting the additional needs of our growing community. Pursuit and management of grant opportunities to support Fire Department activities will be a key administrative function. A revenue source dedicated to public safety services is essential for the restoration of programs and the implementation of new programs. Administrative staff reductions will have a significant impact on existing personnel and the services provided internally and to the public.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	295,999	250,900	234,000
Overtime	3,679	400	500
Benefits	116,720	108,200	100,000
Professional Services	12,927	14,500	1,600
Repairs & Maintenance	74	1,000	1,000
Special Events	248	2,700	2,000
Office Supplies	3,478	12,400	4,200
Materials & Supplies	28	0	500
Travel & Meeting Expense	11,569	11,600	10,000
Training	0	3,600	3,600
Dues & Subscriptions	2,635	2,200	3,000
Admin & Overhead	4,738	4,200	23,200
Capital Outlays - Office Equip/Furn	851	0	0
Capital Outlays - Vehicles	0	4,000	3,000
<b>TOTAL FIRE ADMINISTRATION AND SUPPORT SERVICES</b>	<u>452,946</u>	<u>415,700</u>	<u>386,600</u>

**SOURCES OF FUNDING**

<b>Use of Discretionary Funds</b>	<u>452,946</u>	<u>415,700</u>	<u>386,600</u>
	<u>452,946</u>	<u>415,700</u>	<u>386,600</u>

**DETAIL OF POSITIONS**

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

# PUBLIC UTILITIES DEPARTMENT SUMMARY

The Public Utilities Department is a service and maintenance organization with the principal duty of providing essential municipal services. These include water supply, wastewater collection and treatment, solid waste collection and disposal, and street cleaning. The Department is responsible for maintenance of the City's street system, 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. 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, STREET LIGHTING AND FLEET DIVISION

### Street Lighting

Section 72000

Provides a funding source separate from the operations budgets to pay 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 budgets 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 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, SANITATION AND PARKS DIVISION

### Street Maintenance

Section 71000

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

### Parks

Section 73000

Responsible for providing maintenance to City parks, trails, street landscaping, City trees, and numerous recreational facilities, including playgrounds and picnic sites; maintains Old Town streetscape; and provides grounds maintenance at City administrative facilities. 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.

### Refuse Collection

Section 76100

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

### Refuse Landfill

Section 76200

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

### Refuse Contracts

Section 76300

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

### Street Cleaning

Section 77500

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

# PUBLIC UTILITIES DEPARTMENT SUMMARY

## 2010-2011 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.
- Keep landfill in compliance with state and local regulatory requirements. Continue to operate the active gas extraction system to mitigate for methane migration.
- Begin construction of next phase of expansion at the landfill.
- Enhance recycling programs to maintain the City's diversion rate above the state required minimums and increase it above the current level.
- Improve the current level of service for the City's landscaped areas that are funded through the LMD; provide the highest level of service to the General Fund areas as possible with the given budget constraints.
- Begin operation of the recycled water distribution system.
- Work with other agencies to identify new sources of water both for existing programs and future growth.
- Maximize 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

- Implement strategies to improve the production capability of the Surface Water Treatment Plant.
- Complete reclamation of the unlined portion of the landfill; complete the design, permitting, and begin construction of the next lined waste cell at the landfill.
- Contract selected park maintenance services where contracting is more cost-efficient than in-house work and for specialty work, and utilize temporary employees to meet peak seasonal demands.

# 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 to maximize the 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, STREET LIGHTING AND FLEET DIVISION

### Street Lighting - 72000

- Ensure that all 8,930+ streetlights are working. Most streetlights are owned and maintained by PG&E although a portion are City-owned. All functioning service requests for PG&E lights are routed to them. The Department's Streets Section 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.

<u>Fleet Maintenance – 75000</u>	<u>2008-2009 (actual)</u>	<u>2009-2010 (estimated)</u>	<u>2010-2011 (proposed)</u>
• Fleet Availability	94.88%	97%	98%
• Preventative maintenance % of work	45.97%	52%	60%

### Wastewater - 76500

• Clean all City sewers every two years	112%	150%	150%
• Provide high-level of customer satisfaction by keeping system complaints (stoppages) below 2 per 1000 population	0.05	0.05	0.04

### Water Service - 77000

• Meet all demands for water consumption (Acre-feet delivered)	27,850	26,640	26,906
• Monitor system costs for unusual fluctuations (\$/acre foot delivered)	\$339	\$443	\$394
• Provide high level of customer satisfaction by keeping complaints under 2 per 1000 population	1.9	1.8	1.8

# PUBLIC UTILITIES DEPARTMENT PERFORMANCE MEASURES

## STREET MAINTENANCE, SANITATION AND PARKS DIVISION

<u>Street Maintenance – 71000</u>	<u>2008-2009 (actual)</u>	<u>2009-2010 (estimated)</u>	<u>2010-2011 (proposed)</u>
• Weighted Average PCI	74	77	78
• Prepare streets for slurry/cape seal	1,689,975	709,632 sf	1,620,000 sf
• Repair AC pavement as needed	315 tons	350 tons	350 tons
• Repair concrete sidewalks as needed	54 cu.yds.	50 cu.yds.	50 cu.yds.
• Repaint all lane striping each year	100%	100%	100%
• Replace/repair signs	889 signs	500 signs	500 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)	395	395	403
Maintenance cost/acre/year	\$8,938	\$9,180	\$9,972
Acres maintained/fulltime employee	14.3	14.3	14.4
Gen. Fund acres maintained	207	207	209
Maintenance cost/acre/year	\$6,834	\$6,461	\$6,426
Acres/fulltime employee	25.9	25.9	26.1
LMD acres maintained	188	188	194
Maintenance cost/acre/year	\$11,255	\$12,173	\$13,794
Acres/fulltime employee	9.6	9.6	9.7

### Refuse Collection - 76100

• Perform refuse pickup (exclude CCU: tons collected, % achieved)	43,723 tons 100%	43,000 tons 100%	40,000 tons 100%
• Monitor system costs for unusual fluctuations (\$/ton)	\$98.18	\$104.47	\$106.29

### Refuse Landfill - 76200

• Landfill refuse received daily (include CCU: tons landfilled, % compliance)	46,768 tons 100%	44,000 tons 100%	42,000 tons 100%
• Monitor system cost for unusual fluctuations (\$/ton)	\$68.81	\$71.04	\$76.69

### 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)	22,285 tons	24,310 tons	25,000 tons
• Monitor costs for unusual fluctuations (\$/ton)	\$142.99	\$150.59	\$143.36
• City AB939 Diversion Compliance	Yes	Yes	Yes

### Street Cleaning - 77500

• Sweep 100% of residential streets twice monthly, major street sweeping weekly (total miles swept, % achieved)	47,572 mi. 100%	46,221 mi. 100%	47,000 mi. 100%
• Monitor service costs for unusual fluctuations (\$/mile)	\$17.99	\$19.56	\$19.97

# PUBLIC UTILITIES DEPARTMENT SUMMARY

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET BY CATEGORY</b>			
Street Maintenance	1,884,078	2,138,300	2,126,300
Street Lighting	1,210,702	1,222,300	1,284,300
Storm Drain	15,507	33,500	41,400
Parks	3,570,460	3,626,000	4,054,100
Landscape Maintenance District	2,448,983	2,775,600	2,861,000
Fleet Maintenance	8,955,891	9,136,100	5,874,300
Community Sanitation	13,601,706	13,984,800	14,277,300
Wastewater	6,831,117	11,629,100	10,721,200
Water	<u>9,429,633</u>	<u>11,822,300</u>	<u>10,652,200</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>47,948,077</u></u>	<u><u>56,368,000</u></u>	<u><u>51,892,100</u></u>

<b>BUDGET BY FUND</b>			
General Fund	6,680,747	7,020,100	7,506,100
Landscape Maintenance District	2,448,983	2,775,600	2,861,000
Community Sanitation Fund	13,601,706	13,984,800	14,277,300
Sewer Service Fund	6,831,117	11,629,100	10,721,200
Fleet Maintenance Fund	8,955,891	9,136,100	5,874,300
Water Service Fund	<u>9,429,633</u>	<u>11,822,300</u>	<u>10,652,200</u>
<b>TOTAL ALL FUNDS</b>	<u><u>47,948,077</u></u>	<u><u>56,368,000</u></u>	<u><u>51,892,100</u></u>

### **2010-2011 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 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.
- Continue to inventory the City's signs and computerize the data to facilitate sign replacement.
- Provide landscape maintenance along street right-of-ways.
- Provide repairs to concrete curb, gutter and sidewalks.
- Provide regular inspections of the City's streets and evaluate the streets 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 and 70's and while preventive maintenance has done much to prolong their life, many need more costly overlay or reconstruction. This will require focused effort by both the Street Maintenance Section and Engineering Division to ensure that all available funds are allocated where the most benefit will be derived. The City's strategy is to allocate these limited resources in a manner that maximizes the average Pavement Condition Index (PCI), rather than fixing the worst streets first. Recent one-time funds (ARRA, Prop 1b, etc.) have provided for an increased level of maintenance and repair that has resulted in sizeable gains in the City's average PCI. However, projections indicate that the long-range funding level for street maintenance is not adequate to maintain recent increase in the PCI, let alone attempt to increase it to the "Very Good" category. Additional funding is needed to maintain and to increase the overall pavement condition index.

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

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

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	678,189	670,800	770,000
Overtime	16,752	13,100	13,200
Extra Help	32,803	35,000	25,000
Benefits	340,051	382,500	352,400
Vehicle Charges	254,374	228,600	223,600
Energy	77,151	80,000	80,000
Communications	2,366	2,500	2,500
Professional Services	13,254	16,200	17,200
Repairs & Maintenance	94,850	208,900	224,000
Building & Equipment Rental	719	1,000	1,000
Office Supplies	217	300	300
Materials & Supplies	166,542	220,200	220,200
Supplies - Shop	3,059	4,000	4,000
Travel & Meeting Expense	382	0	2,000
Training	2,079	2,500	2,100
Dues & Subscriptions	228	300	300
Admin & Overhead	109,116	119,700	99,200
Capital Outlays - Public Utilities	15,446	23,000	23,000
Capital Outlays - Vehicles	0	2,000	2,000
Capital Outlays -Miscellaneous	76,500	127,700	64,300
<b>TOTAL STREET MAINTENANCE</b>	<u>1,884,078</u>	<u>2,138,300</u>	<u>2,126,300</u>

**SOURCES OF FUNDING**

Taxes	939,238	942,700	916,300
Planning & Processing Fees	1,882	6,000	6,000
Engineering Processing Fees	1,715	8,400	2,000
Interfund Charges	928,930	1,158,000	1,179,000
Miscellaneous Income	12,313	23,000	23,000
<b>Use of Discretionary Funds</b>	<u>0</u>	<u>200</u>	<u>0</u>
<b>TOTAL</b>	<u>1,884,078</u>	<u>2,138,300</u>	<u>2,126,300</u>

**DETAIL OF POSITIONS**

Assistant Public Utilities Director	0.10	0.10	0.10
Construction Manager	0.10	0.35	0.35
Maintenance Leadworker	2.00	2.00	2.00
Maintenance Worker/Senior Maint Worker	10.00	10.00	10.00
Management Analyst	0.10	0.10	0.10
Office Assistant	0.05	0.05	0.05
Principal Office Assistant	0.20	0.20	0.20
Street Maintenance Manager	1.00	1.00	1.00
<b>TOTAL</b>	<u>13.55</u>	<u>13.80</u>	<u>13.80</u>

### **2010-2011 Goals**

The goal of the Street Lighting Section is to provide a well-lighted 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 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 all energy costs for all streetlights, including City-owned streetlights.
- Partner with Law Enforcement and Engineering to prevent theft of electrical wiring from installations throughout the City.
- Evaluate the potential to retrofit selected lights with LED light fixtures to reduce expenses.

### **Five-Year Outlook**

Costs to fund this activity will 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. The number of City-owned and maintained lights has increased significantly in the past few years due to the desire for thematic lighting. This however will be changing with the use of PG&E's thematic style lights instead of the City owned thematic lights. The cost of installation is less for the PG&E style thematic lights which reduces the cost of development. In light of the revenue difficulties in the General Fund supported activities, which includes street lighting, it will be necessary to evaluate and potentially fund street light energy and maintenance through a City wide assessment district or some other alternative means.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Vehicle Charges	15,760	18,100	18,000
Energy	1,179,775	1,182,000	1,241,000
Professional Services	0	1,000	0
Repairs & Maintenance	1,436	6,000	6,000
Materials & Supplies	3,715	4,700	8,000
Training	0	500	1,000
Admin & Overhead	10,016	10,000	10,300
<b>TOTAL STREET LIGHTING</b>	<u>1,210,702</u>	<u>1,222,300</u>	<u>1,284,300</u>

**SOURCES OF FUNDING**

Taxes	27,346	39,000	75,700
User Fees	28,000	24,100	27,000
Miscellaneous Income	6,410	6,000	6,000
<b>Use of Discretionary Funds</b>	<u>1,148,946</u>	<u>1,153,200</u>	<u>1,175,600</u>
<b>TOTAL</b>	<u>1,210,702</u>	<u>1,222,300</u>	<u>1,284,300</u>

**2010-2011 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. This permit is currently under review by the State with a new permit expected during 2010. The City's role 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. Smaller rainfall years usually result in lower expenditures.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Overtime	420	5,000	5,000
Benefits	4	0	0
Vehicle Charges	9,970	6,100	8,000
Professional Services	2,601	5,000	10,000
Repairs & Maintenance	189	0	0
Office Supplies	0	100	100
Materials & Supplies	1,387	16,000	17,000
Admin & Overhead	330	300	300
Capital Outlays - Public Utilities	606	1,000	1,000
<b>TOTAL STORM DRAIN</b>	<u>15,507</u>	<u>33,500</u>	<u>41,400</u>

**SOURCES OF FUNDING**

<b>Use of Discretionary Funds</b>	<u>15,507</u>	<u>33,500</u>	<u>41,400</u>
<b>TOTAL</b>	<u>15,507</u>	<u>33,500</u>	<u>41,400</u>

### **2010-2011 Goals**

The goal of the Parks Section is to maintain, at a competitive cost, recreational facilities, streetscape, parks and other landscaped open space areas, City trees, and building grounds in reasonable condition commensurate with available funding.

- Maintain 403 acres consisting of:
  - 46 parks totaling 155 acres. Two of these parks include active recreational areas with lighted baseball diamonds, lighted soccer fields, snack bars, restroom buildings, volleyball and basketball courts. Nine are medium size parks that include picnic areas, play lots, restrooms and open spaces. The remaining 33 parks are passive neighborhood and mini-parks with tot lots that are scattered throughout the community.
  - 209 acres (6% increase) of green belts and street gardens, trails and landscaped median islands.
  - Architectural neighborhood entry lighting and structural features.
  - 5.8 acres of building grounds at the Civic Center, Old Town Clovis, Senior Center, Police Department Youth Center, the Los Altos Corporation Yard, the new Police/Fire Headquarters and miscellaneous City properties.
  - 33 acres of undeveloped park land, undeveloped medians, concrete-capped median islands and temporary storm water retention basins.
  - Approximately 50,000 City street trees (11% increase).
- Participate in landscape plan review and landscape construction inspection services to ensure quality landscapes at reasonable maintenance costs.
- 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.

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

- Continue to implement productivity-enhancing landscape design standards and outsourcing select maintenance activities and areas.
- Employ maintenance practices and strategies that include automated pesticide application and weather station controlled irrigation systems.
- Maintain a cost accounting system for maintenance activities that will assist with cost containment, future design of facilities and landscapes, and cost recovery.
- Implement efficient strategies and defer some periodic maintenance activities in order to maximize the level of service consistent with funding levels.
- Continue to implement a program to address the need for the maintenance and training of young street trees within the LMD areas, but defer the program within the General Fund areas.
- Utilize volunteers and community service personnel to assist City forces when available.
- Improve the maintainability of currently landscaped areas through specific revisions to the planting palette and scheme.

Develop and implement new landscape designs to comply with water efficient landscape standards.

### **Five-Year Outlook**

City parks and recreational facilities will continue to be heavily used by the public creating a demand for additional facilities. The budget for maintenance in the General Fund areas has been significantly reduced. Staffing in these areas is at 40% of the target level, and the frequency of regular maintenance (mowing, hedging, cleaning, etc.) in these areas has been greatly reduced. Periodic maintenance activities (tree pruning, turf aeration, etc.) and certain repairs are facing long term deferral due to the continuing funding constraints. At some point this continual deferral will result in permanent loss of facilities. Identification of alternative park maintenance funding methods is critical if the City is to restore a reasonable level of park maintenance. The level of service in the LMD areas will continue to be high, consistent with the LMD funding levels. There will be a distinct and noticeable difference between the level of service in the LMD areas and the General Fund areas. LMD expenses have increased to the point where they approximately equal LMD revenues. Cost savings measures will be pursued to postpone the need for an increase in LMD assessments. Donations and volunteer public/private assistance are encouraged.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	1,071,065	1,062,800	1,180,400
Overtime	38,881	39,100	40,500
Extra Help	130,046	107,700	0
Benefits	574,885	587,200	557,900
Vehicle Charges	351,955	365,400	376,900
Energy	94,896	100,000	154,900
Communications	7,998	9,500	9,500
Professional Services	659,591	620,700	1,077,100
Repairs & Maintenance	36,348	27,000	27,000
Office Supplies	493	2,000	2,000
Materials & Supplies	231,916	305,900	282,900
Supplies - Safety	8,774	5,000	5,000
Supplies - Shop	6,211	4,500	5,000
Travel & Meeting Expense	889	4,000	4,000
Training	10,524	6,500	6,500
Dues & Subscriptions	431	1,200	1,200
Admin & Overhead	315,346	334,000	312,800
Capital Outlays - Public Utilities	7,678	43,500	10,500
Capital Outlays - Vehicles	22,533	0	0
<b>TOTAL PARKS</b>	<u><u>3,570,460</u></u>	<u><u>3,626,000</u></u>	<u><u>4,054,100</u></u>

**SOURCES OF FUNDING**

State Grants	0	0	101,000
Facility Reimbursements	46,389	46,000	46,000
Planning & Processing Fees	20,652	15,000	14,000
User Fees	2,253,967	2,325,500	2,755,000
Intergovernmental Charges	100,000	100,000	102,000
Interfund Charges	0	2,000	2,000
Miscellaneous Income	4,765	12,800	3,000
<b>Use of Discretionary Funds</b>	<u><u>1,144,687</u></u>	<u><u>1,124,700</u></u>	<u><u>1,031,100</u></u>
<b>TOTAL</b>	<u><u>3,570,460</u></u>	<u><u>3,626,000</u></u>	<u><u>4,054,100</u></u>

**DETAIL OF POSITIONS**

Assistant Public Utilities Director	0.10	0.10	0.10
Maintenance Worker/Senior Maint Worker	8.00	8.00	8.00
Management Analyst	0.25	0.25	0.25
Office Assistant	1.00	1.00	1.00
Parks Equipment Mechanic	1.00	1.00	1.00
Parks Maintenance Leadworker	3.00	3.00	3.00
Parks Manager	1.00	1.00	1.00
Principal Office Assistant	0.15	0.15	0.15
Utility Worker	12.00	12.00	12.00
<b>TOTAL</b>	<u><u>26.50</u></u>	<u><u>26.50</u></u>	<u><u>26.50</u></u>

### **2010-2011 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 48 of the City's landscaped acreage is within the LMD.

