RECOMMENDED

CITY OF CLOVIS
CALIFORNIA

Annual Budget

2011 – 2012

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, 2010

President

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, 2010.

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 – "Serving our Citizens" – Police -officers engage children in safety programs, Public Utilities Department staff collects refuse, firefighters suppress a structure fire and city planners dedicate new public art.

CITY OF CLOVIS

2011 - 2012
BUDGET

Submitted to City Council
May 16, 2011

José G. Flores
Mayor

Lynne Ashbeck
Mayor Pro-Tem

Harry Armstrong
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 2011-2012 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 2011-2012 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 2011-2012 through 2015-2016 and beyond and is also organized by activity. Projects are identified on the basis of priority need and availability of funding.

Appendix
The Appendix Section provides demographic information, phone numbers of City offices, elected officials, 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. Individual copies may also be purchased from the Finance Department.

TABLE OF CONTENTS

Residents of Clovis turn to the Finance Department for a variety of reasons – to start or stop utility services, pay city utility bills, license a dog, or start a business.

TABLE OF CONTENTS

I. Executive Summary ..... i-viii

II. Introduction 1-13
- Summary of Discretionary and Non-Discretionary Revenues Chart 8
- Use of Discretionary Revenues Chart 9
- Description and Purpose of Accounting Funds 14-15
- Organizational Charts 16-25
- Management Staff & Ad Hoc Task Force 26

III. Summary of Revenues and Expenditures
- Fund Balance Summary 27
- Fund Highlights 28
- Summary of Resources and Appropriations 29
- Notes to Resources and Appropriations 30
- Summary of Revenues and Expenditures 31
- Budget Summary - All Funds 32-33
- Budget Summary by Fund 34-35
- Revenue by Source 36-43
- Summary of Expenditures by Fund 44-45

IV. Debt Obligations 47
- Debt Summary 48
- Description of Long-Term Debt 49-56

V. Personnel
- Personnel Overview 57
- Summary of Positions by Department 58
- Detail of Positions by Department 59-62

VI. Operations
- Table of Contents 63
- Summary of Expenditures by Department/Function 64-65
- City Council 66-67
- City Clerk 68-75
- City Attorney 76-77
- City Manager Department 78-85
- General Services Department 86-105
- Finance Department 106-111
- Planning and Development Services Department 112-121
- Police Department 122-139
- Fire Department 140-151
- Public Utilities Department 152-175
- Clovis Community Development Agency 176-195

VII. Community Investment Program Summary C1-C15

VIII. Five-Year Community Investment Program C17-C69

IX. Appendix A1-A10
- Glossary A8-A10

EXECUTIVE SUMMARY

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

Public Utilities Department workers provide information on water conservation at the Botanical Garden's plant sale.

CITY OF CLOVIS

CITY HALL • 1033 FIFTH STREET • CLOVIS, CA 93612

May 16, 2011

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

EXECUTIVE SUMMARY

The 2011-2012 Annual Budget for general operations and capital improvement programs for the City of Clovis and the Clovis Community Development Agency in the amount of $186 million is balanced and is hereby submitted, in accordance with the Clovis Municipal Code.

This is the fifth 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 has been no exception. Official recovery began in December 2009 on a national level, but recovery has been slow in the State of California and slower yet in the San Joaquin Valley. Clovis has shown signs of recovery although at a very slow pace and not in all sectors. Overall, the budget plan will meet the most critical needs of the City and can be characterized as stable with spending and service levels 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. While there is no enhancement of service levels through increased personnel, the budget maintains current service levels, includes important street improvements, and restores all 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 rebuilding the emergency reserve through prior savings. 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 continues to remain a threat to local revenues. Over the last two fiscal years, the State has taken $1.7 million in 2009-2010 and $350,000 in 2010-2011 from the City of Clovis in the form of redevelopment agency revenue. These are locally generated property taxes and designated for investment in business development and affordable housing in deteriorating parts of the community. To protect local revenues, in November 2010, the electorate passed Proposition 22, known as the "local Taxpayer, Public Safety and Transportation Protect ACT". The passage of this proposition precludes the State from taking this revenue but the Governors' proposed budget recommended the elimination of all Redevelopment Agencies in California and diverting the revenue to meet State obligations in the first year and to help fund school obligations in future years. While local officials believe this action would be in violation of Proposition 22 and illegal, there is a real possibility it will be approved by the State legislation and will require legal action to prevent the State from taking "our" revenues, action with no guarantee of success. If the State is successful in eliminating Redevelopment and is able to divert the funding for State purposes, the City will lose $4 million requiring the almost complete elimination of the City's economic development efforts.

Budget Highlights. The 2011-2012 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. Budget highlights include:

- **Continued 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. In 2009-2010 the City was the recipient of Federal stimulus funds for five additional police officers and is now the recipient of such funding for six 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 allowed the City to reopen the Old Town Fire Station on a full-time basis in January 2011. Funding for the additional police officers and firefighters will continue through 2011-2012 but both federal programs will end in 2012-2013 when the City will become responsible for 100% of the funding for these positions.

- **Continued use of volunteers throughout the City.** Volunteers continue to be an important aspect of our service delivery. The City has relied on over 300 volunteers for many years to support senior and recreation services as well as animal shelter services and police patrol. Police Reserve Officers and Volunteers in Police Services (VIPS) have also been very successful in assisting police officers with administrative support in records, investigations, and active field patrol. Citizen Emergency Response Team (CERT) volunteers have provided a support function to on-scene firefighters and citizens. Police and Fire Explorer volunteers have also provided valuable service to the community while learning skills for future careers. Volunteer service to the community may be the greatest gift that our citizens have given over the years and without the contribution of their time, our service levels would surely suffer.

- **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.

- **Provide Restroom and Park Improvements.** The budget includes funding for landscaping the Sierra Meadows Park located at Sierra and Temperance and restroom construction at the Thorburn Park. The Sierra Temperance Park has been in the planning stage for several years and is located in an area that is in need of a park, but due to funding constraints for maintenance, construction has been postponed for several years. Available funding for maintenance of new parks and for maintenance of older parks and median islands in parts of the City that are not within a Landscape Maintenance District is 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 citizens' advisory committee.