Specific goals include:

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

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

- Apply design and productivity strategies that provide aesthetically pleasing facilities and landscaping at a reasonable cost.
- Apply cost accounting measures that accurately identify costs, effect full cost recovery, and identify inefficiencies.
- Annually adjust LMD assessments consistent with the covenants.
- Manage Benefit Zone reserves such that they are adequate to provide for replacement of enhancement features as required.

### **Five-Year Outlook**

Development activity is expected to continue at a rate that is significantly lower than recent years. The Landscape Maintenance District will continue to grow at a correspondingly low rate. Several of the benefit zones have accumulated sufficient reserves to begin addressing backlogged rehabilitation and repair projects.

The LMD as a whole continues to have adequate reserves to carry it through 2011. However, annual expenditures within some zones exceed annual revenues. Cost savings measures will be pursued in an attempt to postpone the need for an increase in LMD assessments.

When it is necessary to increase rates, the desired strategy will be to gain authority to apply CPI increases to zones 1 through 6 on an as needed basis. This will make zones 1-6 consistent with the rest of the benefit zones which all have the ability to do annual CPI adjustments. CPI adjustments are not automatic, but are only applied when costs have increased or reserves have dipped below reasonable levels.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET DETAIL</b>			
Professional Services	<u>2,448,983</u>	<u>2,775,600</u>	<u>2,861,000</u>
TOTAL LANDSCAPE MAINTENANCE DISTRICT	<u><u>2,448,983</u></u>	<u><u>2,775,600</u></u>	<u><u>2,861,000</u></u>
<b>SOURCES OF FUNDING</b>			
User Fees	<u>2,448,983</u>	<u>2,775,600</u>	<u>2,861,000</u>
TOTAL	<u><u>2,448,983</u></u>	<u><u>2,775,600</u></u>	<u><u>2,861,000</u></u>

**2010-2011 Goals**

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

**Objectives to Meet the Goals**

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

**Five-Year Outlook**

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

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

Due to the General Fund revenue and expenditure imbalance, several City Departments, including Police and Fire, are not contributing funds to the vehicle renewal account. This will require that vehicles be retained longer than is ideal and may result in increased maintenance costs in the future. Further, these Departments will need to transition to a "pay-as-you-go" vehicle replacement strategy.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	833,423	817,900	893,800
Overtime	16,208	13,000	18,000
Extra Help	35,607	28,700	30,000
Benefits	378,922	425,000	399,600
Vehicle Charges	53,317	48,600	59,200
Communications	616	400	600
Professional Services	48,950	50,500	60,500
Repairs & Maintenance	414,453	405,600	433,000
State Mandates	2,672	7,000	7,000
Office Supplies	351	1,400	1,000
Materials & Supplies	1,174	1,200	1,500
Supplies - Safety	6,079	5,300	5,000
Supplies - Shop	2,259,298	2,017,500	2,291,000
Travel & Meeting Expense	969	3,000	6,000
Training	3,078	5,000	10,000
Dues and Subscriptions	1,308	600	1,100
Admin & Overhead	695,542	785,700	740,800
Debt Service	51,217	50,100	45,000
Lease Purchases	563,647	416,600	263,000
Capital Outlays - Computers	4,436	60,000	5,000
Capital Outlays - Public Utilities	80,552	49,700	151,900
Capital Outlays - Vehicles	3,504,072	3,943,300	451,300
<b>TOTAL FLEET MAINTENANCE</b>	<u>8,955,891</u>	<u>9,136,100</u>	<u>5,874,300</u>

**SOURCES OF FUNDING**

Fleet Maintenance Charges	<u>8,955,891</u>	<u>9,136,100</u>	<u>5,874,300</u>
<b>TOTAL</b>	<u>8,955,891</u>	<u>9,136,100</u>	<u>5,874,300</u>

**DETAIL OF POSITIONS**

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

**2010-2011 Goals**

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

**Objectives to Meet the Goals**

- Provide recycling services to residential customers and encourage recycling by commercial customers by expanding the City's contract recycle program to include a wider range of plastic and paper products and single stream collection.
- 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 and the excavation and mining of the unlined portion of the landfill.
- 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.
- Complete the landfill reclamation project.
- Achieve and maintain compliance with the landfill gas regulations.
- Complete the design and permitting, and begin the construction of, the next lined waste unit at the landfill.
- Continue conversion of the fleet of collection vehicles to compressed natural gas.

**Five-Year Outlook**

The continued expansion and reconstruction of the landfill will be required to provide capacity and mitigation of environmental concerns. The reclamation project is expected to be completed early in the budget year, and the process of designing and permitting the next lined waste cell at the landfill has begun. Construction of the cell is expected to begin during the budget year so as to provide the capacity necessary to continue meeting the City's need.

Current projections of the five-year funding outlook indicate that all known operational and environmental compliance issues can be dealt with without an increase in rates beyond the current 4% per year. It is not anticipated that the full 4% increase will be required in each year of the five year forecast.

Solid waste operations will continue to require the services of professional consultants/vendors, as many facets of solid waste management require expertise and resources not available in-house. This will particularly be true for landfill expansion operations, and state regulation compliance. 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 be pursued.

The State has revised the method of measuring compliance with the waste diversion goals, so the actual diversion rate is no longer tracked. The City continues to comply with the State's new goals.

**Public Utilities  
Department**

**Community Sanitation  
Section 76000/77500**

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	2,228,212	2,180,000	2,456,600
Overtime	160,937	237,300	197,200
Extra Help	147,668	161,500	122,000
Benefits	1,105,106	1,210,200	1,222,100
Vehicle Charges	2,869,798	2,703,800	2,917,500
Energy	10,690	18,000	30,000
Communications	10,437	9,600	9,900
Professional Services	2,895,291	3,093,500	2,968,300
Repairs & Maintenance	15,277	22,100	26,100
State Mandates	539,530	585,000	605,000
Building & Equipment Rental	0	0	25,000
Office Supplies	32,868	32,400	35,000
Materials & Supplies	41,810	55,300	65,400
Supplies - Safety	11,309	15,800	15,000
Supplies - Shop	8,439	11,100	12,900
Travel & Meeting Expense	5,749	6,000	7,000
Training	3,950	6,200	13,500
Dues & Subscriptions	2,540	1,600	1,900
Admin & Overhead	1,805,744	1,673,300	1,721,100
Debt Service	934,152	871,000	849,000
Lease Purchases	11,206	5,800	0
Capital Outlays - Public Utilities	513,841	1,075,600	945,800
Capital Outlays - Vehicles	247,152	9,700	31,000
<b>TOTAL COMMUNITY SANITATION</b>	<b>13,601,706</b>	<b>13,984,800</b>	<b>14,277,300</b>

**SOURCES OF FUNDING**

User Fees	13,601,706	13,984,800	14,277,300
<b>TOTAL</b>	<b>13,601,706</b>	<b>13,984,800</b>	<b>14,277,300</b>

**DETAIL OF POSITIONS**

Assistant Public Utilities Director	0.90	0.90	0.90
Associate Civil Engineer	-	-	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	3.00	3.00	2.00
Management Analyst	0.25	0.25	0.25
Office Assistant	0.65	0.65	0.65
Principal Office Assistant	1.00	1.00	1.00
Public Utilities Director	0.50	0.50	0.50
Sanitation Operator/Sr Sanitation Operator	19.00	19.00	21.00
Solid Waste Manager	1.00	1.00	1.00
Street Sweeper Operator	5.00	4.00	4.00
Utility Worker	8.00	8.00	9.00
<b>TOTAL</b>	<b>45.40</b>	<b>44.40</b>	<b>46.65</b>

**2010-2011 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 352 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 new 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 new Water Reuse Facility to the recycled water use areas, and the NPDES permitted discharge points.
- Operate the new sewer lift stations and the recycled water pump station and distribution system constructed to serve the new growth areas of the City.

**Five-Year Outlook**

The Fresno-Clovis Regional Wastewater Treatment Plant is currently upgrading and replacing 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 new Water Reuse Facility. This facility will provide water that will be reused in the City as an additional source of non-potable water. Due to increasing expenses related to both the capital improvements at the regional facility and operational expenses for the new Clovis facility, a user rate increase is necessary throughout the next five years.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	567,981	571,600	644,600
Overtime	9,625	15,000	19,500
Extra Help	875	2,000	10,000
Benefits	281,867	309,000	296,900
Vehicle Charges	225,642	259,600	267,500
Energy	37,585	669,000	710,000
Communications	2,264	2,100	2,300
Professional Services	2,901,957	4,538,600	3,631,500
Repairs & Maintenance	13,202	48,000	53,000
Office Supplies	548	2,000	10,000
Materials & Supplies	35,282	107,700	114,000
Supplies - Shop	914	2,600	3,000
Travel & Meeting Expense	1,897	300	7,000
Training	2,350	1,700	3,500
Dues and Subscriptions	2,090	1,000	1,000
Admin & Overhead	1,473,632	1,807,300	1,666,200
Debt Service	1,189,881	1,245,900	1,245,000
Capital Outlays - Office Equip/Furn	517	500	1,000
Capital Outlays - Public Utilities	58,345	45,200	35,200
Capital Outlays - Vehicles	24,663	0	0
Capital Impr - Sewer	0	2,000,000	2,000,000
<b>TOTAL SEWER</b>	<u>6,831,117</u>	<u>11,629,100</u>	<u>10,721,200</u>

**SOURCES OF FUNDING**

User Fees	<u>6,831,117</u>	<u>11,629,100</u>	<u>10,721,200</u>
<b>TOTAL</b>	<u>6,831,117</u>	<u>11,629,100</u>	<u>10,721,200</u>

**DETAIL OF POSITIONS**

Assistant Public Utilities Director	0.35	0.35	0.35
Associate Civil Engineer	-	-	0.50
Construction Manager	0.35	0.25	0.25
Engineering Tech/Senior Engineering Tech	0.75	0.75	0.75
Maintenance Leadworker	1.00	1.00	1.00
Maintenance Worker/Senior Maint Worker	6.00	6.00	6.00
Management Analyst	0.10	0.10	0.10
Office Assistant	0.15	0.15	0.15
Principal Office Assistant	0.20	0.20	0.20
Public Utilities Director	0.20	0.20	0.20
Utility Manager	0.50	0.50	0.50
Utility Worker	1.25	1.25	1.25
<b>TOTAL</b>	<u>10.85</u>	<u>10.75</u>	<u>11.25</u>

### **2010-2011 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; develop and secure additional water supplies to meet the future needs of the community.
- Implement appropriate demand reduction methods to both preserve our supplies and to minimize costs for our customers.

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

- Continue monitoring production wells and the distribution system for constituents as required by state and federal regulations; utilize up-to-date telemetry to monitor demands and program well operations in the most efficient and economical manner.
- Maintain and rehabilitate wells to provide a stable water supply; restore and maintain treatment capacity at the SWTP; protect the quality of the water provided to our customers by aggressively implementing the backflow prevention program.
- Increase utilization of the surface water treatment plant and decrease reliance on groundwater; continue to expand radio read meters in the system.
- Provide treatment facilities for wells which do not meet state standards; begin delivering 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.

### **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. The Stage 2 Disinfectants and Disinfection Byproduct Rule compliance monitoring will begin in 2012. Depending on the results, additional treatment could be required. Unregulated Contaminant Monitoring Regulation Phase 2 will be completed during 2010/2011.

Within the 5 year outlook the surface water treatment plant capacity will need to be expanded to serve new development from its current design capacity of 15 MGD to 22.5 MGD.

Additional water supplies to serve growth areas will be more expensive than current supplies. Methods to pay these higher costs will need to be evaluated. This could include different rates for new growth areas.

Waldron Pond provides the City with excellent drought protection; however, use of this water will be more costly than normal supplies. The Water Enterprise account has built in reserves to pay for these costs when needed. However, a sustained drought could overtax the Enterprise Fund's ability to pay for this water.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	1,754,292	1,768,600	1,957,400
Overtime	70,937	59,800	76,500
Extra Help	45,006	45,000	50,000
Benefits	846,747	951,000	853,700
Vehicle Charges	331,522	302,800	328,200
Energy	2,236,521	2,400,000	2,520,000
Communications	13,898	13,100	14,600
Professional Services	859,261	1,340,300	1,124,400
Repairs & Maintenance	113,617	199,800	226,000
Office Supplies	12,326	25,000	20,000
Materials & Supplies	682,596	897,100	763,000
Supplies - Shop	14,745	17,400	21,500
Travel & Meeting Expense	2,158	5,000	10,000
Training	8,848	7,700	15,000
Dues and Subscriptions	4,414	4,900	5,800
Admin & Overhead	1,820,631	1,879,100	1,885,800
Capital Outlays - Office Equip/Furn	1,246	1,200	1,000
Capital Outlays - Public Utilities	347,449	570,100	624,500
Capital Outlays - Vehicles	263,419	1,334,400	154,800
<b>TOTAL WATER</b>	<u>9,429,633</u>	<u>11,822,300</u>	<u>10,652,200</u>

**SOURCES OF FUNDING**

User Fees	<u>9,429,633</u>	<u>11,822,300</u>	<u>10,652,200</u>
<b>TOTAL</b>	<u>9,429,633</u>	<u>11,822,300</u>	<u>10,652,200</u>

**DETAIL OF POSITIONS**

Assistant Public Utilities Director	0.45	0.45	0.45
Assistant Water Systems Technician	5.00	5.00	5.00
Associate Civil Engineer	-	-	0.25
Construction Manager	0.45	0.30	0.30
Engineering Tech/Senior Engineering Tech	1.25	1.25	1.25
Junior Engineer	1.00	1.00	1.00
Maintenance Leadworker	3.00	3.00	3.00
Maintenance Worker/Senior Maint Worker	10.00	10.00	10.00
Management Analyst	0.20	0.20	0.20
Meter Reader/Utility Worker	4.00	4.00	4.00
Office Assistant	0.15	0.15	0.15
Principal Office Assistant	0.45	0.45	0.45
Public Utilities Director	0.30	0.30	0.30
Utility Manager	0.50	0.50	0.50
Utility Worker	2.75	2.75	2.75
Water Production Manager	1.00	1.00	1.00
Water System Technician	1.00	1.00	1.00
Water Treatment Plant Operator	3.00	3.00	3.00
<b>TOTAL</b>	<u>34.50</u>	<u>34.35</u>	<u>34.60</u>

# CLOVIS COMMUNITY DEVELOPMENT AGENCY SUMMARY

The Clovis Community Development Agency is the redevelopment agency for the City of Clovis. The Agency consists of two project areas with a total of 1,624 acres. Project Area One (1,200 acres) established in 1981 is located centrally and includes Old Town. The Herndon Avenue Project Area (424 acres) was created in 1991 and includes land north of Project Area One along Herndon Avenue between Minnewawa and Fowler Avenues.

The Agency is responsible for the elimination of blight and the development, reconstruction, and rehabilitation activity within the boundaries of the two project areas, including but not limited to: residential, commercial, industrial, and retail. The Agency is responsible for the implementation of the Redevelopment Plan.

## **Clovis YES**

**Sections 42500, 42600 and 42680**

Clovis YES is responsible for the administration and operation of the youth employment services for the City of Clovis and the area boundaries of the Clovis Unified School District. The Fresno County Workforce Investment Board through the Federal Workforce Investment Act provides the funds for this program.

## **HCD Block Grant Administration**

**Section 42750**

Community Development Block Grant (CDBG) Administration is responsible for the day-to-day operation of the CDBG Program. The CDBG Administration is responsible for the oversight of the expenditure of CDBG funds per the policies of the U.S. Department of Housing and Urban Development.

## **General Administration**

**Sections 44100 and 45500**

The General Administration Division is responsible for the day-to-day operation of the Agency. General Administration reviews and recommends proposals for rehabilitation and new construction applications for assistance to the Agency Board. The General Administration Division coordinates with other City departments and provides professional and technical expertise on redevelopment plans to the Agency Board.

## **Housing Division**

**Sections 44600 and 47500**

The Housing Division is responsible for implementation of the Agency's mandatory 20% set-aside of tax increment revenue. The Housing Division administers the Summer Youth Program, Clovis Housing Improvement Program (CHIP), and new construction projects. This division coordinates with county, state, and federal agencies to secure funds for affordable housing construction and rehabilitation projects.

## **Business Development Division**

**Section 46000**

The Business Development Division of the Clovis Community Development Agency is responsible for business retention, attraction and expansion as well as for the administration of the Agency's contracts with the Business Organization of Old Town to market and promote Old Town Clovis.

# CLOVIS COMMUNITY DEVELOPMENT AGENCY SUMMARY

## Department Goals 2010 - 2011

- Implement the goals and objectives of the Agency's Redevelopment Plans and Five-Year Implementation Plan.
- Implement the goals and objectives of the City of Clovis Economic Development Strategy.
- Encourage economic development, eliminate blight, and maintain an attractive appearance throughout the project areas.
- Improve and increase the supply of affordable housing.

## Budgetary Highlights

- Encourage expansion and retention of businesses within the redevelopment project areas.
- Encourage development of the property located at the corner of Herndon and Clovis Avenue known as the Old Town Village.
- Continue the incremental expansion of Old Town Clovis public improvements.
- Continue implementation of the Clovis Avenue Railroad Corridor Plan.
- Assist in locating businesses to the Dry Creek Industrial Park.
- Attract commercial/industrial businesses in the Herndon Project Area.
- Implement the action steps of the Shaw Avenue Corridor Action Plan.
- Implement the action steps of the Old Town Vision & Action Plan.
- Implement the Storefront Improvement Rebate Program Grant and Loan Program for Old Town.
- Complete construction of two homes for sale to low-income first-time homebuyers.
- Develop sites for future first-time homebuyer projects.
- Provide housing rehabilitation loans and grants low-income homeowners.
- Provide job readiness and leadership skills to youth.
- Provide Summer Youth Employment to youth through the funds provided by the American Recovery and Reinvestment Act.

# CLOVIS COMMUNITY DEVELOPMENT AGENCY PERFORMANCE MEASURES

The mission of the Clovis Community Development Agency is to encourage economic development and eliminate blight within the project area boundaries.

## REDEVELOPMENT

- Encourage economic development by working to create 50 new jobs per developable acre and maintaining and/or slowing tax base value erosion due to poor economic conditions within the boundaries of Project Area #1 and the Herndon Project Area through business expansion and/or attraction.

	<u>2008-2009 (actual)</u>	<u>2009-2010 (estimated)</u>	<u>2010-2011 (proposed)</u>
Property Valuation:			
Project #1	\$549,463,123	\$591,695,381	\$562,110,612
Herndon Project	\$157,512,811	\$169,619,395	\$161,138,425
Jobs Facilitated	300	186	400

- Eliminate blight by providing property owners, businesses, and developers with Storefront Improvement Rebate Program (SIRP) grants/loans to improve and/or reconstruct existing buildings, Mural grants, streetscape assistance, and provide physical improvements to public property. The Agency expects to provide at least ten SIRP grants and ten ADA Business Assistance loans.

SIRP Grants	6	8	10
SIRP Loans	0	0	0
Streetscape Grant	0	0	0
Streetscape Imp. (Linear feet)	240	1,140	250
ADA Business Loan Program	N/A	N/A	10
Fire Sprinkler Business Loan Program	0	1	1

## LOW/MODERATE INCOME HOUSING PROGRAM

The goal of the Low/Moderate Income Housing Program is to increase and improve the supply of affordable housing.

- Increase the supply of affordable housing: Construct at least 2 housing units that will be sold to eligible low-income households at an affordable cost. Carry out Agreement with Self-Help Enterprises to begin construction on 17 single-family homes for sale to low-income households at Ashlan and Fowler Avenues. Execute agreement with Southern California Presbyterian Homes to construct 60 affordable senior housing units at Barstow and Minnewawa Avenues. Continue Neighborhood Stabilization Program which began in 2009-10 to acquire foreclosed homes and sell to eligible low or moderate income families. Implement new Down-Payment Assistance Program to assist 8 low-income families in purchasing their first home.
- Improve the supply of affordable housing: Provide housing rehabilitation and other services to at least 100 clients to improve the quality of the housing stock and the neighborhoods in which that housing is located.

New Units Constructed	2	2	2
Rehabilitated Housing	45	30	90
Neighborhood Improvements	86	105	105
Neighborhood Stabilization Program	0	5	3
Down Payment Assistance Program	0	0	8

## CLOVIS YES

The goal of Clovis YES is to provide comprehensive job readiness and leadership skills to low-income youth ages 14-22.

Active participants	150	155	155
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# CLOVIS COMMUNITY DEVELOPMENT AGENCY SUMMARY

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
<b>BUDGET BY ACTIVITY</b>			
Clovis YES	398,335	584,000	380,600
HCD Block Grant Administration	103,661	89,700	82,200
Herndon Project Area Administration	479,042	200,800	225,800
Herndon Project Area Affordable Housing Administration	25,000	25,000	25,000
Business Development	1,222,035	1,223,000	1,305,400
Affordable Housing	628	61,800	73,100
Debt Service	482,151	550,500	583,800
	642,966	1,365,800	1,365,000
 TOTAL CCDA	 3,353,818	 4,100,600	 4,040,900

<b>BUDGET BY FUND</b>			
Clovis YES	398,335	584,000	380,600
HCD Block Grant Fund	103,661	89,700	82,200
Administration Fund	1,222,663	1,284,800	1,378,500
Herndon Project Area Affordable Housing	479,042	200,800	225,800
Herndon Area Affordable Housing	482,151	550,500	583,800
Debt Service Fund	25,000	25,000	25,000
	642,966	1,365,800	1,365,000
 TOTAL ALL FUNDS	 3,353,818	 4,100,600	 4,040,900

**2010-2011 Goals**

- Provide work readiness skills to program youth.
- Increase program participants' abilities in math and reading.
- Encourage leadership skills in program youth.
- Provide work experience opportunities to program youth.
- Provide continuing education and training opportunities for older youth.

**Objectives to Meet the Goals**

- Provide work readiness training classes.
- Provide monthly leadership field trips and activities.
- Provide participants with a worksite placement to gain work experience.
- Provide tutoring to participants as needed to improve basic skills and school performance.
- Provide mentoring to the participants.
- Provide support services to participants to assist them in success in the work world.
- Assist out-of-school youth in completing GED or high school diploma.

**Five-Year Outlook**

Clovis YES addresses the need for work readiness preparation for high school age youth and out of school youth. Clovis YES will work with youth to provide skills and support as they prepare to enter the work force. The grant from the Workforce Investment Board is on a year-to-year basis for up to five years and is dependent upon Federal Funds. Federal Funds have been decreased every year during the time of the contract with the City, resulting in a reduced number of youth able to receive services.

	2008-2009	2009-2010	2010-2011
	Actual	Revised Estimate	Budget

**BUDGET DETAIL**

Extra Help	247,853	405,400	199,600
Benefits	53,396	100,500	85,800
Vehicle Charges	0	300	0
Professional Services	32,406	24,500	15,800
Office Supplies	6,951	3,200	5,000
Travel & Meeting Expense	3,740	4,200	5,000
Training	2,969	2,200	6,000
Admin & Overhead	42,150	42,000	61,700
Capital Outlays - Office Equip/Furn	7,589	0	0
Capital Outlays - Computers	1,281	1,700	1,700
	<u>398,335</u>	<u>584,000</u>	<u>380,600</u>
<b>TOTAL CLOVIS YES</b>	<u>398,335</u>	<u>584,000</u>	<u>380,600</u>

**SOURCES OF FUNDING**

Program Participation	<u>398,335</u>	<u>584,000</u>	<u>380,600</u>
<b>TOTAL</b>	<u>398,335</u>	<u>584,000</u>	<u>380,600</u>

**2010-2011 Goals**

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

**Objectives to Meet the Goals**

- Increase the supply of affordable housing through property acquisition.
- Improve housing for low-income senior citizens.
- Improve street infrastructure in an eligible low/moderate income neighborhood.
- Assist with job creation.
- Assist in addressing ADA compliance issues throughout the community.

**Five-Year Outlook**

Projects will be identified annually to increase and improve the supply of affordable housing, improve infrastructure in low and moderate income neighborhoods, and provide needed public services in accordance with adopted policies.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	48,059	37,600	42,100
Overtime	1,212	0	0
Benefits	21,643	17,600	17,900
Vehicle Charges	1,468	3,100	3,100
Professional Services	271	200	1,200
Dues & Subscriptions	350	400	400
Admin & Overhead	<u>30,658</u>	<u>30,800</u>	<u>17,500</u>
<b>TOTAL HCD BLOCK GRANT ADMIN</b>	<u><u>103,661</u></u>	<u><u>89,700</u></u>	<u><u>82,200</u></u>

**SOURCES OF FUNDING**

Federal Grants	<u>103,661</u>	<u>89,700</u>	<u>82,200</u>
<b>TOTAL</b>	<u><u>103,661</u></u>	<u><u>89,700</u></u>	<u><u>82,200</u></u>

**DETAIL OF POSITIONS**

Housing Program Manager	<u>0.750</u>	<u>0.500</u>	<u>0.500</u>
<b>TOTAL</b>	<u><u>0.750</u></u>	<u><u>0.500</u></u>	<u><u>0.500</u></u>

### **2010-2011 Goals**

- Encourage economic development.
- Eliminate blight.
- Maintain an attractive appearance throughout the project area.
- Encourage development of the Dry Creek Industrial Park, north of Herndon, between Minnewawa and Villa Avenues.

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

- Work with developers, business organizations, and City departments to bring new development and businesses to the project area.
- Work with the Planning and Development Services Department to assist in meeting the goals of the specific plans established in this project area concerning future development.
- Provide technical and professional services to developers interested in developing in the project area.
- Implement the goals and objectives of the five-year Project Area Implementation Plan.
- Encourage new business development in the Dry Creek Industrial Park phase II.
- Work with developers to assist in industrial subdivisions for job generation.

### **Five-Year Outlook**

The Agency will focus attention on meeting the goals and objectives of the Herndon-Shepherd and Magill Heights Specific Plans. The Agency staff will coordinate on the implementation of the plan to maximize the economic development potential of the new 168 Freeway and the Herndon Corridor. The Agency received \$3.2 million in redevelopment bond funds that can be spent on public improvements within the project area.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Professional Services	328,231	50,000	75,000
Admin & Overhead	<u>150,811</u>	<u>150,800</u>	<u>150,800</u>
<b>TOTAL HERNDON PROJECT AREA ADMINISTRATION</b>	<u><u>479,042</u></u>	<u><u>200,800</u></u>	<u><u>225,800</u></u>

**SOURCES OF FUNDING**

Tax Increment	<u>479,042</u>	<u>200,800</u>	<u>225,800</u>
<b>TOTAL</b>	<u><u>479,042</u></u>	<u><u>200,800</u></u>	<u><u>225,800</u></u>

**2010-2011 Goals**

- Increase the project area's supply of affordable housing.
- Eliminate blight.

**Objectives to Meet the Goals**

- Work with non-profit partners to provide affordable homeownership opportunities.
- Provide affordable housing information to the public.
- Establish and maintain relationships with federal, state, and non-profit housing agencies.
- Work with the private sector to increase the supply of affordable housing units.
- Provide loans for housing rehabilitation.

**Five-Year Outlook**

The Magill Heights area is built out; housing funds will be focused on housing rehabilitation and housing projects outside the Magill Heights area.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Admin & Overhead	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
TOTAL HERNDON PROJECT AREA AFFORDABLE HOUSING	<u><u>25,000</u></u>	<u><u>25,000</u></u>	<u><u>25,000</u></u>

**SOURCES OF FUNDING**

Tax Increment	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
TOTAL	<u><u>25,000</u></u>	<u><u>25,000</u></u>	<u><u>25,000</u></u>

**2010-2011 Goals**

- Encourage economic development.
- Eliminate blight.
- Maintain an attractive appearance throughout the project area.

**Objectives to Meet the Goals**

- Work with developers, business organizations, and City departments to bring new development and business to Project Area 1.
- Implement the goals and objectives of the Clovis Railroad Corridor Plan to encourage development and remove blight along the railroad corridor from Sierra to Shaw Avenues.
- Implement the goals and objectives of the five-year Project Area Implementation Plan.
- Implement the goals and objectives of the City of Clovis Economic Development Strategy and Business REAP.
- Continue to work with Old Town merchants and property owners to improve storefronts through the Storefront Improvement Rebate Program (SIRP).
- Continue to work with Old Town merchants and property owners to improve buildings by utilizing the Fire Sprinkler Loan Program.
- Work with business owners in the central Clovis commercial/industrial area to expand and improve their business and property.
- Provide technical and professional services to developers interested in developing in the project area.
- Work with developer and property owners to develop the Old Town Village Planned Commercial Center.
- Work with BOOT, Chamber and Old Town merchants/property owners to implement the action steps of the Old Town Vision & Action Plan.
- Visit businesses within the project area to provide information on City activities and determine needs of the businesses for potential assistance.
- Work with developer on the redevelopment of the former DMV site.
- Expand Old Town streetscape improvements.
- Implement ADA Business Loan Program.

**Five-Year Outlook**

CCDA received \$4.7 million in tax allocation bond proceeds to provide public improvement in the project area. Over the next five years, the Agency will continue to implement the Clovis Railroad Corridor Plan and facilitate private development within this plan area. The Agency will continue to encourage blight elimination and economic growth in Old Town. The Agency will work with developer(s) to develop the Old Town Village PCC located west of Clovis Avenue and south of Herndon Avenue, and the redevelopment of the former DMV site in Old Town. The Agency will complete the Old Town Storefront Improvement Plan.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	185,992	186,200	201,000
Overtime	1,053	1,100	1,100
Extra Help	21,083	35,000	46,500
Benefits	64,665	79,700	77,700
Vehicle Charges	6,205	7,000	7,000
Energy	33,627	30,000	30,000
Professional Services	230,752	209,000	239,000
Building & Equipment Rental	75,563	91,300	95,800
Office Supplies	2,857	3,500	26,000
Materials & Supplies	16,685	20,400	20,400
Travel & Meeting Expense	5,897	4,600	4,700
Training	0	4,000	4,000
Dues & Subscriptions	4,437	5,000	5,000
Debt Service	163,107	163,500	164,000
Admin & Overhead	410,112	382,700	383,200
<b>TOTAL ADMINISTRATION</b>	<u>1,222,035</u>	<u>1,223,000</u>	<u>1,305,400</u>

**SOURCES OF FUNDING**

Tax Increment	821,116	758,500	786,400
Federal Grants	50,000	40,500	45,000
Program Participation	35,229	113,500	164,000
Interfund Charges	310,000	310,000	310,000
Miscellaneous Income	5,690	500	0
<b>TOTAL</b>	<u>1,222,035</u>	<u>1,223,000</u>	<u>1,305,400</u>

**DETAIL OF POSITIONS**

Business Development Manager	0.750	0.750	0.750
Community & Economic Development Dir	0.250	0.375	0.375
Principal Office Assistant	0.500	0.500	0.500
Redevelopment Technician	1.000	1.000	1.000
<b>TOTAL</b>	<u>2.500</u>	<u>2.625</u>	<u>2.625</u>

### **2010-2011 Goals**

The goal of the Business Development Division of the Clovis Community Development Agency is to foster a healthy business environment within the two redevelopment project areas in order to increase the property and sales tax base and provide jobs for residents of the City of Clovis. Specific goals for 2010-2011 are:

- Coordinate projects and development in the Clovis Avenue Railroad Corridor.
- Market industrial and commercial sites within the project areas.
- Market and promote Old Town Clovis.
- Maintain the Business Retention, Expansion and Attraction Program (REAP).

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

- Implement the Business (REAP) and Economic Development Strategy.
- Work with developers and City departments to assist in the development of property along the Clovis Avenue Railroad Corridor from Sierra to Shaw Avenues.
- Continue outreach efforts in order to inform the public on matters related to redevelopment.
- Update the property inventory of available commercial and industrial property on the City's web site.
- Work with area commercial brokers regarding available property for development in the project area.
- Supervise the contract with the Business Organization of Old Town for the Parking and Business Improvement Area funds.
- Update brochures that promote Clovis and Old Town.
- Work with the Tourism Committee to enhance business opportunities through tourism.

### **Five-Year Outlook**

Over the next five years, the Agency will continue to market and promote Old Town Clovis and other commercial areas within the project area. The Agency will work with non-profit organizations on activities to bring people to this area.

The Agency will be actively involved in marketing property within the redevelopment area by providing an up-to-date inventory of available property.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Professional Services	491	61,000	71,000
Travel & Meeting Expense	44	100	1,500
Admin & Overhead	93	700	600
	<u>628</u>	<u>61,800</u>	<u>73,100</u>
<b>TOTAL BUSINESS DEVELOPMENT</b>	<u>628</u>	<u>61,800</u>	<u>73,100</u>

**SOURCES OF FUNDING**

Tax Increment	<u>628</u>	<u>61,800</u>	<u>73,100</u>
<b>TOTAL</b>	<u>628</u>	<u>61,800</u>	<u>73,100</u>

**2010-2011 Goals**

- Increase the project area's supply of affordable housing.
- Improve the project area's supply of affordable housing.
- Eliminate blight.

**Objectives to Meet the Goals**

- Plan and execute projects for the rehabilitation of dilapidated homes.
- Plan and execute projects for affordable housing construction.
- Provide information to the public on affordable housing.
- Establish and maintain relationships with federal, state, and non-profit housing agencies.
- Work with the private sector to increase the supply of affordable housing units.
- Support projects to clean up neighborhoods.
- *Purchase property for the construction of new affordable housing.*
- Continue Neighborhood Stabilization Program to address foreclosures.
- Implement New Down Payment Assistance Program.

**Five-Year Outlook**

The Housing Program received \$3 million in tax allocation bond proceeds to provide for capital expenditures to increase the supply of affordable housing. The Agency will continue to strive to provide opportunities for affordable homeownership and housing rehabilitation to low/moderate income families. The private sector will need to become more involved in housing projects to help meet the needs. Staff will pursue outside sources of funds for affordable housing projects.

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Salaries - Regular	136,565	158,000	170,400
Overtime	1,872	0	0
Extra Help	371	300	7,000
Benefits	51,289	75,300	72,700
Vehicle Charges	9,979	11,500	11,500
Energy	1,242	0	0
Professional Services	28,628	63,400	80,500
Office Supplies	306	200	600
Materials & Supplies	5,046	5,000	8,000
Travel & Meeting Expense	5,990	4,000	6,500
Training	708	5,200	1,000
Dues & Subscriptions	285	900	1,500
Admin & Overhead	189,625	170,400	169,100
Debt Service	50,245	56,300	55,000
	<u>482,151</u>	<u>550,500</u>	<u>583,800</u>
<b>TOTAL AFFORDABLE HOUSING</b>	<u>482,151</u>	<u>550,500</u>	<u>583,800</u>

**SOURCES OF FUNDING**

Tax Increment	418,885	421,500	501,800
Program Participation	37,335	57,000	57,000
Interfund Charges	25,000	25,000	25,000
Miscellaneous Income	931	47,000	0
	<u>482,151</u>	<u>550,500</u>	<u>583,800</u>
<b>TOTAL</b>	<u>482,151</u>	<u>550,500</u>	<u>583,800</u>

**DETAIL OF POSITIONS**

Community & Economic Development Dir	0.250	0.375	0.375
Housing Project Manager	0.250	0.500	0.500
Principal Office Assistant	0.500	0.500	0.500
Redevelopment Technician	1.000	1.000	1.000
	<u>2.000</u>	<u>2.375</u>	<u>2.375</u>
<b>TOTAL</b>	<u>2.000</u>	<u>2.375</u>	<u>2.375</u>

In April 2008 the 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 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. The last debt service payment is scheduled for the fiscal year 2037/38. Included in the 2010/11 budget is \$550,000 in principal and \$799,000 in interest.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
10/11	\$550,000	\$798,104	\$1,348,104
11/12	575,000	775,604	1,350,604
12/13	595,000	755,179	1,350,179
13/14	610,000	736,341	1,346,341
14/15	630,000	715,798	1,345,798
15/16	655,000	693,704	1,348,704
16/17	675,000	667,054	1,342,054
17/18	710,000	635,891	1,345,891
18/19	735,000	603,379	1,338,379
19/20	770,000	569,901	1,339,901
20/21	805,000	535,251	1,340,251
21/22	845,000	498,951	1,343,951
22/23	880,000	461,001	1,341,001
23/24	915,000	421,511	1,336,511
24/25	960,000	379,181	1,339,181
25/26	995,000	333,972	1,328,972
26/27	1,050,000	286,681	1,336,681
27/28	1,095,000	237,078	1,332,078
28/29	1,150,000	185,163	1,335,163
29/30	1,205,000	130,703	1,335,703
30/31	230,000	97,375	327,375
31/32	240,000	86,213	326,213
32/33	250,000	74,575	324,575
33/34	265,000	62,344	327,344
34/35	275,000	49,519	324,519
35/36	290,000	36,100	326,100
36/37	300,000	22,088	322,088
37/38	315,000	7,183	322,183
<b>Total</b>	<b><u>\$18,570,000</u></b>	<b><u>\$10,855,844</u></b>	<b><u>\$29,425,844</u></b>

	2008-2009 Actual	2009-2010 Revised Estimate	2010-2011 Budget
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**BUDGET DETAIL**

Principal	0	530,000	550,000
Interest	627,341	819,800	799,000
Other Debt Costs	<u>15,625</u>	<u>16,000</u>	<u>16,000</u>
<b>TOTAL DEBT SERVICE</b>	<u><u>642,966</u></u>	<u><u>1,365,800</u></u>	<u><u>1,365,000</u></u>

**SOURCES OF FUNDING**

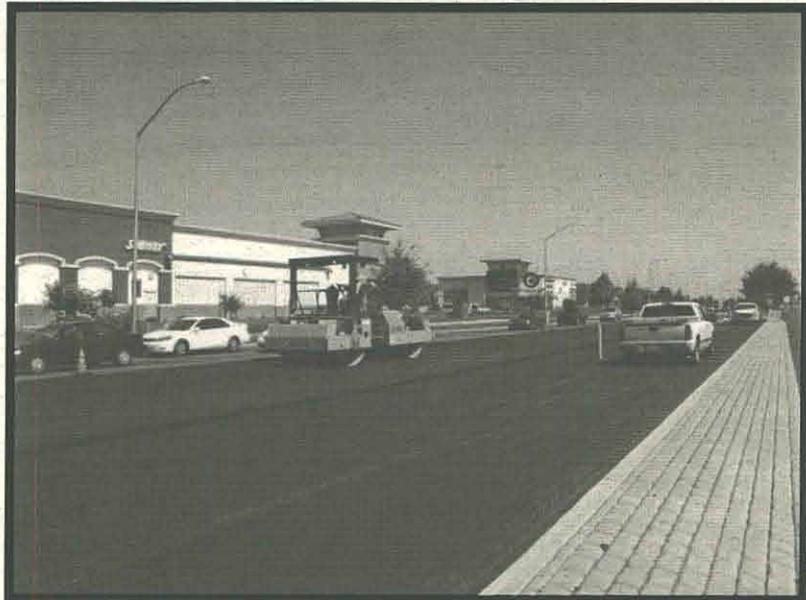
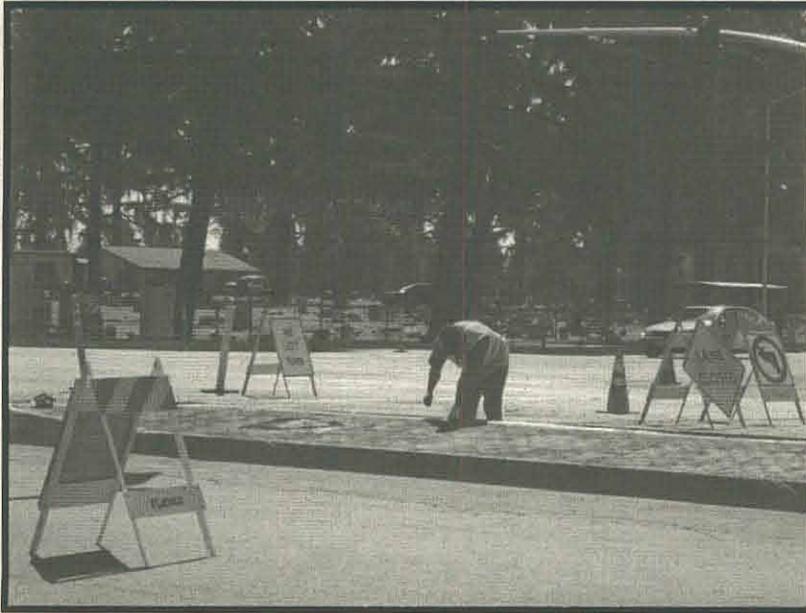
Tax Increment	<u>642,966</u>	<u>1,365,800</u>	<u>1,365,000</u>
<b>TOTAL</b>	<u><u>642,966</u></u>	<u><u>1,365,800</u></u>	<u><u>1,365,000</u></u>

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## COMMUNITY INVESTMENT PROGRAM

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



The Regional Surface Transportation Program (RSTP) and Measure C paid for the widening of Herndon Avenue from Willow Avenue to SR168, keeping many trades (concrete, paving, masonry, electrical) employed for several months.