- **Provide for the construction Pet Adoption Facility.** The budget includes funding for the design and construction of the new "Miss Winkles" Pet Adoption Facility. Funding for the Facility includes a donation of $2.0 million from Mr. Dave McDonald. The balance of the $4.1 million project cost will come from a debt issuance. The Friends of Clovis Pet Adoption Center has pledged to continue fund-raising efforts and it is currently estimated that fundraising efforts will cover $1.1 million of the total cost over time. The Adoption Center will replace the current antiquated and over-utilized facility.

- **Provide for an aggressive schedule of street repair, overlay and reconstruction.** 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 $16 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 and/or widening of Clovis from Jefferson to third, Herndon from Temperance to Locan and Clovis to Fowler, and Temperance Avenue north and south of Sierra; traffic signal and intersection upgrades will be made at Peach/Gettysburg, Shaw/Locan Bullard/Locan, Dewolf/Nees, Dewolf/Shaw and Fowler/Shepard; 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. Construction of a new liner will begin in early summer. The liner will provide 12 years of capacity.

- **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. The proposed Temperance Sierra Park will utilize recycled water for landscape irrigation. 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.

- **Continue 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.** Continue to make job creating development a priority, conduct more outreach to existing businesses for retention and expansion opportunities and increase attraction efforts. Seek efficiencies to improve the development review process and new financing tools to collect payment of development fees.

- **Development of a new affordable Rialto Rancho housing neighborhood.** The Rialto Rancho Affordable Housing project will provide 20 lots for the construction of affordable single-family homes. It is expected the homes will be constructed by key partners including Habitat for Humanity, University HOPE, and Fresno City College. This project is funded by Redevelopment Affordable Housing Bond funds and CDBG funds.

- **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 10% or $5.4 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 2011-2012 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 2011-2012 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 as of June 1, 2011. 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 6 and June 20, 2011, with adoption scheduled at the conclusion of the hearings.

Our Vision, Our Mission and Our Guiding Principles

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

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

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

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

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

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

Budget Overview

During this last year most revenue sources showed modest year over year increase. After a review of economic indicators, it is the consensus that the "great recession" is over and recovery is underway. However, it is a slow turnaround and not all financial sectors are expected to recover at the same rate. Sales tax revenues are performing better than expected, showing growth between 5% and 6% in both 2010-11 and 2011-12. Sales tax recovery is the result of improved car sales as well as a strong retail sales sector. Sales taxes comprise about 38% of total general fund discretionary revenue and largely support public safety services.

Property taxes, which were impacted by the collapse of the housing market, are projected to continue to increase in 2011-2012 due to increases in countywide assessed values. 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 0.753%. With this CPI increase as well as new growth in non-residential properties such as the Hospital expansion and administrative offices, it is expected that the City will experience an increase of 1.5% in property tax revenue for 2011-2012. This trend in assessed valuation and commensurate collection of property taxes for the 2011-2012 fiscal year is still significantly less than the double digit growth the City experienced 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 45% 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

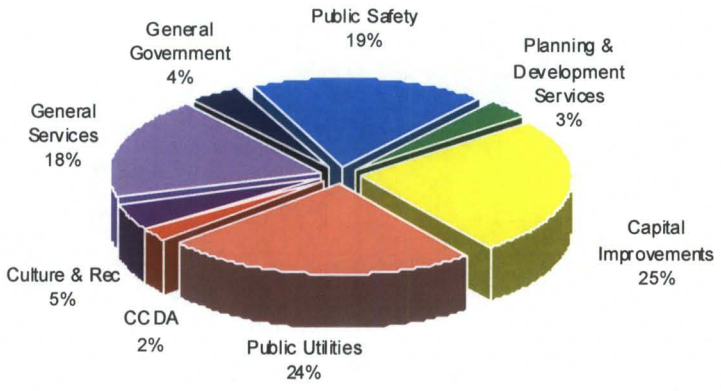
Statewide averaging of growth trends, and a cash flow adjustment which has changed from that of monthly deposits to semi-annual deposits. This means that revenue needed to match community growth and demand for services will always trail the demand by up to 18 months. This continues to be the challenge for making revenue and expenditure projections for general operations. When dramatic changes to the economy occur that affect property and sales taxes as we experienced over the past few years, the situation becomes even more volatile and difficult to analyze. 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 at the minimum level of 10% of expenditures. 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. As savings are realized or unexpected revenues are received, these funds should be set aside to help pay for those types of one-time, non-recurring costs. Also, when the City's fiscal condition improves, it should be a top priority to begin restoring annual transfers of 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 2011-2012 will be about $645,000 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. The Transit Enterprise has recently enhanced services and as such will consume nearly all of the Local Transportation Funding projected to be available. Should additional funds become available, the excess will be allocated to Streets and Roads to be used as matching funds for grant projects for street construction projects.

The 2011-2012 Annual Budget for all funds totals $186 million, is balanced by the use of current revenues, anticipated rate increases, and capital reserves. This budget represents a 4.6% increase over the estimated expenditures for the prior year. Significant capital construction spending is included in the budget again this year and represents projects held over while Federal stimulus funds were expended. The General Fund budget represents a 2.6% increase above estimated expenditures for the prior year. This is the result the elimination of employee concessions as well as increased costs for retirement and health benefits. There is a suspension of funding of two vacant utility workers in Public Utilities and a reduction of two vacant positions in Fire as a result of attrition. Complete details of the allocation of personnel are listed in the **Personnel Section** of this budget. A summary of expenditures by function is provided below:

General Government	$7,375,400
Public Safety	34,365,900
Planning & Development Services	6,238,700
Capital Improvements	46,247,500
Public Utilities	44,788,100
CCDA	4,096,900
Culture & Rec.	9,252,800
General Services	33,892,400
TOTAL	$186,257,700



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. Nationally, factories produced more, shoppers spent more, and companies hired more in 2010, but risks still loom. Housing prices continued to fall, and millions of foreclosures are depressing housing markets across the country. The economic outlook for the California economy is slightly worse than the national outlook with a predicted sluggish long-term recovery that will keep California's unemployment rate above 12% in 2011 and above 10% through 2013. It is currently estimated that jobs in California will not recover their pre-recession peak until midway through 2015. Unemployment in Fresno County remains high at over 18% while Clovis is currently at 10%. While retail sales have been a bright spot in the economy in recent months, rising fuel costs threaten that sector as well.

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 vacancies remain high and will require creative solutions to absorb over the next few years. The recent release of the January 2011 population data by the State Department of Finance estimates 97,218 persons reside in Clovis compared to the previous year of 95,480 representing a 1.82% change over the year. Fresno hit 500,121 and Fresno County is now nearing the 1 million mark with a total population of 940,220. Smaller cities on the periphery of the metropolitan area both east and west are contributing greatly to this growth.

New residential permits in Clovis are expected to be about 350 units next year. Due to market conditions, new housing starts have been lagging. Foreclosures continue to drag down the Clovis Housing market. Overall, Clovis has 1,150 homes in some stage of foreclosure. Homes owned by the banks also continue to rise. Banks own 348 properties with only 75 currently on the market. As foreclosures increase, bank owned property will also increase extending the negative impact the housing collapse has had on the new home market. On a positive note, new smaller, more affordable product lines being build by local developers have been well received by home buyers.

The City recently announced two major economic development programs designed to stimulate job creation by providing fee incentives to promote the development of industrial and office construction, and a program designed to revitalize underperforming retail shopping centers by providing a sales tax rebate to retailers that move into currently vacant properties. During the short time that the development fee incentive program has been effective, it has attracted two major new projects that will bring over 270 new jobs to Clovis. Interest in both programs has been positive. As the economy begins to rebound, Clovis is in a great position to attract office and industrial developers and retailers that may be looking to expand.

Retail sales in Clovis have begun to increase in Clovis after several years in decline. The Sierra Vista Mall added Kohl's department store this last Fall, replacing the former Mervyn's, and it is expected that Gottschalk by Joe Levy may move into the old Gottschalk's site. The Kohl's addition is welcomed to the Shaw Avenue business corridor expecting to help attract others to occupy other vacant storefronts at the Mall. The City is undertaking the Shaw Avenue Revitalization plan to help guide the improvement of the Shaw Avenue as it relates to land use and transportation and infrastructure. This plan will identify areas of improvement that will assist in the modernization of a key commercial corridor. Although the loss of major retailers over the past several 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 attend festivals and sporting events to stay and dine in Clovis for the entire event. Tourism is alive and well in Clovis as evidenced by the high occupancy rates of the local hotels. The recent creation of the Fresno-Clovis Tourism Improvement District will provide additional marketing opportunities to attract visitors to the region.

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. Plans are currently being developed to create this area as a focal point of community gatherings and it is strategically located at the intersection of Bullard and Pollasky Avenues and has the opportunity to be a cornerstone development in the south of Fifth Area that will be the catalyst for future development.

Economic recovery offers a good opportunity to plan for better times and to adjust programs to prepare for the changes that have occurred in the business environment. The City continues planning for the future and will pursue further phases of work to update the General Plan. Sustainability will be a key factor in all our future plans. The City's economic development strategy in attracting new business opportunities and enhancing current businesses remains a vital tool for realizing the City's jobs-economy-housing goals and objectives. Fiscal sustainability and improvement of transportation, land use, and air quality goals are also important issues for the overall health of the community and its economy. The City recognizes that the best way to reach a healthier economy is to encourage private sector investment in business and industry that will employ our residents. The economy will be stronger for it and the revenue to support the desired quality of life in the community will become more reliable.

General Fund

The General Fund as proposed is wholly balanced with current year revenues. Revenues as projected are $53.9 million which is a slight increase of 2.6% when compared to the prior year. Expenditures as projected are $53.9 million and represent an increase of 2.6% more than the prior year. The increase in revenue is attributable mostly to sales taxes and property taxes increasing while most other revenues are projected to remain stable. Department budgets are not proposed for significant reduction or increase this year. Nearly all of the increase in revenues being projected will be consumed by the increase in the cost to continue to provide the same level and mix of services currently provided.

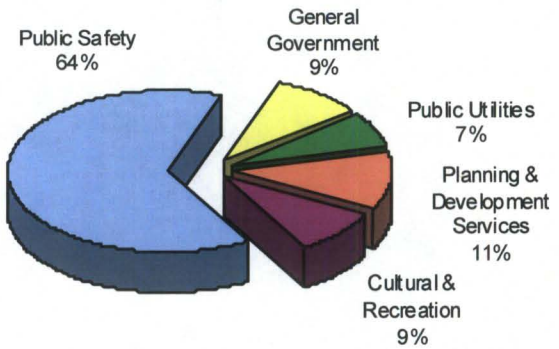
The General Fund is the primary source of discretionary funding for essential government services such as public safety, streets, parks, recreation and senior services. The General Fund budget, while increasing, has stabilized with no additional cuts in programs required. The increase in expenditures is the result of eliminating prior employee wage/benefit concessions and the increase cost to provide retirement and health benefits at existing levels. Overall there is a reduction of four vacant positions in the General Fund, two in Fire and two in Public Utilities. The Fire Department, by shifting resources, will maintain the current level of services and Station #1 is scheduled to remain open full time. With the ability to contract out certain portions of landscape maintenance, the positions in Public Utilities are no longer needed.

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 10% 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.

Because of 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:

Public Safety	$34,365,900
General Government	4,961,200
Public Utilities	3,564,200
Planning & Development Services	6,238,700
Cultural & Recreation	4,734,000
TOTAL	$53,864,000



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 19% 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 2011-2012 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 $5.386 million or 10.0% 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 2011-2012 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, including some enhanced services are fully funded this year. These funds are included in the Summary of Fund Balances and other tables in the **Summary of Revenue and Expenditures Section** of this budget.