# COMMUNITY INVESTMENT PROGRAM BUDGET SUMMARY

The 2010-2011 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 2010-2011 Community Investment Program are:

- American with Disabilities Act (ADA) accessibility surveying and improvements throughout the City of Clovis.
- Design of the Animal Shelter housing structure located on Villa between Bullard and Barstow Avenues.
- Land acquisition for Fire Station 6 that will be located in the Southeast Loma Vista area.
- Construction of a block wall and picnic shelter at Sierra Bicentennial Park.
- 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.
- Design and construction of the Liner System (Stage I) for Landfill expansion.

The projects included in the proposed 2010-2011 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.

**2010 - 2011 COMMUNITY INVESTMENT PROGRAM  
GENERAL GOVERNMENT FACILITIES**

The capital projects for the General Government Services Facilities Program are comprised of acquisition of new facilities, improvements to existing facilities, and maintenance of existing improvements required by City departments to enable them to adequately carry out their mission.

The major projects proposed for 2010 - 2011 are:

- Land acquisition for Fire Station 6 that will be located in the Southeast Loma Vista area.
- Design of the Animal Shelter housing structure to be located on Villa Avenue between Bullard and Barstow Avenues.
- Citywide survey and master planning of existing City owned public facilities and buildings for compliancy with the American with Disabilities Act (ADA).
- Additional accessibility improvements at Sierra Bicentennial Park.
- Rehabilitation of existing City facilities for compliancy with ADA.

*The proposed General Government Facilities budget continues to be significantly reduced from prior years due to funding constraints in the General fund for the fiscal budget year 2010 – 2011. These proposed government facilities projects for 2010 - 2011 should have a minimal affect on the cost of general services and other departmental operations.*

**SUMMARY**

**2010 - 2011 COMMUNITY INVESTMENT PROGRAM**

**GENERAL GOVERNMENT FACILITIES**

<u>General Government Facilities:</u> <i>Section 90000</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Public Safety Services</i>			
Fire Station 6 Southeast Area Acquisition	0	250,000	0
<i>Public Services and Utilities</i>			
Animal Shelter Design and Construction	215,000	300,000	3,700,000
Civic Center ADA Improvements	35,000	50,000	0
ADA Master Planning	45,000	500,000	400,000
Sierra Bicentennial Park ADA Improvements	75,000	70,000	75,000
Letterman Skate Park Repairs	10,000	35,000	0
Fiber Security	45,000	25,000	0
Fiber Optics Infrastructure	0	75,000	0
	<u>425,000</u>	<u>1,305,000</u>	<u>4,100,000</u>

Budget Year Revenues:

Fund Balance	755,000
Development Impact Fees	180,000
Donations	300,000
Federal/State/Other Agency Grants	70,000
	<u>1,305,000</u>
TOTAL	<u>1,305,000</u>

**2010 – 2011 COMMUNITY INVESTMENT PROGRAM  
SEWER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER**

The Sewer Capital Projects - Enterprise budget includes projects that will repair and/or replace existing sanitary sewer mains that are severely deteriorated or are not adequately sized for the flows now being experienced. These sewer mains present continual maintenance problems.

The Sewer Capital Projects - Developer budget includes the debt service payments for the 2007 Sewer Revenue Bond for the Sewage Treatment and Water Reuse Facility (ST-WRF) and related components, the 2005 Wastewater Revenue Bond, the 1998 Sewer Revenue Bonds and the 1995 Regional Waste Water Treatment Plant Expansion. 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 2010 – 2011 include:

- Design and reconstruction of sanitary sewer mains in various alleys and streets.
- Design and construction of a grinder pump for Pump Station E.
- Continued work on the Recycled Water Master Plan.
- Limited design for the Recycled Water System transmission pipelines and pump stations.

The sewer main improvement projects for 2010 - 2011 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

### 2010 - 2011 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>			
Third/Gibson Easement	0	155,000	0
Pump Station E Grinder Pump	0	95,000	0
Sierra Avenue Sewer Main Replacement	0	90,000	0
Subtotal	<u>0</u>	<u>340,000</u>	<u>0</u>
<u>Sewer Capital Projects - Developer:</u>			
<i>Section 92000</i>			
Miscellaneous Extensions	46,000	50,000	200,000
Wastewater Master Plan	20,000	50,000	200,000
Recycled Water System Master Plan	10,000	25,000	0
Bond Handling Charges	34,000	34,000	200,000
2007 Sewer Revenue Bond	3,184,900	3,185,000	123,672,000
2005 Wastewater Revenue Bond	1,282,000	1,282,000	51,460,000
1998 Sewer Revenue Bond	871,700	876,000	22,907,000
1995 Regional Wastewater Treatment Plant	1,023,100	1,019,000	1,184,000
Subtotal	<u>6,471,700</u>	<u>6,521,000</u>	<u>199,823,000</u>
 TOTAL	 <u>6,471,700</u>	 <u>6,861,000</u>	 <u>199,823,000</u>

#### Budget Year Revenues:

Fund Balance	4,386,000
Sewer Enterprise	0
Sewer Construction Fees	75,000
Major Sewer Fees	2,400,000
Developer Trust Fund	0
 TOTAL	 <u>6,861,000</u>

**2010 - 2011 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 2010 - 2011 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.
- Construction of a block wall and picnic shelter at Sierra Bicentennial Park.
- Continued preliminary Master Planning for a Regional park.

It is anticipated that the currently scheduled park improvements will not increase the annual operational costs in the Parks General Fund account.

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

## SUMMARY

### 2010 - 2011 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	500,000	1,000,000	4,000,000
Parks Master Plans	50,000	40,000	0
Miscellaneous Park Improvements	410,000	200,000	400,000
Regional Park Master Planning	25,000	25,000	0
Pedestrian Trails Master Plan Update	25,000	25,000	0
Sierra Bicentennial Park Improvements	0	295,000	0
TOTAL	<u>1,010,000</u>	<u>1,585,000</u>	<u>4,400,000</u>

#### Budget Year Revenues:

Fund Balance	710,000
Park Fees	875,000
TOTAL	<u>1,585,000</u>

**2010 – 2011 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 2010 - 2011 include:

- Citywide survey and improvements of City owned public right of way for compliancy with the American with Disabilities Act (ADA).
- Continued 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 the intersections of Clovis/Santa Ana, Peach/Gettysburg, Fifth/Sunnyside, and continued design of the Temperance and Sierra traffic signal.
- 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).

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**

**2010 - 2011 COMMUNITY INVESTMENT PROGRAM**

**STREET IMPROVEMENT PROJECTS**

	<u>PRIOR YEAR</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Street Improvements:</i>			
<i>Section 95000</i>			
<i>Reimbursement</i>			
Miscellaneous Street Widening	350,000	200,000	800,000
<i>Surveys</i>			
Street Lighting and Fiber Optic Plats	45,000	110,000	0
Vertical Control System	10,000	10,000	0
Various Plan Lines	50,000	50,000	0
<i>Preventative Maintenance</i>			
Slurry Seals and Reclamite	375,000	335,000	1,590,000
<i>Pedestrian Facilities</i>			
Bicycle, Pedestrian and Handicap Facilities	210,000	185,000	660,000
ADA Survey and Projects	335,000	720,000	1,350,000
<i>Landscaping Improvements</i>			
Landscaping and Irrigation Facilities	343,000	115,000	207,000
<i>Traffic Signals &amp; Communications</i>			
Herndon Avenue Traffic Flow Improvements	0	50,000	550,000
Audible Pedestrian Systems	0	355,000	0
Clovis/Santa Ana	40,000	120,000	0
Peach/Gettysburg	0	350,000	0
Fifth/Sunnyside	0	220,000	0
Temperance/Sierra	65,000	30,000	750,000
DeWolf/Shaw	0	62,000	564,000
<i>Reconstruction, Overlay and Widening Projects</i>			
Miscellaneous Repairs & Alley	345,000	75,000	598,000
Alluvial Avenue - Minnewawa to Clovis	0	450,000	0
Ashlan Avenue - Armstrong to Temperance	0	195,000	0
Ashlan Avenue - Fowler to Claremont	0	425,000	0
Clovis Avenue - Shaw to Third	50,000	1,700,000	0
Clovis Avenue - Santa Ana to Gettysburg	0	20,000	130,000
Gettysburg Avenue - E/O Minnewawa	0	294,000	0
Nees Avenue - Sunnyside to Armstrong	0	119,000	823,000
Temperance - Herndon to Bullard	50,000	265,000	1,450,000
Local Streets	1,000,000	550,000	2,200,000
<b>TOTAL</b>	<u><u>3,268,000</u></u>	<u><u>7,005,000</u></u>	<u><u>11,672,000</u></u>

Budget Year Revenues:

Proposition 111	1,286,000
Measure "C" Extension	1,420,000
Transportation Development Act (LTF)	57,000
Major Street Fees (Reimbursements)	7,000
LMD Reserves	115,000
Federal/State/Other Agency Grants	4,120,000
<b>TOTAL</b>	<u><u>7,005,000</u></u>

**2010 - 2011 COMMUNITY INVESTMENT PROGRAM  
WATER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER**

The proposed Water Capital Projects budget for 2010 - 2011 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 2010 - 2011 include:

- 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.
- Addition of Quick Dry Filter Beds at the Surface Water Treatment Plant.
- Final reimbursement for construction of the 42" water transmission main in Locan Avenue.
- Construction and improvements at various well sites.
- Continued design of the Northern Water Intertie.
- Continued examination and development for new well sites throughout the City of Clovis.

The projects included in the proposed budget are necessary in order to maintain adequate service, accommodate continued growth, and comply with state and federal regulations. These projects further enhance the overall supply and distribution system.

The new facilities proposed in the 2010 - 2011 programs are anticipated to impact the water enterprise operation budget. The impacts consist of the increased load on human resources, energy costs, and material costs (adding salt to chlorinators and back washing the carbon in the new GAC plant), which are anticipated to be approximately \$50,000 in the first year of operation.

**SUMMARY**

**2010 - 2011 COMMUNITY INVESTMENT PROGRAM**

**WATER PROJECTS**

	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<u>Water Capital Projects - Enterprise Fund:</u>			
<i>Section 96000</i>			
<i>Water Mains</i>			
Various Water Main Replacement	20,000	40,000	400,000
Gettysburg Avenue	0	165,000	0
<i>Surface Water Treatment Plant</i>			
Quick-Dry Filter Beds	0	700,000	0
Maintenance Building	0	115,000	0
<i>Well Site Improvements</i>			
Well No. 14	0	595,000	0
Subtotal	<u>20,000</u>	<u>1,615,000</u>	<u>400,000</u>
<u>Water Capital Projects - Developer:</u>			
<i>Section 97000</i>			
<i>Extensions</i>			
Miscellaneous Extensions	42,000	50,000	200,000
<i>Surface Water Treatment Plant Improvements</i>			
Locan Transmission Main	0	195,000	0
<i>Water Storage Facilities</i>			
Water Revenue Bond - Debt Service	3,251,300	3,253,000	55,220,000
<i>Water Well Improvements</i>			
Various Well Site Development	25,000	50,000	215,000
<i>Water Main Improvements</i>			
Water Intertie - North	50,000	25,000	950,000
Subtotal	<u>3,318,300</u>	<u>3,573,000</u>	<u>55,635,000</u>
TOTAL	<u>3,338,300</u>	<u>5,188,000</u>	<u>56,035,000</u>

Budget Year Revenues:

Fund Balance	2,068,000
Other Agency Contributions	534,000
Water Enterprise	1,311,000
Water Major Facilities	1,200,000
Water Connections	75,000
TOTAL	<u>5,188,000</u>

**2010 - 2011 COMMUNITY INVESTMENT PROGRAM  
REFUSE**

The capital projects for the Refuse Program consist of improvements to the existing landfill site as mandated by state law, and expansion of the landfill.

The projects proposed for 2010 - 2011 are:

- Design and construction of the liner system (stage I) for landfill expansion.

The refuse projects for 2010 - 2011 will have a minimal affect on the cost of the refuse operation. The improvements are required in order to comply with state regulations and will reduce the probability that monitoring costs will be incurred.

**SUMMARY**

**2010 - 2011 COMMUNITY INVESTMENT PROGRAM**

**REFUSE PROJECTS**

<u>Refuse Improvements:</u> <i>Section 99500</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Refuse Improvements</i>			
Landfill Monitoring	140,000	0	0
Clovis Landfill Demonstration Project	840,000	100,000	0
Clovis Landfill Liner	175,000	1,600,000	1,900,000
TOTAL	<u>1,155,000</u>	<u>1,700,000</u>	<u>1,900,000</u>

Budget Year Revenues:

Refuse Enterprise Fund	1,610,000
Developer Capital Fees	90,000
TOTAL	<u>1,700,000</u>

**2010 - 2011 COMMUNITY INVESTMENT PROGRAM  
CLOVIS COMMUNITY DEVELOPMENT AGENCY**

The Clovis Community Development Agency budget reflects its continued efforts to provide affordable housing in our community and to encourage and enhance the business environment of Old Town Clovis and the Herndon Avenue corridor.

Major expenses for 2010 – 2011 include:

- Construction of public improvements along Herndon Avenue, attracting new business whereby creating new employment opportunities.
- Continued streetscape expansions to downtown Clovis.
- Purchase of property for the construction of new homes.
- Purchase of foreclosures for rehabilitation and sales through the City's first-time homebuyer program.
- Assistance in the repair and rehabilitation of affordable housing.
- Construction of new homes in partnership with the Fresno City College Building Trades Program and the Housing Opportunity through Education (HOPE).
- Preparation of tentative and final maps for improvement areas.

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

### 2010 - 2011 COMMUNITY INVESTMENT PROGRAM

#### CLOVIS COMMUNITY DEVELOPMENT AGENCY PROJECTS

	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<u>Community Development</u>			
<i>Section 44100</i>			
Commercial/Industrial Improvements			
Herndon Avenue	160,000	577,500	800,000
<u>Affordable Housing</u>			
<i>Section 44700 - Herndon Project Area</i>			
Site Preparation for Self Help Homes	0	250,000	400,000
Ashlan/Fowler Subdivision	560,300	700,000	0
<u>General Administration</u>			
<i>Section 46500</i>			
Old Town Tree Rejuvenation	0	113,000	0
Railroad Corridor Plan Implementation	245,000	300,000	400,000
Business ADA Loan Program	0	100,000	0
Bullard/Fifth Improvements	0	500,000	0
<u>Affordable Housing</u>			
<i>Section 48000 - Central Project Area</i>			
Accrued Interest on CalHFA loan	24,000	25,000	109,000
New Home Lots	380,000	140,000	400,000
Neighborhood Stabilization Program	1,100,000	449,000	0
Loans for Home Repair	200,000	300,000	400,000
Downpayment Assistance Loan Program	0	800,000	1,600,000
Home Improvement Grants	42,000	42,000	168,000
New Home Construction	100,000	70,000	720,000
Affordable Housing Project	15,000	19,000	0
World Changers - Home Improvement	65,000	65,000	280,000
City College Project House	140,000	160,000	720,000
Various Improvements - Subdivisions	55,000	270,000	0
<b>TOTAL</b>	<b><u>3,086,300</u></b>	<b><u>4,880,500</u></b>	<b><u>5,997,000</u></b>

#### Budget Year Revenues

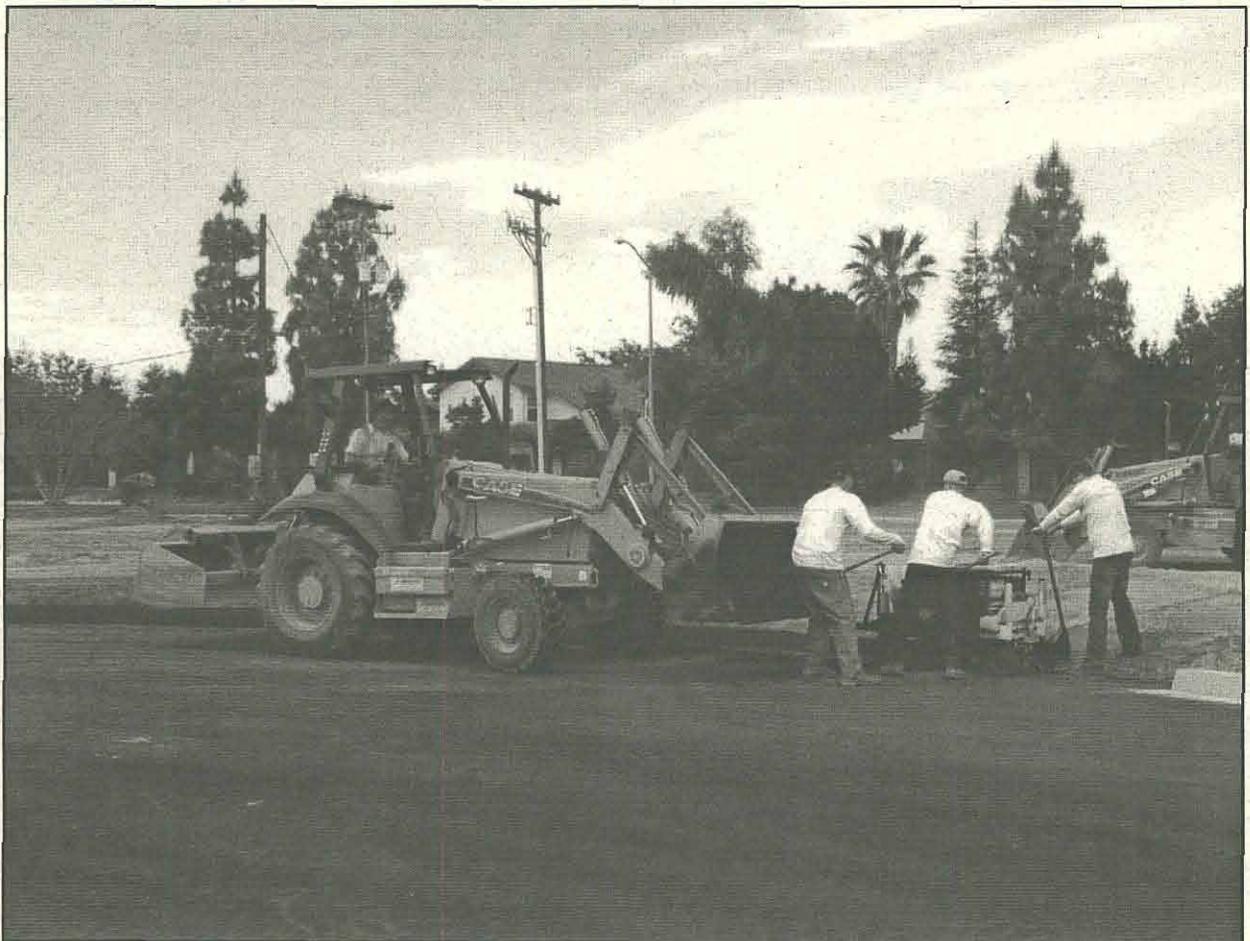
Bond Proceeds	1,817,500
Revenue From Other Agencies	482,000
Sale of Property	0
Tax Increment	<u>2,581,000</u>
<b>TOTAL</b>	<b><u>4,880,500</u></b>

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## FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

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The Five-Year Community Investment Program is presented for each of the community investment funds. The projects are listed for the current year and 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).