The 2011-2012 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 maintains 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 2011-2012 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,

Robert Woolley

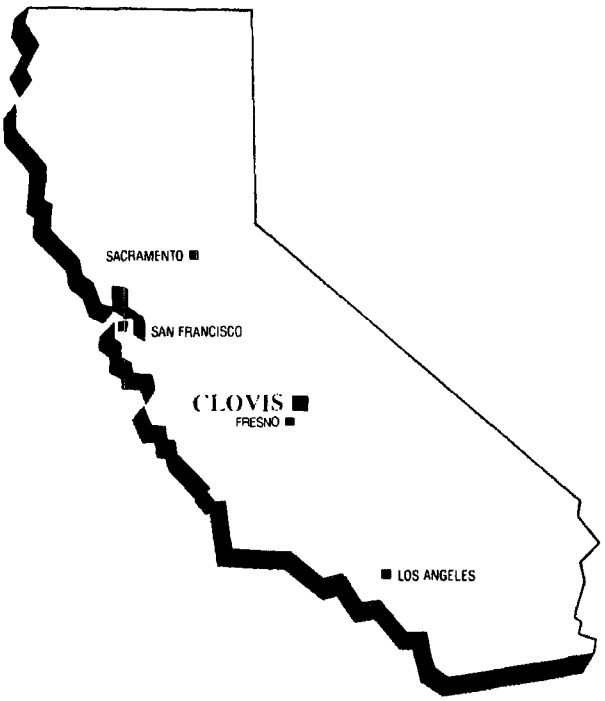
Robert W. Woolley
City Manager

INTRODUCTION

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

Planning and Development Services staff have conducted a series of public workshops to develop the next General Plan update.

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.**
   - 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 continue the 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;
   - Review options to lower future employee salary and benefit costs;
   - Continue to develop programs that will promote job creating opportunities within the community.

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.**
   - 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* along with developing electronic media opportunities;
   - 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;
   - Celebrate our successes.

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 fiscal sustainability strategies in the General Plan. Administrative discussions are ongoing to develop a framework for renegotiating tax sharing agreements between cities and the county. This initiative to include all fifteen cities and the county in the discussion of strategies for the next round of tax sharing agreements is a work in progress.

MAJOR POLICIES

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

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

FINANCIAL POLICIES

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

- The City's budget policy states that all operating budgets shall be balanced and ongoing costs will not exceed current revenues plus available fund balance that exceeds reserve fund requirements. The minimum reserve for any operational fund is 10% of the budgeted expenditures with the goal for reserves of up to 15% of budgeted expenditures unless capital borrowing or extraordinary fiscal conditions require that higher levels of reserves be maintained. 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 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.

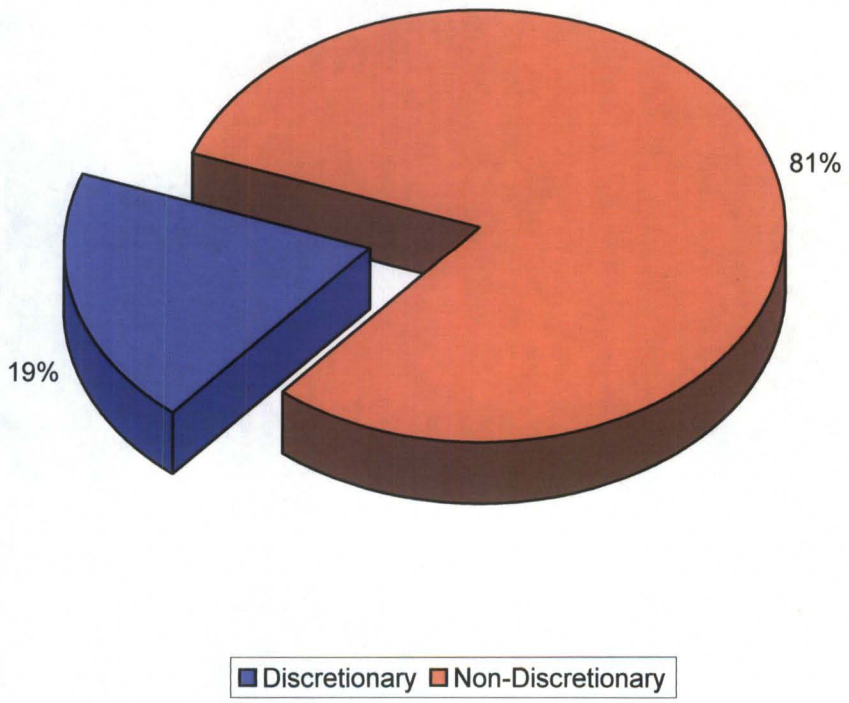
Discretionary revenues are those for which the City can determine the use, without restriction, by deciding how these funds will be expended and on which programs. Examples of discretionary revenues are property taxes, most sales taxes, and vehicle license fees, all of which may be allocated to support 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 2011-2012" illustrates that only 19% of total annual revenues are discretionary with the remaining 81% non-discretionary. The City's discretionary revenues this year total $36.3 million. The remaining $133.0 million of revenue is non-discretionary. Of the discretionary revenues, the chart entitled "Use of Discretionary Revenues 2011-2012" shows that the City will use 86% or $31.3 million of the total $36.3 million of discretionary funds for public safety.

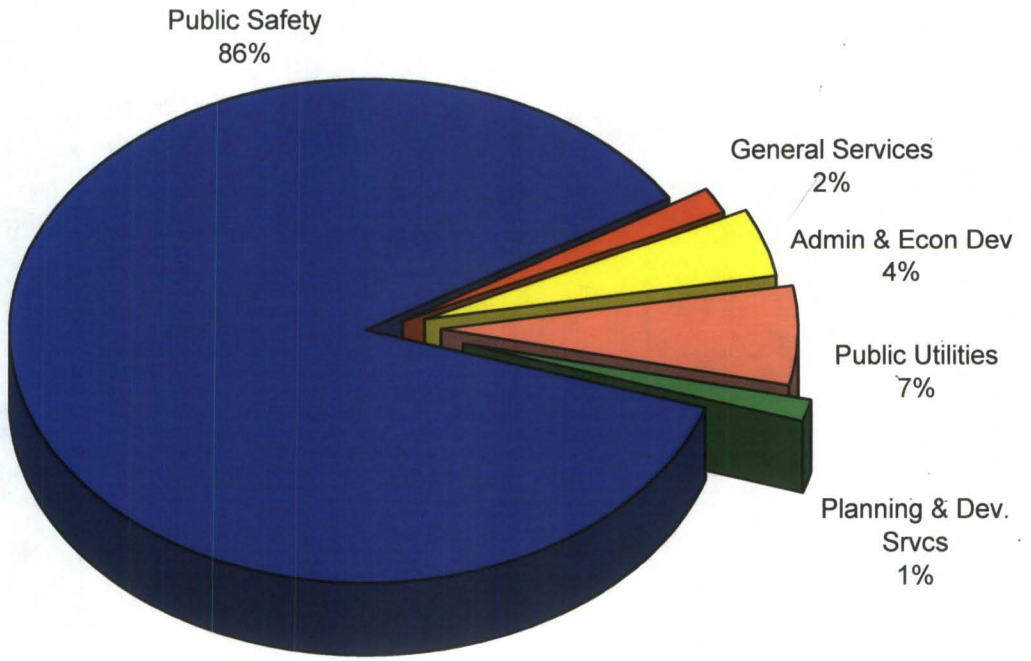
SUMMARY OF DISCRETIONARY AND NONDISCRETIONARY REVENUES 2011-2012

	Discretionary	Non Discretionary	Total
Property Taxes	16,392,000	4,525,000	20,917,000
Other Taxes	19,364,000	265,000	19,629,000
Licenses & Permits	0	1,250,000	1,250,000
Fines & Forfeitures	0	172,000	172,000
Use of Money & Property	25,000	650,400	675,400
Revenue From Other Agencies	505,000	21,411,400	21,916,400
Charges For Current Services	0	91,957,500	91,957,500
Other Revenues	0	12,770,500	12,770,500
TOTAL CURRENT FUNDING	36,286,000	133,001,800	169,287,800
(Addition to)/Use of Reserves	0	16,969,900	16,969,900
TOTAL	36,286,000	149,971,700	186,257,700



USE OF DISCRETIONARY REVENUES
2011-2012

Departments	Total Expenditures	Non Discretionary Revenues	Use of Discretionary Revenues
City Council	251,500	99,000	152,500
City Clerk	2,614,000	2,451,200	162,800
City Attorney	695,900	265,000	430,900
City Manager	1,159,800	502,000	657,800
General Services	31,435,900	30,827,000	608,900
Finance	2,184,400	1,994,000	190,400
Police	22,822,600	1,939,000	20,883,600
Fire	11,543,300	1,125,000	10,418,300
Public Utilities	56,967,200	54,602,100	2,365,100
Planning & Development Services	6,238,700	5,823,000	415,700
Capital Improvements	46,247,500	46,247,500	0
CCDA	4,096,900	4,096,900	0
TOTAL	186,257,700	149,971,700	36,286,000



ECONOMIC OUTLOOK

It appears that the worst economy in decades may now be behind us and that we are beginning a slow recovery. Earlier this year Clovis implemented two major economic development programs designed to attract interest from retail and businesses that are looking to locate or expand into the area. These programs have been very effective with almost 300 new jobs coming to Clovis in the near future. Current vacancies of major retail space continues to present a challenge but a new sales tax rebate program should help to provide the incentive to those companies willing to fill vacant retail space. Residential development is still projected to remain sluggish throughout the next few fiscal years. Foreclosed properties, interest rates and market growth will influence just how rapidly the new residential housing market will recover. Such growth will be supported by the City's Economic Development Strategy and action plan for retention, expansion and attraction of new job generating industrial, office and commercial development. The City's emphasis on economic development programs both locally and regionally continues to be critical for the well being of the community for today and tomorrow. With such a youthful community, current median age pegged at 32 years old, and the value of excellent educational resources, the economy must and will grow to meet the market needs of growing families.

Strategic goals of the City have been to facilitate an increase in the job base and retail sales tax base. This focus yields increased property tax base and improved household income. These efforts will continue to pay off. Clovis has also consistently been ranked in the top three cities in Fresno County in per capita sales tax revenue over the past ten years. 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, and lower sale of construction materials. Despite the economic downturn, general retail has remained consistently high, illustrating the importance of Clovis as a strong marketing location within the region. A major element of the City's future growth will be expansion of manufacturing and technology-based jobs at existing businesses and the further development of existing and future business parks. The Central Valley Research and Technology Business Park that was sponsored by the City has been transitioned to private ownership. 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 over 1000 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 businesses 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 improving performance of tax revenues that support City services but will take some time to recover to pre-recessionary levels. 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. These efforts provide promise for business expansion as the economy

recovers. To the credit of leaders in the region, businesses and government have joined forces to advance a regional agenda for improving opportunities for job creation and for education and preparation of the workforce. Population growth, a youthful demographic, growth in household income, and relatively low rates of inflation hopefully will contribute to an increased demand for homes and other goods and services.

Recently the San Joaquin Valley received a $4.0 million regional planning grant as part of the new federal Sustainable Communities Initiative. A consortium of 14 urban cities from throughout the valley in partnership with four regional non-profits, California State University and the San Joaquin Valley Regional Policy Council created Smart Valley Places. Smart Valley Places is the region's roadmap to the Valley's transformation through the creation of more transportation choices, equitable-affordable housing, economic competitiveness, and healthier, safe and walkable neighborhoods, ultimately shaping future growth trends that will impact not only the health and prosperity of the region, but the entire state of California. The Smart Valley Places consortium will ultimately create a single integrated plan for regional growth that will guide the cities in the Valley for the next 20 plus years. Through a number of innovative components there will be realistic, sustainable urbanization plans that bridge jurisdictions by focusing growth in urban areas to preserve agriculture and minimize suburbanization, plus address local and regional mass transit, energy and housing issues. Smart Valley Places represents the commitment and much needed capital to create an attractive place to live, work and do business.

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 15, 2011
City Manager Budget Review	March 15 – April 22, 2011
Introduction of Recommended Budget to City Council	May 16, 2011
Council Budget Review and Public Hearings	June 6, 2011
Adoption of Budget	June 6, 2011

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 1.82% from 2010. The Department of Finance reports that the PCI was 2.51%. The change in non-residential construction was 6.15%. Therefore, the change in non-residential construction is used.