The construction of Sierra Meadows Park (Phase I) was funded by the Environmental Enhancement and Mitigation Program (EEMP).

# 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. A major portion of the funding for these projects will come from development fees. The implementation of the parks and open space master plan is contingent on obtaining new funding sources.

Major projects include:

- Design and construction of the Animal Shelter/Pet Adoption Center.
- Citywide survey and master planning of existing City owned public facilities and buildings and improvements for compliance with the American with Disabilities Act (ADA).
- Design and construction of the Clovis Landfill Stage 1 Liner.
- Design, construction and replacement of water mains and wells to serve the current capacity and new development.
- Site acquisition in the Southeast and Northwest areas for future City parks and master planning for a Regional Park in the Northeast area.
- Continuing design and construction of the trail system within the Clovis area.
- Assisting the Community in the development, repair and rehabilitation of affordable housing.
- Continued improvement to the City's infrastructure including street reconstruction and sewer and water collection/distribution facilities.
- Street Projects:
  - Design and construction of various traffic signals throughout the City.
  - Construction of bike lanes on various streets throughout the City.

Implementation of the Five-Year Community Investment Program will require new sources of financing. Several important projects are identified in the Government Facilities, Streets and Water Programs for which there is no assured funding. Without increased participation by local, state and federal governments and agencies, accomplishment of these projects will be delayed.

A summary of revenue and expenditures for the Five-Year Program is presented on the facing page, followed by individual project sheets with greater detail on scope and financing.

**SUMMARY OF  
FIVE-YEAR COMMUNITY INVESTMENT PROGRAM**

<u>Projects</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-2015 or Later</u>
General Services	1,305,000	4,920,000	926,000	1,375,000	27,218,000
Sewer	6,861,000	8,101,000	7,166,000	7,079,000	293,485,000
Parks	1,585,000	1,622,000	2,885,000	4,090,000	8,917,000
Streets	7,005,000	10,108,000	10,157,000	22,978,000	38,727,000
Water	5,188,000	4,975,500	4,014,000	4,330,500	56,805,600
Refuse	1,700,000	2,525,000	100,000	200,000	15,355,000
Community Development	4,880,500	1,097,000	1,898,000	1,099,000	1,903,000
<b>TOTAL</b>	<b>28,524,500</b>	<b>33,348,500</b>	<b>27,146,000</b>	<b>41,151,500</b>	<b>442,410,600</b>
<b>Sources of Funding</b>					
Fund Balance	13,324,300	11,330,539	9,557,100	21,063,500	24,569,520
Revenue from Agencies	6,972,000	5,509,000	4,805,000	5,832,000	5,974,000
Developer Capital Fees	4,972,200	4,959,500	5,424,000	7,671,000	17,025,000
Enterprise Revenues	1,426,000	8,594,461	6,929,900	6,155,000	3,111,000
Long-Term Financing	1,250,000	2,425,000	0	0	41,655,000
Tax Increment	580,000	530,000	430,000	430,000	430,000
Property Sale Proceeds	0	0	0	0	0
*Unfunded	0	0	0	0	349,646,080
<b>TOTAL</b>	<b>28,524,500</b>	<b>33,348,500</b>	<b>27,146,000</b>	<b>41,151,500</b>	<b>442,410,600</b>

\*Unfunded projects in future years will require adjustments in rates and changes, or savings in prior year projects.

## GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**PUBLIC SAFETY SERVICES**

71057	Facilities Administration Master Plan					80,000	d Master plan for relocation of Fire Administration headquarters. (General Government Services Fund)
71075	Fire Station 2 Minnewawa, S/O Shaw Rebuild Fire Station					500,000 4,000,000 50,000	d Demolish and rebuild or refurbish fire station to meet modern construction standards. (General Government Services Fund)
71076	Fire Station 3 Herndon and Villa Remodel			15,000 235,000	d c		Remodel needed for ongoing maintenance and the health and safety of occupants. (General Government Services Fund)
	Fire Station 4 Armstrong and Gettysburg Remodel				10,000 190,000	d c	Remodel needed for ongoing maintenance and the health and safety of occupants. (General Government Services Fund)
71435	Fire Station 6 Southeast Area Leonard/Loma Vista					250,000	a Design and construction of a new fire station in the southeast area. (Developer Fees)
						50,000 100,000	s f
71440	Fire Station 7 Northwest Area					350,000 500,000 4,500,000 50,000 100,000	a Design and construction of a new fire station in the northwest area. Adjacent to a major street. (Developer Fees)
						50,000 100,000	s f

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## GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**Fire / Police Training Site**

**Phase 1**

71432 Design of training facility  
Remodel existing building  
Storage Facility

25,000 d  
100,000 c

Continue design and civil improvements for multi-discipline training facility. This is part of the Fire Department's long range goal to help provide improved emergency services. Construct Fire Logistics Center.  
(General Government Services Fund)

**Phase 2**

Drafting pit facility construction and continued site improvements

75,000 d  
800,000 c

Build a drafting pit with other site improvements at the training site facility for apparatus maintenance and annual pump testing. This is a safety and maintenance improvement consistent with the recommended guidelines by NFPA.  
(General Government Services Fund)

**Phase 3**

Administration offices, classroom, and training props.

100,000 d Construct burn building, office space,  
500,000 c training tower, classrooms and training  
2,000,000 c props. Phased over multiple years.  
(General Government Services Fund)

**Police/Fire Headquarters**

71437 Security Fencing

5,000 d Install 2 feet (additional height) of wrought  
55,000 c iron fencing to existing police and fire  
administration yard for security purposes.  
(General Government Services Fund)

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## GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
71438	Covered Parking					4,000 110,000	d Provide covered parking for 17 PD parking stalls for weather protection during inspection and provisioning of vehicles. (General Government Services Fund)
71380	<b>Shooting Range</b> Locate Site					10,000 250,000	d Conduct a feasibility study for a shooting range and acquire land. (General Government Services Fund)
	Site Development Phase I Phase II					175,000 1,150,000 2,900,000	d Develop site for shooting range. c Phase I: pistol range, Phase II: Civil improvements, shotgun and rifle ranges. (General Government Services Fund)
<b><u>Villa Yard Reorganization</u></b>							
71192	<b>Animal Shelter</b> Housing Structure	300,000					d Design and construction of a new animal shelter. (General Government Services Fund and Community Donations)
			3,700,000				c
	<b>Police Storage Facilities</b>					120,000 1,200,000	d Design and construction of facilities for impounding and storage of evidence including an area for the Community Service Work Program. (General Government Services Fund)

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## GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**PUBLIC SERVICES AND UTILITIES**

71359	Civic Center Expansion			200,000 a	200,000 a	800,000 a	Acquisition of County facility for office expansion. (General Government Services Fund)
71361	Civic Center Plaza Landscape/Irrigation Replacement	15,000 d 50,000 c		50,000 c	50,000 c	50,000 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 areas. Construct over multiple years. (General Government Services Fund)
71362	Bollard Replacement		5,000 d 50,000 c				Remove/replace all existing pedestrian light bollards w/higher density & efficiency for night security. (General Government Services Fund)
71392	ADA Improvements					50,000 c	Address ADA compliancy standards in the Civic Center campus. (General Government Services Fund)
71363	Tree Planter Rehabilitation Parking Lot				65,000 c		Rehabilitate parking lot tree planters between the library and I.S. building. (General Government Services Fund)
71356	Corporation Yard First Floor Improvements		25,000 d 750,000 c				Improvements to the first floor of the Administration Building for Public Utilities. (Sewer, Water and Refuse Funds)

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## GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
	Parking Improvement					1,300,000 150,000	a Improvements to Public Utilities parking facilities. d (Sewer, Water, and Refuse Fund)
71397	ADA Master Planning	500,000 c	250,000 c	50,000 c	50,000 c	50,000 c	c Continue ADA Master Plan compliance and upgrades. (General Government Services Fund)
	<u>Park Maintenance</u>						
	<b>Sierra Bicentennial Park Sunnyside and Sierra</b>						
75031	Accessibility Improvements	5,000 d 65,000 c	5,000 d 70,000 c				ADA Master Plan Improvements. (CDBG Funded)
	<u>Play Field Improvements</u>						
75030	Play Field and Lighting					35,000 250,000	d Remove and replace existing infield soil c with suitable material for maintenance and use. Install drainage for field area. (General Government Services Fund)
	<u>Parking Lot Lighting</u>						
	Parking Lot Lighting					30,000 750,000	d Construct a baseball/soccer field and install sports lighting. c (Contingent upon a future grant and General Government Services Fund)
	<u>Stadium Lighting</u>						
	Stadium Lighting					8,000 40,000	d Install 2 additional lot lights to improve security. c (Contingent upon a future grant and General Government Services Fund)
						4,000 40,000	d Install additional lighting to existing poles to increase visibility on the playing field. c (General Government Services Fund)

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## GENERAL GOVERNMENT FACILITIES

ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
	<b>Letterman Park</b> W/S of Villa, S/O Bullard Accessibility Improvements			12,500 d 72,500 c			ADA Master Plan Improvements. (Contingent upon CDBG Grant)
71373	<b>Letterman Skate Park</b> Concrete Repairs	35,000 c					Repair of broken concrete at the Letterman Skate Park. (General Government Services Fund)
75540	<b>Kiwanis Park</b> <b>Tenth and DeWitt</b> Irrigation and Lighting					5,000 d 35,000 c	Remove and replace irrigation system and install security lighting. (Community Donations)
	<b>Temperance/Gettysburg</b> Northwest Corner-Greenbelt					10,000 d 95,000 c	Remove and Replace existing landscape and irrigation of greenbelt. (General Government Services Fund)
	<u><b>Fiber Optics/Communications</b></u>						
71406	Fiber Optics Camera Infrastructure	75,000 d					Inventory for maintenance of the City's fiber optic and camera system. (General Government Services Fund)
71401	Fiber Security	25,000 c					Installation of security devices to the City's fiber optic vaults to protect the system from theft and vandalism. (General Government Services Fund)

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## GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
	Fire station No.2 to Letterman Park Water Tower			15,000 d 86,000 c			Upgrade existing limitation of fiber system for camera's and City network. (General Government Services Fund)
71399	Lind Yard Connection					65,000 c	Install fiber optic connection to the Lind Yard/Pelco for security purposes. (General Government Services Fund)
	Shaw Avenue - Clovis to Fowler Clovis Avenue - Shaw to Fourth					19,000 d 183,000 c	Current system is limited due to all lines being used, a link is needed to Sierra Vista Mall Camera's for public safety. (General Government Services Fund)
<b>TOTAL- GENERAL GOVERNMENT FACILITIES</b>		<u><u>1,305,000</u></u>	<u><u>4,920,000</u></u>	<u><u>926,000</u></u>	<u><u>1,375,000</u></u>	<u><u>27,218,000</u></u>	

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## SEWER CAPITAL PROJECTS - ENTERPRISE FUND

91000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
<b><u>PREVENTATIVE MAINTENANCE</u></b>							
	Trunk Sewer Sonex Inspection		60,000				Inspect trunk sewers owned by the City.
72591	Pump Station E Grinder Pump	20,000 75,000	d c				Design and install grinder pump in future pump location number 1.
<b><u>ALLEY AND EASEMENT LOCATIONS</u></b>							
72700	Fourth/Gibson Alley Renn to Sunnyside	25,000 125,000	d c				Replace existing 6 inch concrete sewer with 8 inch PVC from manholes 12-28 to 12-59. Coordinate with water main replacement project.
72706	Third/Gibson Easement East of Elm	25,000 130,000	d c				Relocate sewer laterals to Third and Fourth Street and abandon main.
<b><u>STREET LOCATIONS</u></b>							
	Barstow Avenue Villa to Helm Canal and Sylmar to Tollhouse Road			20,000 268,000	d c		Replace 8 inch clay sewer main from manholes 16-45 to 16-17 and 17-18 to 17-13. Coordinate with street project.
72592	Sierra Avenue At Hughes Avenue	15,000 75,000	d c				Replace sewer main between manholes 2-30 to 2-32. Add bypass line from manhole 2-25 to 11-37.
72582	Paula Avenue Gettysburg to 530 feet south				31,000 83,000	d c	Replace 6 inch VCP sewer with 8 inch PVC and modify MH 30-38 and 31-2.
<b>TOTAL - SEWER CAPITAL PROJECTS - ENTERPRISE</b>		<b>340,000</b>		<b>210,000</b>	<b>288,000</b>	<b>114,000</b>	<b>0</b>

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## SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**EXTENSIONS**

72010	Miscellaneous Extensions	50,000	c	50,000	c	50,000	c	Install sewer mains and laterals at various locations.
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**MASTER PLANNING**

73200	Wastewater Collection System Master Plan	50,000	d	50,000	d	50,000	d	Master planning for the conveyance of wastewater and required facilities.	
73220	Recycled Water System Master Plan	25,000	d						Prepare a master plan for distribution of both reclaimed and recycled water including the use from surface water sources.

**SEWAGE TREATMENT - WATER REUSE FACILITY**

	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. Construct 2023.
	Phase 3	2,500,000	d	32,500,000	c				Increase plant capacity from 5.68 MGD to 8.34 MGD. Construct 2036.

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## SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**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	Construct 2014. Needed to serve the Northwest area.
73206	Herridon Service Area Pump Station and Force Main					200,000 d 1,200,000 c	Construct 2020.
	Peach Service Area Pump Station and Force Main					400,000 d 3,000,000 c	Construct 2032.

**RECYCLED WATER SYSTEM IMPROVEMENTS**

73320	Pump Station No. 1 Phase 2					100,000 d 700,000 c	Construct pump station at ST-WRF. Upgrade plant capacity. Construct 2023. (Development Fees)
73320	Pump Station No. 2 Temperance/Sierra					1,500,000 d 8,500,000 c	Construct pump station at Temperance and Sierra Avenues. Scheduled 2035. (Development Fees)
73370	Recycled Water Mains Sierra Avenue Temperance to Peach					3,000,000 d 18,500,000 c	Install recycled water transmission main in Sierra Avenue. Construct 2035. (Development Fees)
73380	Nees/DeWolf/Teague Pipelines					450,000 d 2,650,000 c	Install recycled water distribution mains to supply recycled water to northeast area. (Non-Potable Water Development Fee)

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**SEWER CAPITAL PROJECTS - DEVELOPER**

92000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**SEWER SYSTEM IMPROVEMENTS**

**Wastewater Pump Station**  
Herndon/Clovis

100,000 d Partial construction of pump station and  
266,000 c related connection to sewer main.  
(Development Fees)

**SEWER MAINS**

**Alluvial Avenue**  
Armstrong to ¼ mile east  
of Armstrong

28,400 d Extension of sewer main in Alluvial from  
241,600 c western limits of Phase 1 of R&T Park to  
Armstrong Avenue. Coordinate with Alluvial  
Avenue street improvements.

**Nees Avenue**  
Dry Creek to Sunnyside

20,000 d  
150,000 c  
Install new 8 inch PVC main with wyes to  
serve properties on the south side of Nees.