Appropriations Limitation 2010-2011	$147,937,890
Add: Change in Population (1.82%)	2,692,470
	$150,630,360
Add: Change in NRC (6.15%)	9,263,767
Appropriations Limitation 2011-2012	$159,894,127
Less: Proposed Expenditures Subject to Limitation in 2011-2012	39,837,227
Amount of Unused Authorized Appropriations	$120,056,900

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 2011-2012 fiscal year at $159,894,127.

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 Intermodel 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.

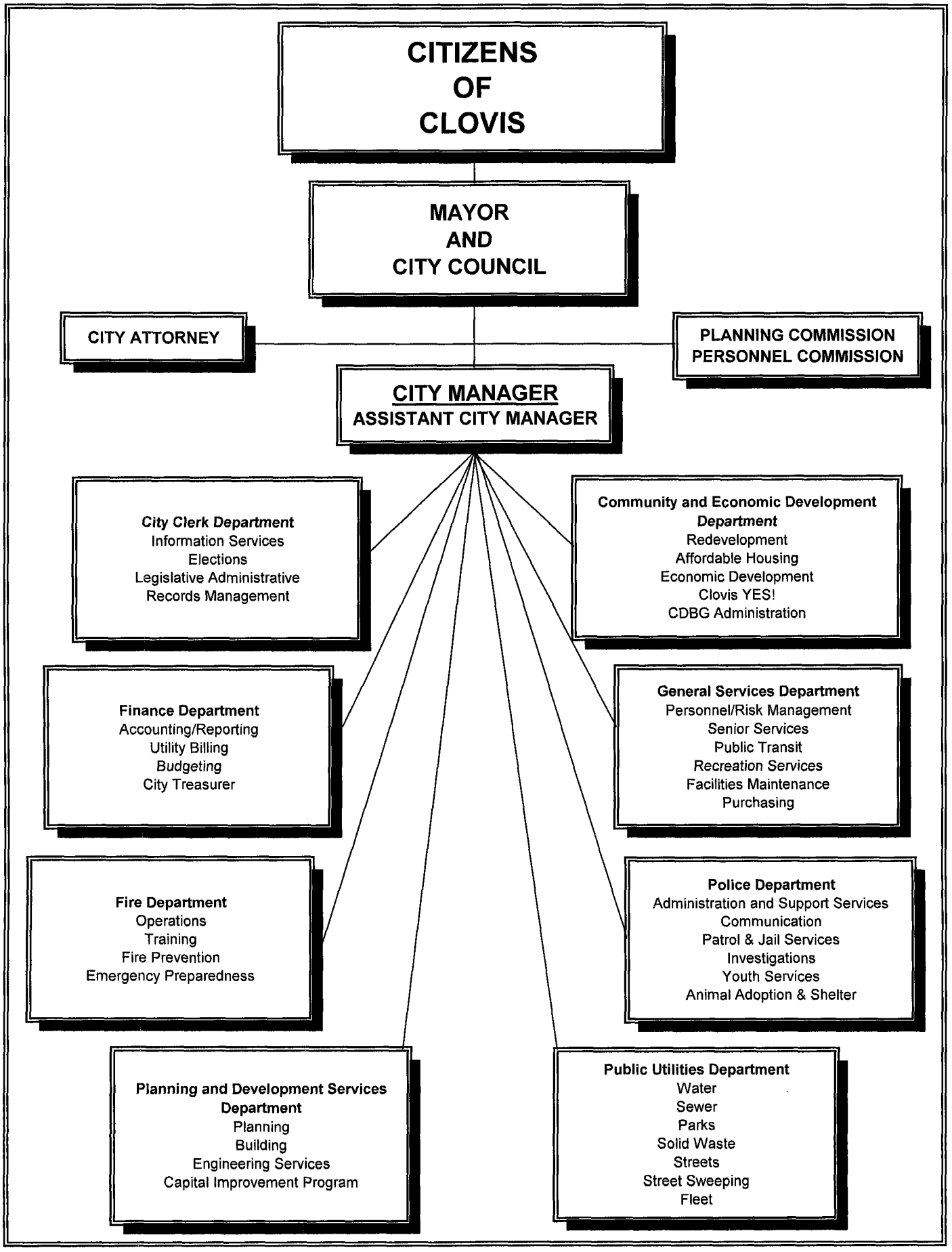
Water Construction-Enterprise Fund

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

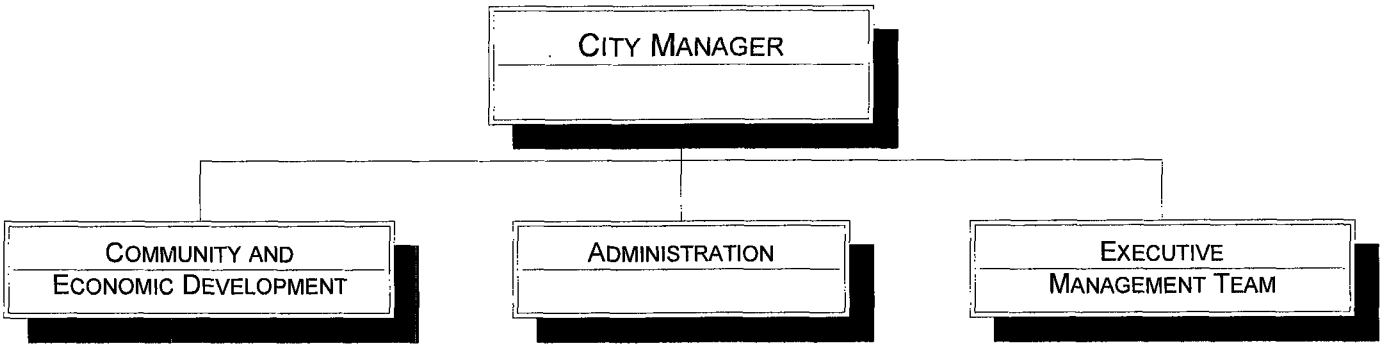
Water Service Fund

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.

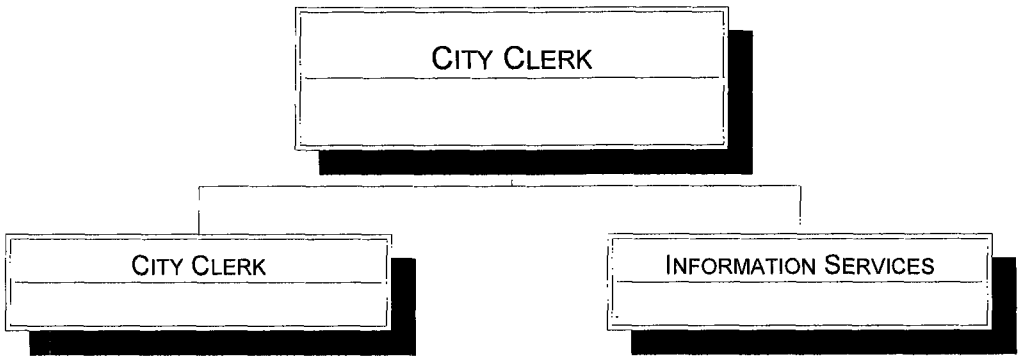
CITY OF CLOVIS ORGANIZATION CHART



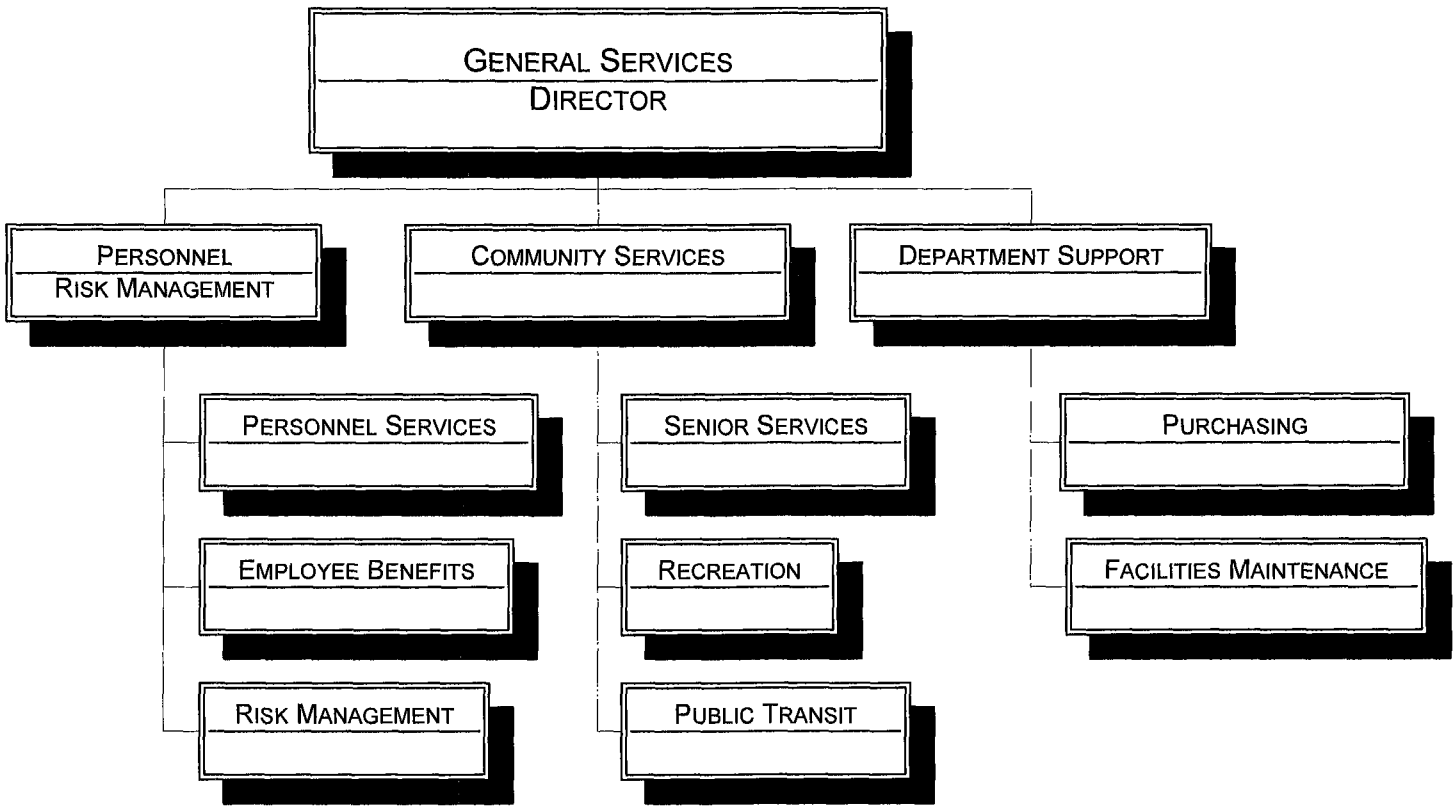
City Manager Department