**Heritage Avenue**  
E/O Temperance

15,000 d Install new 8 inch PVC sewer main and  
180,000 c services.  
(Reimbursement from property owners)

**Enterprise Avenue**  
W/O Locan

15,000 d Install new 8 inch PVC sewer main and  
180,000 c services.  
(Reimbursement from property owners)

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## SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
<b><u>DEBT SERVICES</u></b>							
67201	Bond Handling Charges	34,000	50,000	50,000	50,000	50,000	Handling Charges.
<b><u>2007 Sewer Revenue Bond</u></b>							
67735	Principal	0	930,000	970,000	1,275,000	65,365,000	Debt Service Principal.
67835	Interest	3,185,000	3,166,000	3,129,000	3,077,000	45,760,000	Debt Service Interest.
<b><u>2005 Wastewater Revenue Bond</u></b>							
67731	Principal	0	310,000	320,000	70,000	25,035,000	Debt Service Principal.
67831	Interest	1,282,000	1,277,000	1,267,000	1,260,000	21,921,000	Debt Service Interest.
<b><u>1998 Sewer Revenue Bonds</u></b>							
67718	Principal	140,000	145,000	150,000	425,000	13,320,000	Debt Service Principal.
67818	Interest	736,000	729,000	722,000	708,000	6,708,000	Debt Service Interest.
<b><u>1995 Regional Waste Water Treatment Plant Expansion</u></b>							
67716	Principal	940,000	1,155,000	0	0	0	Debt Service Principal. Ends 2012.
67816	Interest	79,000	29,000	0	0	0	Debt Service Interest. Ends 2012.
<b>TOTAL - SEWER CAPITAL PROJECTS - DEVELOPER</b>		<b><u>6,521,000</u></b>	<b><u>7,891,000</u></b>	<b><u>6,878,000</u></b>	<b><u>6,965,000</u></b>	<b><u>293,485,000</u></b>	

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## PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
75600	Park Property Acquisition	1,000,000 a	Acquire property for the future development of City park sites and trails.				
75010	Parks Master Plans	40,000 d					Complete development and update of Master Plans for City of Clovis park sites.
75015	Misc. Park Improvements	200,000 c	100,000 c	100,000 c	100,000 c	100,000 c	City participation in miscellaneous projects and miscellaneous unforeseen expenses that are development related.
<b><u>COMMUNITY PARKS (15 acres or greater)</u></b>							
<b>Sierra Bicentennial Park</b>							
<b>Sunnyside and Sierra</b>							
75017	Masonry Wall, Area 2 Picnic Shelter and Walkway System	30,000 d					Construct masonry wall, walkway system and general park amenities per Master Plan.
	Parking Lot Expansion and General Park Amenities	265,000 c					
						25,000 d	Expansion of parking lot and construction
						160,000 c	of general park amenities per Master Plan.
	Sports Field Area Modifications					25,000 d	Modification and improvement of existing
						160,000 c	sports field per Master Plan.
	Parking Lot, Security Lighting, Shade Structure, and Perimeter Fencing					25,000 d	Construct parking lot, security lighting,
						125,000 c	shade structure, and perimeter fencing per Master Plan.
<b>Valley Nature Education Center</b>							
<b>Sierra and Temperance</b>							
75046	Creek Site Work & Sidewalks				45,000 d		Continue recreational improvements, including creek layout, landscaping and pathways.
					475,000 c		

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# PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
	Fishing Lakes/Park Improvements				80,000 d 1,350,000 c		Excavate lake and pond area, rough grading. (Contingent upon Grant Funding, Prior Year's Savings and Community Contributions)
	Recirculation Piping				54,000 d 356,000 c		Construction of piping and pumps to recirculate water in ponds. (Contingent upon Grant Funding, Prior Year's Savings and Community Contributions)
	Parking Lot, Security Lighting, Landscaping, Irrigation					60,000 d 750,000 c	Continued site grading and installation of turf, trees, irrigation, security lighting and parking lot. (Contingent upon Grant Funding, Prior Year's Savings and Community Contributions)
	Classroom Facilities and Restroom					233,000 d 1,784,000 c	Construct building for classroom facilities. (Contingent upon Grant Funding, Prior Year's Savings and Community Contributions)
	Amphitheater					31,000 d 144,000 c	Construct amphitheater. (Contingent upon Grant Funding, Prior Year's Savings and Community Contributions)
	<b>Regional Park Northeast area Master Plan</b>					25,000 d	Continue development of master plan for a City of Clovis regional park site.
	Sports Complex Located within Regional Park					65,000 d 1,250,000 a 1,000,000 c	Develop facilities, including lighting, for soccer fields and baseball diamonds.

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# PARK IMPROVEMENTS

ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**AREA PARKS (3 to 20 acres)**

San Gabriel Park  
 San Gabriel, E/O Willow  
 Security Lighting

22,000 d  
 95,000 c

Install lighting for security at the basketball court, play lot and picnic sites.

**BASIN PARKS**

Basin 1E  
 Ashlan and Gould Canal  
 Landscaping and Play Fields

40,000 d  
 450,000 c

Construction of baseball and soccer facilities, irrigation, trees, and turf. (Prior Year's Savings and FMFCD Participation)

75123 Recreation Facilities

17,000 d  
 114,000 c

Install recreation fields, parking lot ramps. (Prior Year's Savings and FMFCD Participation)

75124 Restroom

15,000 d  
 125,000 c

Construct restroom. (Contingent upon Grant Funding and Prior Year's Savings)

75125 Field "Sports" Lighting

25,000 d  
 208,000 c

Construct sports lighting. (Contingent upon Grant Funding and Prior Year's Savings)

**TRAILS**

75145 Pedestrian/Trails  
 Update Master Plan

25,000 d

Update master plan for pedestrian trails. (Measure C Funded)

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

# PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
75165	Trail Head/Rest Area SWC Sunnyside & Shepherd		160,000 d	1,620,000 c			Design and construct trail head per grant timeline and allocation. (TE Grant Funded)
71415	Clovis Old Town Trail Restroom			15,000 d 150,000 c			Construct a handicap unisex restroom adjacent to Fire Station 3 for trail users to alleviate use of Station restrooms. (Contingent on a Clovis Community Foundation Grant and Development Fees)
	<b>Dry Creek Trail</b> Willow to Old Town Trail					83,000 d 455,000 a 828,000 c	Complete unfinished portion of Dry Creek Trail. (Contingent upon Grant Funding and Prior Year's Savings)
75572	<b>Enterprise Canal Trail</b> Temperance to Alluvial		245,000 c				Construct a Class I bike and pedestrian trail on acquired property. (TE Grant Funded)
75580	<b>Gould Canal Trail</b> Fowler to DeWolf					250,000 a	Purchase property for the future development of the Gould Canal Trail.
<b>TOTAL - PARKS</b>		<u>1,585,000</u>	<u>1,622,000</u>	<u>2,885,000</u>	<u>4,090,000</u>	<u>8,917,000</u>	

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See glossary at the end of this section for an explanation of acronyms and abbreviations. C35

**STREET IMPROVEMENTS**

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**REIMBURSEMENTS**

74010	Misc. Street Widening	200,000 c	c City participation in miscellaneous projects and provisions for miscellaneous unforseen expenses. (Proposition 42 and 111 Funded)				
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**SURVEYS**

74127	Street Lighting Plats	10,000 d					Prepare plats of street lights and conduit of City owned street lights as required by Underground Service Alert (USA). (Proposition 42 and 111 Funded)
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74128	Fiber Optic Plats	100,000 d					Prepare plats of fiber optics and conduit of City owned services. Validate current system for maintenance purposes. (Proposition 42 and 111 Funded)
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74928	Vertical Control System	10,000 d					Update the City's vertical control system to NAD 83. (Proposition 42 and 111 Funded)
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# STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**PREVENTATIVE MAINTENANCE**

74020	Slurry Seals and Pavement Rejuvenation	10,000 d 325,000 c	10,000 d 350,000 c	10,000 d 375,000 c	10,000 d 400,000 c	10,000 d 425,000 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)
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**PLAN LINES**

74742	DeWolf Avenue Gould Canal to Bullard Thompson Avenue Ashlan to Shaw McCall Avenue Ashlan to Shaw Gould Canal Jefferson Canal Copper Avenue Behymer Avenue	25,000 d					Prepare plan lines for DeWolf, Thompson, McCall, Copper and Behymer Avenues and Gould and Jefferson Canals. (Proposition 42 and 111 Funded)
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74743	Shaw Avenue DeWolf to McCall Bullard Avenue DeWolf to Highland Leonard Avenue Gould Canal to Bullard Ashlan Avenue DeWolf to McCall Alluvial Avenue Temperance to Highway 168 Nees Avenue Temperance to Highway 168	25,000 d					Prepare plan lines for Shaw, Bullard, Leonard, Ashlan, Alluvial and Nees Avenues. (Proposition 42 and 111 Funded)
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# STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**BRIDGE AND STREAM CROSSINGS**

Dry Creek/Barstow Bridge

15,000 d Reconstruction of the bridge.  
 35,000 a (Street Fee Reimbursement)  
 220,000 c

**RESEARCH AND TECHNOLOGY PARK**

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)

**PEDESTRIAN / BICYCLE FACILITIES**

74110 Bicycle and Pedestrian  
 Facilities

55,000 c 55,000 c 55,000 c 55,000 c 55,000 c  
 Construct pedestrian and bicycle facilities  
 at various locations.  
 (LTF Article 3)

74122 Bicycle Transportation  
 Master Plan Update

20,000 d  
 Update The City's Bicycle Transportation  
 Master Plan  
 (Measure C Funded)

74210 Misc. Concrete  
 Improvements

10,000 d 10,000 d 10,000 d 10,000 d 10,000 d  
 100,000 c 100,000 c 100,000 c 100,000 c 100,000 c  
 Curb, gutter, sidewalk improvements and  
 c repairs at various locations. Includes ADA  
 compliance.  
 (Proposition 42 and 111 Funded)

74211 ADA Survey

300,000 d 300,000 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)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
74886	Misc. Wheelchair Ramps Various Locations	300,000 c	200,000 c	200,000 c	200,000 c	200,000 c	Install wheelchair accessible (ADA) ramps at various locations. (CDBG & Measure C ADA Funding)
74016	ADA Transit Various Locations	10,000 d 110,000 c	10,000 d 90,000 c				Improve existing Bus Stop locations to meet ADA compliance. (LTF Article 8)
<u>LANDSCAPING IMPROVEMENTS</u>							
74212	Nees Avenue Landscape Clovis to Minnewawa	15,000 d 75,000 c					Modify Soil, irrigation and plant material to improve the current median and outside travel lane areas. (LMD Funded)
74213	Clovis Median South of Freeway 168	5,000 d 20,000 c					Complete center median area with hardscape. (LMD Funded)
74866	Landscape Maintenance District - Area 2 Fowler Landscaping Getysburg to Ashlan		19,000 d 188,000 c				Evaluate existing landscaping, design and install new landscaping and irrigation. (General Government Services Fund and LMD Reserves)
<u>TRAFFIC SIGNALS</u>							
<u>Communication Systems</u>							
74407	Temperance Avenue Armstrong, Shaw, Temperance					23,000 d 235,000 c	Install fiber optic cabling for signal coordination. Coordinate with street improvements. (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
	Temperance Avenue Shaw to Herndon			50,000 d	400,000 c		Install fiber optic cabling for signal coordination. Coordinate with street improvements. (CMAQ Grant Funded)
74414	Herndon Avenue Willow to Temperance	50,000 d	550,000 c				Install traffic flow improvements. (CMAQ Grant Funded)
	<u>Traffic Signal Improvements</u>						
74353	Fowler Avenue Audible Pedestrian System	20,000 d 165,000 c					Installation of Audible Pedestrian Systems along Fowler Avenue. (HSIP Grant Funded)
74416	Audible Pedestrian System Various Locations	20,000 d 150,000 c					Installation of Audible Pedestrian Systems at various locations within the City. (Proposition 42 and 111 Funded)
74377	Clovis/Santa Ana Traffic Signal	120,000 c					Upgrade traffic signal with protective left-turn phases. (HSIP Grant Funded)
74525	Ashlan/Armstrong Traffic Signal			30,000 d	210,000 c		Install traffic signal. (CMAQ Grant Funded)
	Clovis/Gettysburg Traffic Signal			30,000 d	235,000 c		Signal modifications for left-turn phasing in all directions. (CMAQ Grant Funded)
74166	Peach/Gettysburg Traffic Signal	40,000 d 310,000 c					Signal modifications for left-turn phasing in all directions. (HSIP Grant Funded)

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## STREET IMPROVEMENTS

ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
74397	Fifth/Sunnyside Traffic Signal	25,000 d 195,000 c					Signal modifications for left-turn phasing in all directions. (HSIP Grant Funded)
	Shepherd/Minnewawa Traffic Signal			50,000 d 220,000 c	425,000 c		Install traffic signal. (CMAQ Grant Funded)
74839	Clovis/Seventh Street Traffic Signal					59,000 d 500,000 a 430,000 c	Install traffic signal and acquire right-of-way. (Contingent upon Funding)
74386	Clovis/Nees Traffic Signal				325,000 c		Install traffic signal. Design completed. (CMAQ Grant Funded)
74385	Temperance/Sierra Traffic Signal	30,000 d	750,000 c				Install traffic signal and intersection improvements. (CMAQ and Measure C Funded)
74388	Dewolf/Shaw Traffic Signal	62,000 d	139,000 a 425,000 c				Install traffic signal and intersection improvements. (CMAQ Grant Funded)
	Peach/Herndon Quad Intersection					250,000 c	Completion of improvements to facilitate the quadrant intersection design and operation. (Street Fee Reimbursement)
	Willow/Herndon Quad Intersection					750,000 c	Completion of improvements to facilitate the quadrant intersection design and operation. (Street Fee Reimbursement)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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### CENTER LANE RECONSTRUCTION

<b>Alluvial Avenue</b> Fowler to Fordham		25,000 d					Reconstruct center travel lane. (RSTP Grant Funded)
<b>Alluvial Avenue</b> Fowler to McKelvy		185,000 c					Reconstruct center travel lane. (RSTP and CMAQ Grant Funded)
<b>Herndon Avenue</b> Locan to Coventry			65,000 d		300,000 c	35,000 d 100,000 a 500,000 c	Reconstruct center travel lane. (Street Fee Reimbursement)

74539 **Temperance Avenue** 50,000 d  
North and South of Sierra 90,000 a

700,000 c

Reconstruct center travel lane.  
(RSTP Grant and Measure C Funded)

74532 **Nees Avenue** 119,000 d  
Sunnyside to Armstrong

823,000 c

Reconstruct center travel lanes and  
shoulder improvements.  
(CMAQ and RSTP Grant Funded)

### RECONSTRUCTION AND WIDENING PROJECTS

74215 **Miscellaneous Repairs** 75,000 c 75,000 c 75,000 c 75,000 c 75,000 c  
Perform miscellaneous repairs at various  
locations.  
(Proposition 42 and 111 Funded)

### Alley Improvements

**Mallo Drive Alley** 20,000 d  
South of Barstow 125,000 c

Alley reconstruction.  
(Contingent upon CDBG funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
	<b>Helm Alley</b> Barstow to Lincoln Lincoln Alley Helm to Sylmar			27,000 d 126,000 c			Alley reconstruction. (Contingent upon CDBG funding)
	<b><u>Alluvial Avenue Improvements</u></b>						
74533	<b>Minnewawa to Clovis</b>	50,000 d 400,000 c					Overlay Street. (RSTP Grant Funded)
	<b>Clovis to Sunnyside</b>		50,000 d	400,000 c			Overlay Street. (RSTP Grant Funded)
	<b>Sunnyside to Whittier</b>				15,000 d 150,000 c		Overlay street. (Contingent upon Funding)
	<b><u>Armstrong Avenue Improvements</u></b>						
	<b>Ashlan to Gould Canal</b>					13,000 d 125,000 c	Overlay street. (Contingent upon Funding)
	<b>Gettysburg to Ashlan</b>					24,000 d 372,000 c	Widen and overlay street. (Contingent upon Funding)
	<b>Gettysburg to Shaw</b>		35,000 d 310,000 c				Overlay street. (Contingent upon Funding)
	<b>Shaw to Barstow</b>					22,000 d 243,000 c	Overlay street. (Contingent upon Funding)
	<b>Barstow to Bullard</b>					50,000 d 500,000 c	Reconstruct street. (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
	<b>Polson to Sierra</b>					22,000 d 108,000 c	Reconstruct street. (Contingent upon Funding)
	<b>Toilhouse to Herndon</b>					13,000 d 125,000 c	Overlay street. (Contingent upon Funding)
	<b>Herndon to Alluvial</b>				45,000 d 415,000 c		Reconstruct/overlay street. (Contingent upon Funding)
	<b>Alluvial to Nees</b>			30,000 d 300,000 c			Overlay street. (Contingent upon Funding)
	<b><u>Ashlan Avenue Improvements</u></b>						
74526	<b>Armstrong to Temperance</b>	20,000 d 175,000 c					Overlay street with Outside Travel Lane. (Measure C Funded)
74527	<b>Fowler to Claremont</b>	50,000 d 375,000 c					Overlay Street. (RSTP Grant Funded)
	<b>Temperance to Locan</b>					43,000 d 425,000 c	Overlay street. (Contingent upon Funding)
	<b><u>Barstow Avenue Improvements</u></b>						
	<b>Minnewawa to Harvard</b>					13,000 d 125,000 c	Overlay street. (Contingent upon Funding)
	<b>Helm Canal E/O Peach</b>					86,000 d 440,000 c	Remove constriction at the Dry Creek crossing and the hump at the Helm Canal crossing. Coordinate with sewer project. (Contingent upon Funding)

## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**Bullard Avenue Improvements**

**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)

**Clovis Avenue Improvements**

**Shaw to Pico**

20,000 d Reconstruct/overlay street.  
385,000 c (Contingent upon Funding)

74501 **Shaw to Third**

50,000 d  
1,650,000 c

Reconstruct/overlay street.  
(Relinquishment Funds)

74506 **Santa Ana to Gettysburg**

20,000 d  
130,000 c

Install curb and gutter and paving on the east side of Clovis Avenue.  
(CMAQ Grant Funded)

**Alluvial to Herndon**

60,000 d  
600,000 c

Reconstruct/overlay street.  
(RSTP Grant Funded)

**Nees to El Paso**

18,000 d Overlay street.  
165,000 c (Contingent upon Funding)

**Escalon Avenue Improvements**

**E/O Tollhouse**

10,000 d Overlay street.  
87,000 c (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
	<u>Fifth Street Improvements</u>						
	Woodworth to Clovis					15,000 d 120,000 c	Overlay street. (Contingent upon Funding)
	<u>Fowler Avenue Improvements</u>						
	Alluvial to El Paso					15,000 d 120,000 c	Overlay street. (Contingent upon Funding)
	Vartikian to Escalon					21,000 d 77,000 c	Overlay street. (Contingent upon Funding)
	Barstow to Shaw					25,000 d 250,000 c	Overlay street. (Contingent upon Funding)
	Gettysburg to Ashlan					33,000 d 515,000 c	Reconstruct street. (Contingent upon Funding)
	<u>Gettysburg Avenue Improvements</u>						
74735	E/O Minnewawa	44,000 d 250,000 c					Reconstruct roadway. Joint project with Fresno County and FMFCD. (Measure C Funded)
	Temperance to Armstrong					18,000 d 196,000 c	Overlay street. (Contingent upon Funding)
	Sierra Vista Pkwy to Clovis					30,000 d 290,000 c	Overlay street. Joint project with Fresno County. (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
	<u>Herndon Avenue Improvements</u>						
	Fowler to Tollhouse			25,000 d 295,000 c			Thick overlay. (Contingent upon Funding)
	Sunnyside to Fowler					40,000 d 375,000 c	d Thick overlay. c (Contingent upon Funding)
74178	Clovis to Fowler		1,135,000 c				Widen, install dual lefts, traffic signal, sidewalk and other improvements. (Regional Measure C Funded)
	Temperance to DeWolf					1,250,000 d 4,000,000 a 12,000,000 c	d Widen, install dual lefts, traffic signal, a sidewalk and other improvements. c (Regional Measure C Funded)
	<u>Holland Avenue Improvements</u>						
	Winery to Willow and National Avenue Winery to Willow					24,000 d 147,000 c	d Overlay streets. c (Contingent upon Funding)
	<u>Locan Avenue Improvements</u>						
	Bullard to Browning			15,000 d 109,000 c			Thick overlay. (Contingent upon Funding)
	Robinwood to Barstow					10,000 d 63,000 c	d Thin overlay. c (Contingent upon Funding)
74872	Gettysburg to Alamos					25,000 d 200,000 c	d Overlay street. c (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
74873	Gettysburg to Richert					25,000 d 187,000 c	Thin overlay. (Contingent upon Funding)
	<u>Minnewawa Avenue Improvements</u>						
	Alluvial to Villa Diagonal					15,000 d 119,000 c	Thin overlay. (Contingent upon Funding)
	S/O Herndon			8,000 d 42,000 c			Reconstruct street. (Contingent upon Funding)
	Powers to Teague		15,000 d 120,000 c				Thick overlay. (Contingent upon Funding)
	Nees to Teague			40,000 d 365,000 c			Overlay street. (Contingent upon Funding)
	Barstow to Bullard					35,000 d 275,000 c	Thin overlay. (Contingent upon Funding)
	<u>Nees Avenue Improvements</u>						
	Willow to Peach					24,000 d 394,000 c	Widen and reconstruct street. (Contingent upon Funding)
	Magnolia to Temperance					15,000 d 120,000 c	Thin overlay. (Contingent upon Funding)
	<u>Peach Avenue Improvements</u>						
	HWY 168 to Sierra				50,000 d 409,000 c		Street reconstruction and widening, curb and gutter, wheelchair ramp, and paving. (Street Fee Reimbursement)

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# STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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	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>Santa Ana Avenue Improvements</u>						
	Clovis to DeWitt					34,000 d 25,000 a 343,000 c	Reconstruct roadway. (Contingent upon Funding)
	<u>Shaw Avenue Improvements</u>						
	Clovis to Sunnyside					55,000 d 585,000 c	Thick overlay. (Contingent upon Funding)
	Sunnyside to Fowler					70,000 d 675,000 c	Overlay street. (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
74844	Armstrong to Temperance					55,000 d 585,000 c	d Thick overlay. c (Measure C Funded)
	Temperance to Carson					25,000 d 225,000 c	d Thin overlay. c (Contingent upon Funding)
	Carson to Locan					35,000 d 350,000 c	d Overlay and pulverize-in-place. c (Contingent upon Funding)
	Locan to DeWolf		209,000 d 371,000 a	1,315,000 c			Construct 6-lane divided expressway, traffic signal, curb and gutter, and other improvements. (Regional Measure C Funded)
	DeWolf to McCall			840,000 d	2,000,000 a 7,200,000 c		Construct 6-lane divided expressway, traffic signal, curb and gutter, and other improvements. (Regional Measure C Funded)
	<u>Sierra Avenue Improvements</u>						
	Villa to Clovis			30,000 d 342,000 c			Thin overlay. (Contingent upon Funding)
	<u>Sunnyside Avenue Improvements</u>						
	First to Third					18,000 d 155,000 c	d Thin overlay. c (Contingent upon Funding)
	Highway 168 to Alluvia					15,000 d 159,000 c	d Reconstruct street. c (Contingent upon Funding)
	Herndon to Highway 168					10,000 d 125,000 c	d Reconstruct street. c (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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	Los Altos to Herndon					12,000 d 167,000 c	Reconstruct street. (Contingent upon Funding)
	Bullard to Jefferson					18,000 d 232,000 c	Thick overlay. (Contingent upon Funding)
	<u>Temperance Avenue Improvements</u>						
	Barstow to Shaw				55,000 d 525,000 c		Overlay street. (Contingent upon Funding)
	Bullard to Barstow		48,000 d 475,000 c				Overlay street. (Contingent upon Funding)
74856	Bullard to Herndon		125,000 d				Construct outside travel lane on east side of Temperance, including curb & gutter. Coordinate with center travel lane reconstruction. Overlay S/O Sierra to Bullard. (RSTP Grant Funded, Regional Measure C and Street Fee Reimbursement)
	Enterprise Canal to Nees			220,000 d 220,000 a 1,073,000 c			Widen to 4-lane divided expressway, traffic signal and other improvements. (Regional Measure C Funded)
	Shepherd to Nees			228,000 d		186,000 a 1,353,000 c	Widen to 4-lane divided expressway, traffic signal and other improvements. (Regional Measure C Funded)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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Third Street Improvements

74286	Hughes to Tollhouse			25,000 d 400,000 c			Replace curb & gutter. Coordinate with installation of water main. (Highway 168 Relinquishment Funds)
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Tollhouse Improvements

Herndon to 300' E/O Burgan

18,000 d Thick overlay.  
160,000 c (Contingent upon Funding)

Fowler to 300' E/O Burgan

20,000 d Thick overlay.  
220,000 c (Contingent upon Funding)

Herndon to Temperance

13,000 d Thick overlay.  
138,000 c (Contingent upon Funding)

Villa Avenue Improvements

Bullard to Barstow

25,000 d Thin overlay.  
245,000 c (Contingent upon Funding)

Herndon to Minnewawa

15,000 d Thin overlay.  
143,000 c (Contingent upon Funding)

Shaw to Barstow

40,000 d  
390,000 c

Gettysburg to Swift

Reconstruct/overlay street.  
(Measure C Funds)

18,000 d Reconstruct street.  
145,000 c (Contingent upon Funding)

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

# STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
<u>Willow Avenue Improvements</u>							
	Sierra to Herndon					28,000 d 267,000 c	Thin overlay. (Contingent upon Funding)
	North of Alluvial		111,000 d	209,000 a 379,000 c			Complete outside travel lane north of Alluvial. (Regional Measure C Funded)
	Shepherd to Copper			625,000 d	1,500,000 a 4,100,000 c		Construct additional northbound lanes, traffic signal, and other improvements. (Regional Measure C Funded)
<u>Local Streets</u>							
74995	Local Street Improvements	50,000 d	50,000 d	50,000 d	50,000 d	50,000 d	Overlay various streets in local neighborhoods as programmed through the Pavement Management System (PMS) - per separate document.
	Various Streets	500,000 c	500,000 c	500,000 c	500,000 c	500,000 c	
	Cape Seal Program						
	Rehabilitation Program						
<b>TOTAL - STREET IMPROVEMENTS</b>		<u>7,005,000</u>	<u>10,108,000</u>	<u>10,157,000</u>	<u>22,978,000</u>	<u>38,727,000</u>	

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## WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
76010	Various Water Main Replacement	40,000	100,000	100,000	100,000	100,000	Replace water mains within the City that need to be upsized, relocated, or replaced.
<b><u>WATER MAINS</u></b>							
76625	Fourth/Gibson Alley Purdue to Sunnyside		7,500 d 50,000 c				Replace steel water main that is in poor condition. Coordinate with sewer project.
76575	Barstow Avenue Brookhaven to Sunnyside					15,000 d 125,000 c	Upgrade to 18 inch main in accordance with the Water Master Plan.
76450	Gettysburg Avenue Minnewawa to Clovis	15,000 d 150,000 c					Install 12 inch main in accordance with the Water Master Plan. Coordinate with street improvements.
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.

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

# WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**SURFACE WATER TREATMENT PLANT ENHANCEMENTS**

76621	Quick-Dry Filter Beds	25,000 d					Install drying beds at the surface water treatment facility to accelerate sludge drying.
		675,000 c					
76626	Maintenance Building	15,000 d					Construct metal maintenance building for repairing equipment.

**SURFACE WATER SUPPLY**

<b>Rotary Park</b>	Pump, Motor, Electrical and Piping						
76615	Railroad Park (Peach/Alluvial)						25,000 d 225,000 c
	Pump, Motor, Electrical and Piping			30,000 d			Extend purple piping from Cottonwood to Peach/Alluvial Park.
				350,000 c			
	<b>Cottonwood Park &amp; Dry Creek Trail</b>						
	Pump, Motor, Electrical and Piping		25,000 d				Install pump, motor, electrical facilities and purple piping to provide surface water for irrigation from Basin 7C at Alluvial and Clovis Avenues.
			225,000 c				

**WELL SITE IMPROVEMENTS**

77572	Well 14 - Peach N/O Sierra GAC	45,000 d					Install GAC facilities. (DBCP Settlement Fund)
		550,000 c					

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**WATER CAPITAL PROJECTS - ENTERPRISE FUND**

96000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
<b><u>WELL REPLACEMENT</u></b>							
77650	<b>Well 6 Replacement</b> <b>Willow/Barstow Avenues</b> Drill and Develop				25,000 a 7,500 d 125,000 c		Acquire property, drill and develop well.
	Pump and Motor					15,000 d 285,000 c	Install pump and motor.
	Chlorination Facilities					13,500 d 60,000 c	Install chlorination facilities.
<b>TOTAL - WATER CAPITAL PROJECTS - ENTERPRISE</b>		<b>1,615,000</b>	<b>407,500</b>	<b>480,000</b>	<b>802,500</b>	<b>863,500</b>	

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## WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**EXTENSIONS**

76010	Miscellaneous Extensions	50,000	50,000	50,000	50,000	50,000	Install water mains and services at various locations.
76184	Needs Tie-in Clovis to 500' East					50,000	c Connect existing 12 inch water main in Needs and install fire hydrant, check valve and air release valves.

**WATER STORAGE FACILITIES**

67729	Water Revenue Bond Debt Service Principal	1,440,000	1,495,000	1,555,000	1,600,000	32,295,000	Debt Service Principal.
67201	Bond Handling Charges	9,000	10,000	10,000	10,000	10,000	Handling Charges
67829	Interest & Handling Charges	1,804,000	1,753,000	1,694,000	1,643,000	13,145,000	Debt Service Interest.

**Water Storage Reservoir #2  
Villa N/O Barstow**

25,000 d Install a 500 GPM pump station to boost  
450,000 c water pressure during peak hour demands.  
Install 18 inch water main in Villa to Bullard  
Avenue per Water Master Plan.

## WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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### SURFACE WATER TREATMENT PLANT IMPROVEMENTS

77531	SWTP Process Addition		15,000 d	25,000 d	25,000 d	1,975,000 c	Add treatment process to alleviate taste and odor concerns based on pilot testing.
77537	Locan Transmission Main Needs to Bullard	195,000 c					Install 42 inch main from Bullard to Hwy 168 and 24 inch main from Hwy 168 to Nees. Reimbursement in accordance with the approved Reimbursable Agreement. Remaining reimbursement is \$195,000.
77538	Nees Transmission Main Locan to DeWolf	150,000 c	150,000 c	150,000 c	150,000 c	650,000 c	Install 24 inch main from Locan to Harlan Ranch. Reimbursement in accordance with the approved Reimbursable Agreement. Remaining reimbursement is \$1,100,000.

### SWTP Expansion

307,000 d Expand capacity of plant from 15 MGD to 3,290,000 c 22.5 MGD. Project need established in the Urban Water Management Plan.

### WELL IMPROVEMENTS

77605 **Landscaping 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  
85,000 c

Install auxiliary power.

77670 **Well 36 - Nees E/O Willow**  
Auxiliary Power

75,000 c Install auxiliary power.

## WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
77600	<b>Well 35 - DeWitt/Santa Ana</b> Drill and Develop					7,500 125,000	d Drill and develop well. c
	Pump and Motor					15,000 285,000	d Install pump and motor, water main and site c improvements.
	Chlorination					13,500 60,000	d Install chlorination facilities. c
	Auxiliary Power					15,400 122,400	d Install auxiliary power. c
77680	<b>Well 39 - Willow/Magill</b> Pump and Motor					15,000 285,000	d Install pump and motor, water main and site c improvements.
	Chlorination					13,500 60,000	d Install chlorination facilities. c
	<b>Southeast Area Well</b> Drill and Develop					7,500 125,000	d Drill and develop well. c
	Pump and Motor					15,000 285,000	d Install pump and motor, water main and site c improvements.
	Chlorination					13,500 60,000	d Install chlorination facilities. c

## WATER CAPITAL PROJECTS - DEVELOPER

ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
	<b>Well at Armstrong/Hwy 168</b> Drill and Develop					7,500 125,000	d Drill and develop well. c
	Pump and Motor					15,000 285,000	d Install pump and motor, water main and site c improvements.
	Chlorination Facilities					13,500 60,000	d Install chlorination facilities. c
<b><u>WATER MAINS</u></b>							
77750	<b>Water Intertie - North</b> Willow - Shepherd to Behymer	25,000	d	950,000			Install a 24 inch water main and flow meter and tie into City of Fresno's water system to increase the security and reliability of the water supply.
	<b>Barstow Avenue</b> Peach to Minnewawa					8,000 125,000	d Upgrade to 12 inch main including valves in c accordance with the Water Master Plan.
76635	<b>Villa Avenue</b> Barstow to Ninth					7,500 75,000	d Install 12 inch main in accordance with the c Water Master Plan.
	<b>Heritage Avenue</b> E/O Temperance					15,000 160,000	d Install 8 inch water main and services. c (Reimbursement from property owners)
	<b>Enterprise Avenue</b> W/O Locan					15,000 160,000	d Install 8 inch water main and services. c (Reimbursement from property owners)
	<b>Saginaw Avenue</b> W/O DeWolf					15,000 159,000	d Install 8 inch water main and services. c (Reimbursement from property owners)

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## WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
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**77090 Various Well Site Development**

1. Test Hole	15,000 d	15,000 d	15,000 d	15,000 d	20,000 d	20,000 d	Drill test hole.
	35,000 c	35,000 c	35,000 c	35,000 c	45,000 c	45,000 c	
2. Land Banking					130,000 a	130,000 a	Land acquisition of acceptable sites.
3. Well Construction					20,000 d	20,000 d	Construct well.
					300,000 c	300,000 c	
4. Construct Chlorination Facilities					13,500 d	13,500 d	Construct chlorination unit and building.
					60,000 c	60,000 c	
5. Auxiliary Power					15,400 d	15,400 d	Install generator.
					122,400 c	122,400 c	

<b>TOTAL - WATER CAPITAL PROJECTS - DEVELOPER</b>	<u><u>3,573,000</u></u>	<u><u>4,568,000</u></u>	<u><u>3,534,000</u></u>	<u><u>3,528,000</u></u>	<u><u>55,942,100</u></u>	
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**REFUSE IMPROVEMENTS - ENTERPRISE FUND**

ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 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)
81170	Landfill Electric Power Distribution System					50,000 150,000	d Extension of electrical power facilities to the separation process area, and entrance gate at Auberry Road. Coordinate with landfill cell and scale construction. (Refuse Enterprise Fund)
81180	Landfill Wireless Link			5,000 20,000			d 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)
81125	Landfill Left Turn Lane Entrance Northeast Bound on Auberry Road at Landfill Entrance		50,000 10,000 115,000				a d c Acquire approximately 1.5 acres of right-of-way and widen street for left turn lane eastbound with storage for two solid waste trucks. (Refuse Enterprise Fund)
	Landfill Access Road Pave Bridge Access Road			10,000 65,000			d c Pave access road with asphalt concrete from bridge approach to landfill property line. (Refuse Enterprise Fund)

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

## REFUSE IMPROVEMENTS - ENTERPRISE FUND

ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
99500	<b>Landfill Security System</b> Install Chain Link Fence, Interior Lighting and Video				15,000 d 185,000 c		Install chain link fence, interior lighting and video to prevent unauthorized entry and protect equipment and facilities from vandalism. (Refuse Enterprise Fund)
	<b>Landfill Office</b>		25,000 d 225,000 c				Construct office building on the western side of landfill near weigh station. (Refuse Enterprise Fund)
	<b>Landfill Equipment Parking and Storage Facility</b>		15,000 d 65,000 c				Construct metal shed, enclosed on three sides with roof, and six stalls upon completion of the Landfill Master Plan Update. (Refuse Enterprise Fund)
	<b>Landfill Transfer Station Green Waste</b>		60,000 a 10,000 d 50,000 c				Acquire land and build green waste transfer station. (Refuse Enterprise Fund)
81200	<b>Villa Corporation Yard Master Plan</b>					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)
81140	<b>Clovis Landfill Demonstration Project</b> Excavate and Sort					100,000 c	Dirt extraction and stockpiling of the unlined portion of the landfill. (Refuse Enterprise Fund)

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**REFUSE IMPROVEMENTS - ENTERPRISE FUND**

99500 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
	<b>Clovis Landfill Liner</b>						
81147 a)	Liner System (Stage I)	1,600,000 c	1,900,000 c				Landfill expansion as needed for City growth. (Refuse Enterprise Fund)
b)	Liner System (Stage II)					300,000 d	Landfill expansion as needed for City growth.
						3,000,000 c	Expansion estimated to occur in 2025 - 2026. (Refuse Enterprise Funds)
c)	Liner System (Stage III)					100,000 d	Landfill expansion as needed for City growth.
						1,000,000 c	Expansion estimated to occur in 2043 - 2044. (Refuse Enterprise Funds)
	<b>Clovis Landfill Closure</b>						
						300,000 d	Place impermeable cover over entire
						7,200,000 c	landfill, complete drainage system, and install gas vents. Estimate closure to occur in 2050. (Landfill Closure/Post Closure Reserve)
	<b>Clovis Landfill Post Closure</b>						
						3,000,000 c	30-year post closure monitoring and maintenance. Estimate post closure to occur in 2050. (Landfill Closure/Post Closure Reserve)
	<b>TOTAL - REFUSE</b>	<u>1,700,000</u>	<u>2,525,000</u>	<u>100,000</u>	<u>200,000</u>	<u>15,355,000</u>	

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## CLOVIS COMMUNITY DEVELOPMENT AGENCY

44100 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
<b>COMMUNITY DEVELOPMENT</b>							
<b>Commercial/Industrial</b>							
<b>Improvements</b>							
74174	Herndon Avenue Sidewalk West of Sunnyside	7,500 d 70,000 c					Construct sidewalk west of Sunnyside, on the south side of Herndon Avenue. (2008 Tax Allocation Bonds)
80075	Herndon Avenue	500,000	200,000	200,000	200,000	200,000	Install public improvements in the Herndon Project Area to eliminate blight and/or create jobs. (2008 Tax Allocation Bonds)
<b>TOTAL - COMMUNITY DEVELOPMENT</b>		<u>577,500</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	<u>200,000</u>	

44700 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
80170	Affordable Housing Project Herndon Area	250,000	100,000	100,000	100,000	100,000	Site preparation for new self-help homes. (Tax Increment)
80210	Ashlan/Fowler Subdivision Infrastructure	700,000 c					Construction of site/civil improvements for the Ashlan/Fowler subdivision. (2008 Tax Allocation Bonds and CalHome)
<b>TOTAL - AFFORDABLE HOUSING HERNDON PROJECT AREA</b>		<u>950,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	

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## CLOVIS COMMUNITY DEVELOPMENT AGENCY

46500 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
	<b>GENERAL ADMINISTRATION</b>						
71364	Old Town Tree Rejuvenation Clovis Avenue - Fourth to Fifth	18,000 d 95,000 c					Rebuild tree wells on west side of Clovis Avenue. Add tree lights and new irrigation. (Tax Increment)
80060	Clovis Avenue Corridor Plan Implementation	300,000	100,000	100,000	100,000	100,000	Agency participation in improvements along Clovis Avenue/Railroad Corridor including parking, signs and street improvements. (2008 Tax Allocation Bonds)
80115	Business ADA Loan Program	100,000 c					Business loans to address compliance with ADA. (50% CDBG and 50% Tax Increment)
80135	Bullard/Fifth Improvements	25,000 d 475,000 c					Renovate abandoned Department of Motor Vehicle (DMV) site. Improve alley, streetscape and utilities. (2008 Tax Allocation Bonds)
	<b>TOTAL - GENERAL ADMINISTRATION</b>	<b>1,013,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	

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## CLOVIS COMMUNITY DEVELOPMENT AGENCY

48000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
	<b>AFFORDABLE HOUSING - CENTRAL PROJECT AREA</b>						
67836	Interest	25,000	25,000	26,000	27,000	31,000	Accrued Interest - Hotchkiss Terrace
80090	New Home Lots	140,000	100,000	100,000	100,000	100,000	Purchase residential lots for affordable housing.(CDBG)
80095	Neighborhood Stabilization Program	449,000					Purchase foreclosed homes for affordable housing.(NSP-Economic Stimulus)
80100	Home Repair Loans	300,000	100,000	100,000	100,000	100,000	Agency participation in the repair and rehabilitation of affordable housing. (CallHome)
80101	Downpayment Assistance Loan Program	800,000	0	800,000	0	800,000	Provide down payment loans to low to moderate first time homebuyers. (Contingent on funding for 2012-13 on )
80105	Home Improvement Grants	42,000	42,000	42,000	42,000	42,000	Home improvement and repair grants for senior citizens in mobile home parks. (CDBG)
80120	New Home Construction	70,000	180,000	180,000	180,000	180,000	Construction of homes in partnership with Housing Opportunities through Education (HOPE). (Tax Increment)
80170	Affordable Housing Project	19,000					Senior Rental Housing. (Hotchkiss) (2008 Tax Allocation Bonds)
80180	World Changers-Home Impr	65,000	70,000	70,000	70,000	70,000	Home improvement and repair. (Tax Increment)

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## CLOVIS COMMUNITY DEVELOPMENT AGENCY

48000 ACCT	PROJECT LOCATION	2010-11	2011-12	2012-13	2013-14	2014-15 or Later	DESCRIPTION
80190	City College Project House	160,000	180,000	180,000	180,000	180,000	Construction of homes in partnership with the Fresno City College Building Trades Program. (Tax Increment)
80195	Rialto Rancho Subdivision	25,000 d 200,000 f					Tract Map improvement plans for the Rialto Rancho subdivision. (Tax Increment)
80205	Nees/Clovis Subdivision Southeast Corner	25,000 d					Tract Map improvement plans for the subdivision. Prepare tentative map. (Tax Increment)
80220	Sierra/Fwy 168 Property	20,000 d					Tract Map improvement plans for the subdivision. Prepare tentative map. (Tax Increment)
<b>TOTAL - AFFORDABLE HOUSING</b>							
<b>CENTRAL PROJECT AREA</b>		<u>2,340,000</u>	<u>697,000</u>	<u>1,498,000</u>	<u>699,000</u>	<u>1,503,000</u>	
<b>GRAND TOTAL - CLOVIS COMMUNITY DEVELOPMENT AGENCY</b>		<u>4,880,500</u>	<u>1,097,000</u>	<u>1,898,000</u>	<u>1,099,000</u>	<u>1,903,000</u>	

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See glossary at the end of this section for an explanation of acronyms and abbreviations. C68

# GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS

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

# GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS, CONT.

MGD	Million Gallons per Day	ST-WRF	Sewage Treatment and Water Reuse Facility
NFPA	National Fire Protection Association	TE	Transportation Enhancement Activity. A federal source of funding under "SAFETEA-LU" for enhancement of transportation facilities through beautification or restoration of historic facilities.
PCI	Pavement Condition Index		
PD	Police Department		
PDS	Planning and Development Services Department	UGOH	Underground Overhead. The undergrounding of overhead facilities such as electric, phone and cable.
PMS	Pavement Management System. A computer-based pavement management and inventory system, which helps staff, identify street project priorities.	VCP	Vitrified Clay Pipe. A pipe material used for sewer main construction.
PVC	Polyvinyl Chloride. A pipe material used for sewer and water main construction.		
REMOVE	Reduce Motor Vehicle Emissions. A state source of funding for projects that reduce motor vehicle emissions.		
R&T Park	Research and Technology Park		
RTU	Remote Terminal Unit		
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.		
RSTP	Regional Surface Transportation Program		
STP	Surface Transportation Program. A federal source of funding under "SAFETEA-LU" for street construction and reconstruction activities.		
Streetscape	The visual elements of a street that defines its character, include building façade, landscaping, sidewalks, street furniture, signs, lighting, etc.		

## APPENDIX

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



The American Recovery and Reinvestment Act (ARRA) funded the rehabilitation and reconstruction of Nees (Peach to Minnewawa), Shaw (Minnewawa to Clovis), Bullard (Fowler to Armstrong), and Temperance (Gettysburg to the Gould Canal) Avenues.

# OFFICIALS

## CLOVIS CITY COUNCIL

The City Council regularly meets 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.

Harry Armstrong, Mayor  
[harrya@cityofclovis.com](mailto:harrya@cityofclovis.com)

José Flores, Mayor Pro Tem  
[Josef@cityofclovis.com](mailto:Josef@cityofclovis.com)

Lynne Ashbeck, Council Member  
[lynnea@cityofclovis.com](mailto:lynnea@cityofclovis.com)

Nathan Magsig, Council Member  
[nathanm@cityofclovis.com](mailto:nathanm@cityofclovis.com)

Bob Whalen, Council Member  
[bobw@cityofclovis.com](mailto:bobw@cityofclovis.com)

## FRESNO COUNTY BOARD OF SUPERVISORS

(District #5)  
Debbie Poochigian, Supervisor  
Room 301, Hall of Records  
2281 Tulare Street  
Fresno, CA 93721-2198  
(559) 488-3665

(District #2)  
Susan Anderson, Supervisor  
Room 301, Hall of Records  
2281 Tulare Street  
Fresno, CA 93721-2198  
(559) 488-3542

## STATE

### ASSEMBLY MEMBER

(29th District)  
Michael N. Villines  
6245 N. First Street, Suite 106  
Fresno, CA 93710  
(559) 446-2029

### SENATOR

(14th District)  
Dave Cogdill  
4974 E. Clinton Way, Suite 100  
Fresno, CA 93727  
(559) 253-7122

## UNITED STATES

### REPRESENTATIVE

(21st District)  
Devin Nunes  
264 Clovis Avenue, #206  
Clovis, CA 93612  
(559) 323-5235

### SENATORS

(District Offices)  
Barbara Boxer  
2500 Tulare St., Ste. 5290  
Fresno, CA 93721  
(559) 497-5109

Dianne Feinstein  
2500 Tulare St., Ste. 4290  
Fresno, CA 93721  
(559) 485-7430

## FREQUENTLY CALLED NUMBERS (Area Code 559)

Emergency	911	Utility Billing	324-2130
City Hall Information	324-2000	Personnel Job Line	324-2733

## CITY OF CLOVIS DEPARTMENTS (Area Code 559)

Administration	324-2060	Community Services	324-2750
Animal Control Officer	324-2450	Fire (Information)	324-2200
Building Inspection	324-2390	General Services	324-2700
Business License	324-2112	Personnel	324-2725
City Clerk	324-2072	Planning/Development Services	324-2340
Clovis Area Recreation	324-2780	Police (Information)	324-2400
Clovis Branch Library	299-9531	Solid Waste	324-2600
Clovis Municipal Court	457-6392	Parks/Streets/Sewer/Water	324-2600

# MISCELLANEOUS DEMOGRAPHIC INFORMATION

POPULATION	Year	City of Clovis	Fresno County	Year	City of Clovis	Fresno County
		1950	2,766	276,550	2001	70,834
	1960	5,546	365,945	2002	72,808	826,550
	1970	22,133	413,329	2003	75,977	841,400
	1980	33,021	514,621	2004	80,884	862,642
	1990	49,300	667,490	2005	86,015	883,537
	1996	64,963	760,896	2006	89,924	899,514
	1997	66,477	766,191	2007	92,269	917,515
	1998	67,716	781,632	2008	94,278	931,098
	1999	68,807	793,805	2009	95,128	942,298
	2000	70,746	805,005	2010	96,868	953,761

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

## CLIMATE

	Average Daily Temperature (Degrees)			Precip. (Inches)
	Maximum	Minimum	Average	
January	68.0	35.0	48.6	2.05
February	72.0	39.0	52.2	2.94
March	80.0	36.0	55.4	0.96
April	85.0	39.0	57.7	2.19
May	106.0	54.0	75.3	0.46
June	108.0	54.0	75.7	0.20
July	112.0	59.0	85.0	0.00
August	105.0	59.0	81.7	0.00
September	103.0	49.0	79.7	0.01
October	85.0	40.0	63.6	1.39
November	85.0	34.0	54.1	0.20
December	63.0	28.0	47.2	2.41
YEAR	112.0	28.0	70.0	12.81

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

## AREA (SQUARE MILES)

Year	City of Clovis	Year	City of Clovis
1950	1.05	2000	17.28
1960	2.88	2001	17.67
1970	4.22	2002	18.40
1980	9.02	2003	18.60
1990	14.34	2004	19.20
1995	15.29	2005	19.75
1996	15.73	2006	20.66
1997	15.97	2007	22.77
1998	16.06	2008	23.14
1999	16.93	2009	23.14

Source: City of Clovis

# RETAIL SALES INFORMATION

<b>2008 RETAIL SALES (In Thousands of Dollars)</b>	<u>Type of Business</u>	<u>City of Clovis</u>	<u>Fresno County</u>
	Apparel	40,804	346,690
	General Merchandise	325,054	1,438,144
	Specialty Stores	-	-
	Food Stores	79,106	588,893
	Eating & Drinking Places	129,302	941,913
	Home Furnishings & Appliances	28,257	300,073
	Bldg. Materials & Farm Implements	111,377	576,858
	Auto Dealers & Auto Supplies	222,237	1,417,983
	Service Stations	90,721	1,024,473
	Other Retail Stores	114,507	1,237,756
	Retail Stores Total	1,141,365	7,872,783
	All Other Outlets	143,550	3,856,388
	<b>TOTAL ALL OUTLETS</b>	<b>1,284,915</b>	<b>11,729,171</b>

Source: State Board of Equalization - [www.boe.ca.gov/news/salescont.htm](http://www.boe.ca.gov/news/salescont.htm)

<b>ANNUAL TAXABLE SALES (In Thousands of Dollars)</b>	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>
	1970	25,012	883,810	2000	930,608	8,472,055
	1980	165,377	3,131,515	2001	987,182	8,592,575
	1989	382,518	5,141,372	2002	1,039,125	9,038,725
	1990	448,565	5,739,359	2003	1,089,523	9,742,637
	1995	656,089	6,351,055	2004	1,228,225	10,424,959
	1996	699,068	6,552,968	2005	1,333,463	11,888,436
	1997	713,334	6,823,928	2006	1,434,872	12,560,649
	1998	753,424	7,089,166	2007	1,376,902	12,308,257
	1999	860,498	7,771,284	2008	1,284,915	11,729,171

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	2000	25,494
1980	13,357	2001	26,315
1988	17,705	2002	27,404
1989	18,585	2003	29,001
1990	19,379	2004	31,003
1995	23,360	2005	32,282
1996	23,726	2006	33,538
1997	24,127	2007	34,256
1998	24,533	2008	34,780
1999	25,108	2009	35,227

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>	
1995	542	86	628
1996	366	0	366
1997	287	114	401
1998	385	21	406
1999	397	178	575
2000	386	0	386
2001	821	0	821
2002	1007	82	1089
2003	1510	87	1597
2004	1542	490	2032
2005	1144	105	1249
2006	954	302	1256
2007	688	30	718
2008	408	116	524
2009	431	16	447

Source: City of Clovis

## BUILDING PERMITS --- VALUATIONS

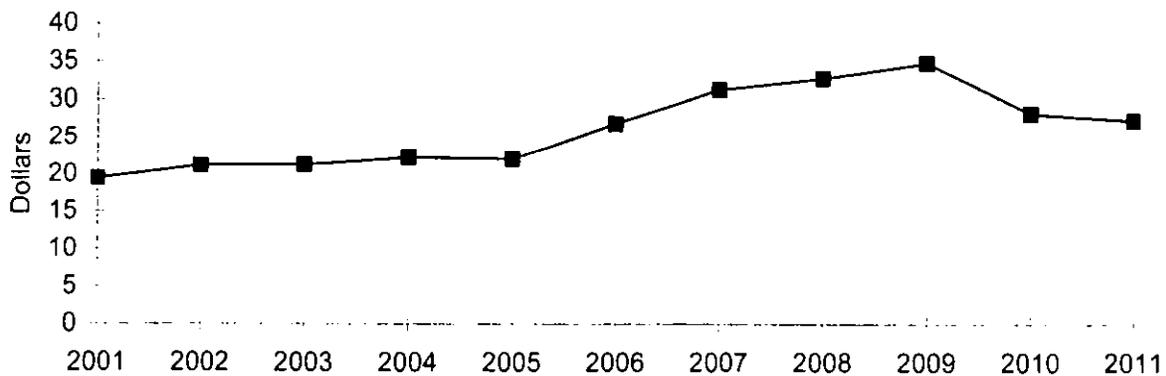
<u>Year</u>	<u>City of Clovis</u>
1995	103,860,000
1996	85,895,000
1997	68,558,000
1998	93,043,000
1999	109,919,000
2000	116,031,000
2001	218,682,000
2002	274,932,000
2003	424,038,000
2004	475,212,000
2005	413,927,000
2006	381,429,000
2007	275,057,000
2008	208,250,000
2009	190,479,000

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>
2000-01	3,803,007	12.10%	53.76	19.47
2001-02	3,887,879	11.48%	54.89	21.17
2002-03	4,236,128	11.27%	58.18	21.31
2003-04	4,863,116	12.28%	64.01	22.30
2004-05	5,289,881	11.53%	65.40	22.09
2005-06	7,122,967	14.74%	82.81	26.80
2006-07	8,972,385	17.06%	99.78	31.18
2007-08	10,162,991	18.45%	107.80	32.67
2008-09	11,087,333	20.44%	116.55	34.69
2009-10 (EST)	9,090,000	17.75%	94.27	28.06
2010-11 (EST)	8,863,000	17.12%	91.25	27.16

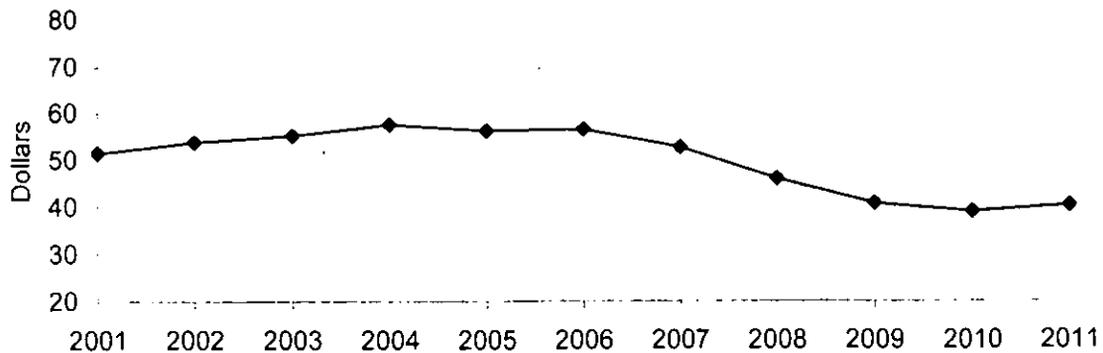
**PROPERTY TAXES-PER CAPITA  
Constant Dollars 2001-2011**



# 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>
2000-01	9,681,715	30.80%	136.85	51.44
2001-02	10,755,199	31.77%	151.84	53.79
2002-03	11,412,157	30.37%	156.74	55.20
2003-04	12,381,593	32.38%	162.97	57.58
2004-05	13,463,352	29.34%	166.45	56.23
2005-06	15,015,009	31.06%	174.56	56.49
2006-07	15,146,424	28.80%	168.44	52.64
2007-08	14,266,969	25.90%	151.33	45.86
2008-09	12,993,878	23.96%	136.59	40.65
2009-10 (EST)	12,600,000	24.60%	130.67	38.89
2010-11 (EST)	13,100,000	25.31%	134.87	40.14

**SALES TAX-PER CAPITA  
Constant Dollars 2001-2011**



**CITY OF CLOVIS  
PRINCIPAL EMPLOYERS  
JUNE 30, 2009**

<u>Employer</u>	<u>Approximate Number of Employees</u>
Clovis Unified School District	5,300
Pelco	2,100
Clovis Community Hospital	979
City of Clovis	631
Target	430
Alorica	339
Wal-Mart	332
A T & T	260
Savemart	247
Costco	220

# GLOSSARY

## **Abbreviations used in the Five-Year Capital Improvement Program.**

**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.

**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.

**Assessed Value** - The value placed on property by the County Assessor. Special assessment amounts levied against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**Balanced Budget** - The financial position where available resources meet or exceed expenditures.

**Benefits** - Payment to which participants may be entitled under a pension plan including pension benefits, death benefits, and benefits due on termination of employment.

**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. Feature components include a Balance Sheet, an Income Statement, and a Statement of Cash Flows.

**Community Investment Program (CIP)** - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs.

**Capital Improvements** - Permanent improvements that add value to land (e.g., fences, retaining walls, sidewalks, pavements, gutters, water and sewer lines, and bridges).

**Capital Outlay** - Expenditures resulting in the acquisition of or additions to the government's fixed assets.

**CCDA** - Clovis Community Developmental Agency. An agency whose activities are directed toward economically developing the area encompassed by the government and providing assistance to, and opportunity for, economically disadvantaged people and business.

**CDBG** - Community Development Block Grant. A source of federal funding for improvements in low-income or blighted areas.

**CFF** - Clovis Fire Fighters Association

**Consumer Price Index** - An index measuring the change in the cost of typical wage-earner purchases of goods and services expressed as a percentage change in the cost of these same goods and services in some base period.

**Contingency** - An event that is of possible but uncertain occurrence.

**CPOA** - Clovis Police Officers Association

**CPWEA** - Clovis Public Works Employee Association

**CUSD** - Clovis Unified School District

**Current Resources** - Sources of funds that are received in the current period.

**DBCP** - Dibromochloropropane pesticide used in the past by farmers for Nematodes. Has now been found in the groundwater.

**Debt Service** - The interest and principal payments on long-term debt.

**Department** - A major administrative division of government.

**Depreciation** - The portion of the cost of plant assets that is deducted from revenue for asset services used in the operations of the business.

**Designated Fund Balance** - Segregation of a portion of fund balance to indicate plans for future use.

**Discretionary Funds** - Those funds that are not specifically restricted to their uses and over which the Council has complete control.

**Economic Base** - The source of jobs and revenue.

**Encumbrances** - Commitments related to unperformed contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities but represent the estimated amount of expenditures ultimately to result if contracts in process are completed.

**Extra Help** - Cost of employees of the government who are hired on a temporary or substitute basis.

**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.

**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.

**LIS** - Land Information System

**LMD** - Landscape Maintenance District

**Nondiscretionary Funds** - Those funds that are specifically restricted as to their use and may not be utilized for other purposes.

**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.

**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.

**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.

**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.

**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.

**STWRF** - Sewage Treatment and Water Reuse facility. The sewage and water reuse facility owned by the City. Completion of facility and its related components is expected in 2009-2010.

**Streetscape** - The visual elements of a street that defines its character, including building façade, landscaping, sidewalks, street furniture, signs, lighting, etc.

**Training** - Training provided for employees either in the department or by an educational institute.

**Transfers** - The movement of resources between funds.

**Unreserved Fund Balance** - Those portions of fund balance that are not appropriated for expenditure or are legally segregated for specific future use.

**Working Capital** - The excess of current assets over current liabilities.