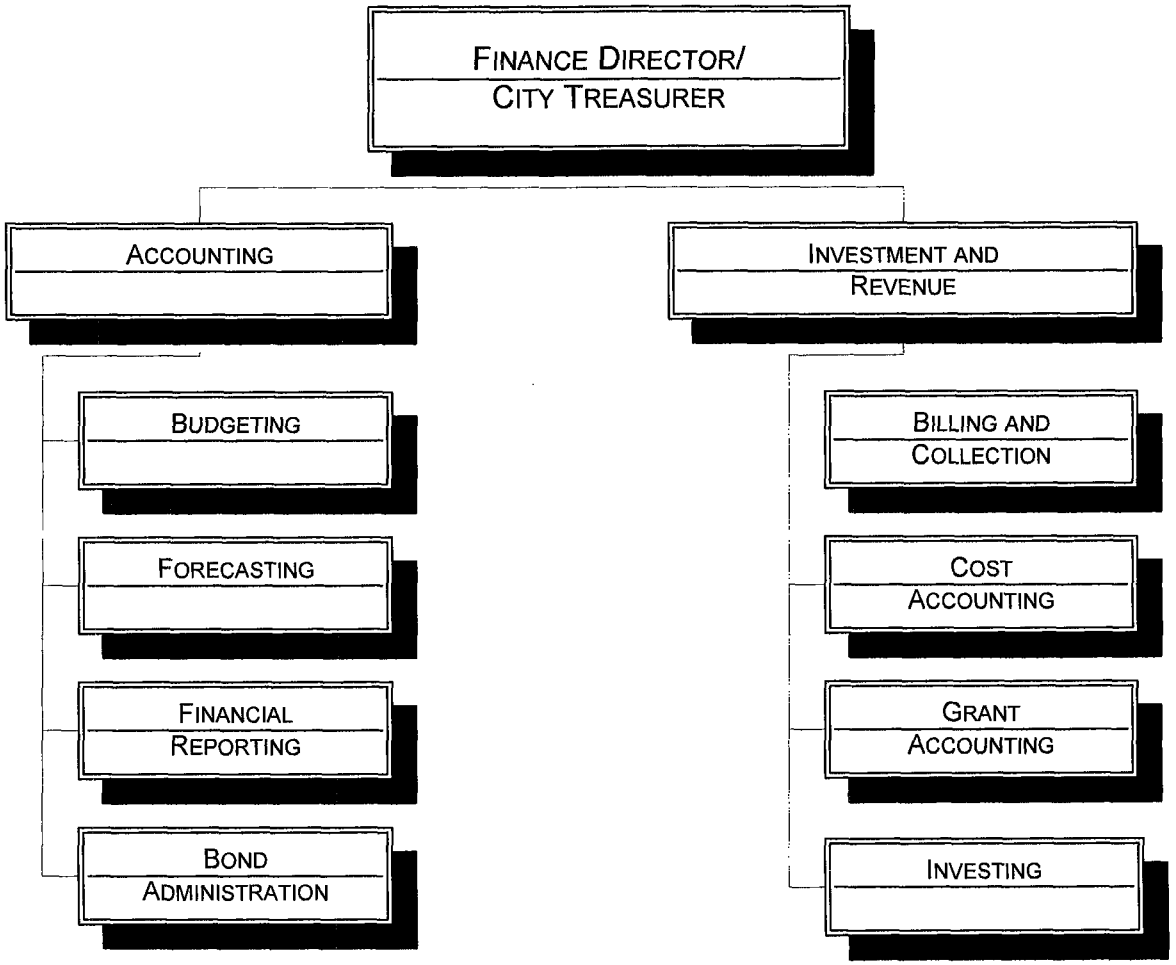
City Clerk Department



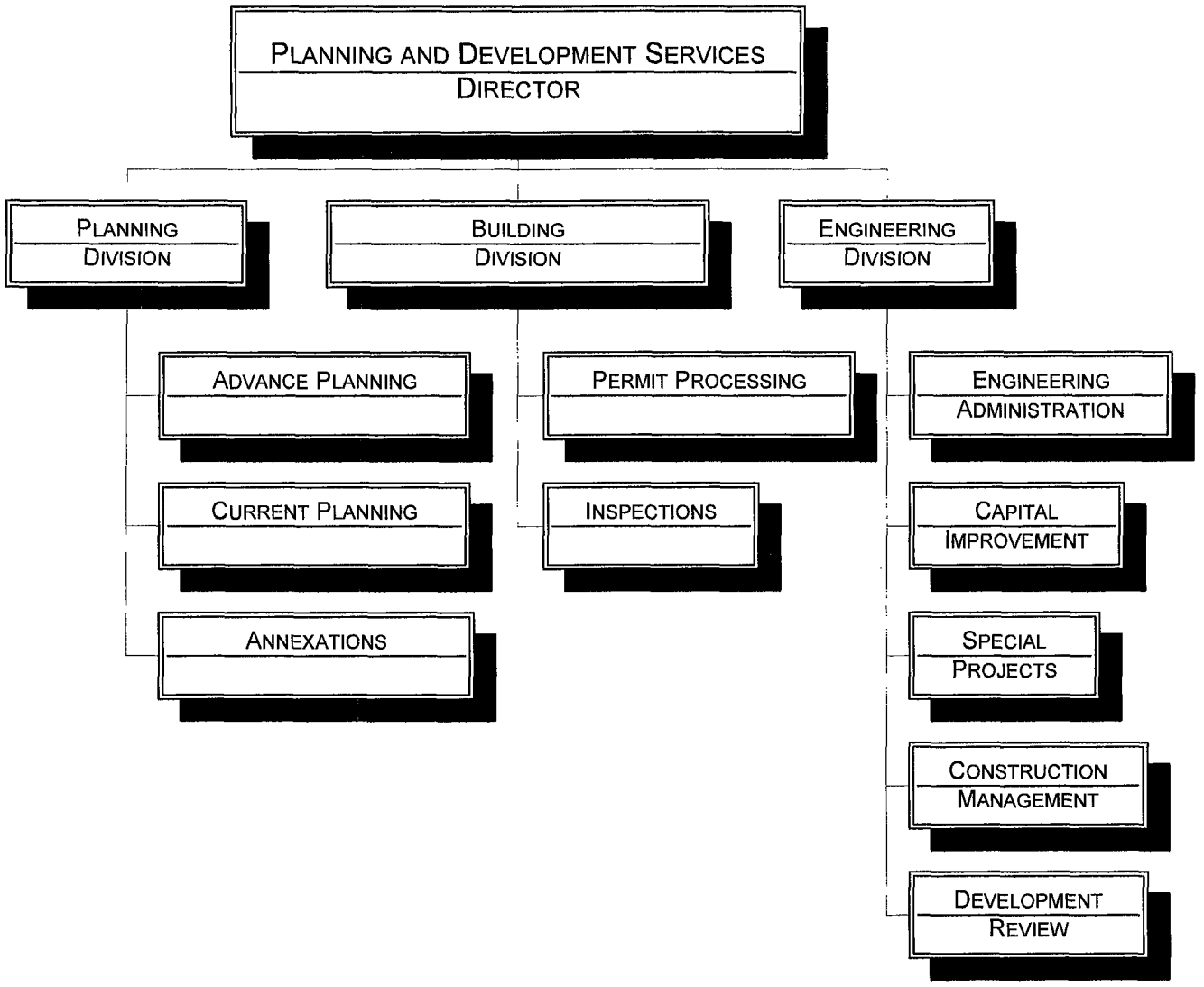
General Services Department



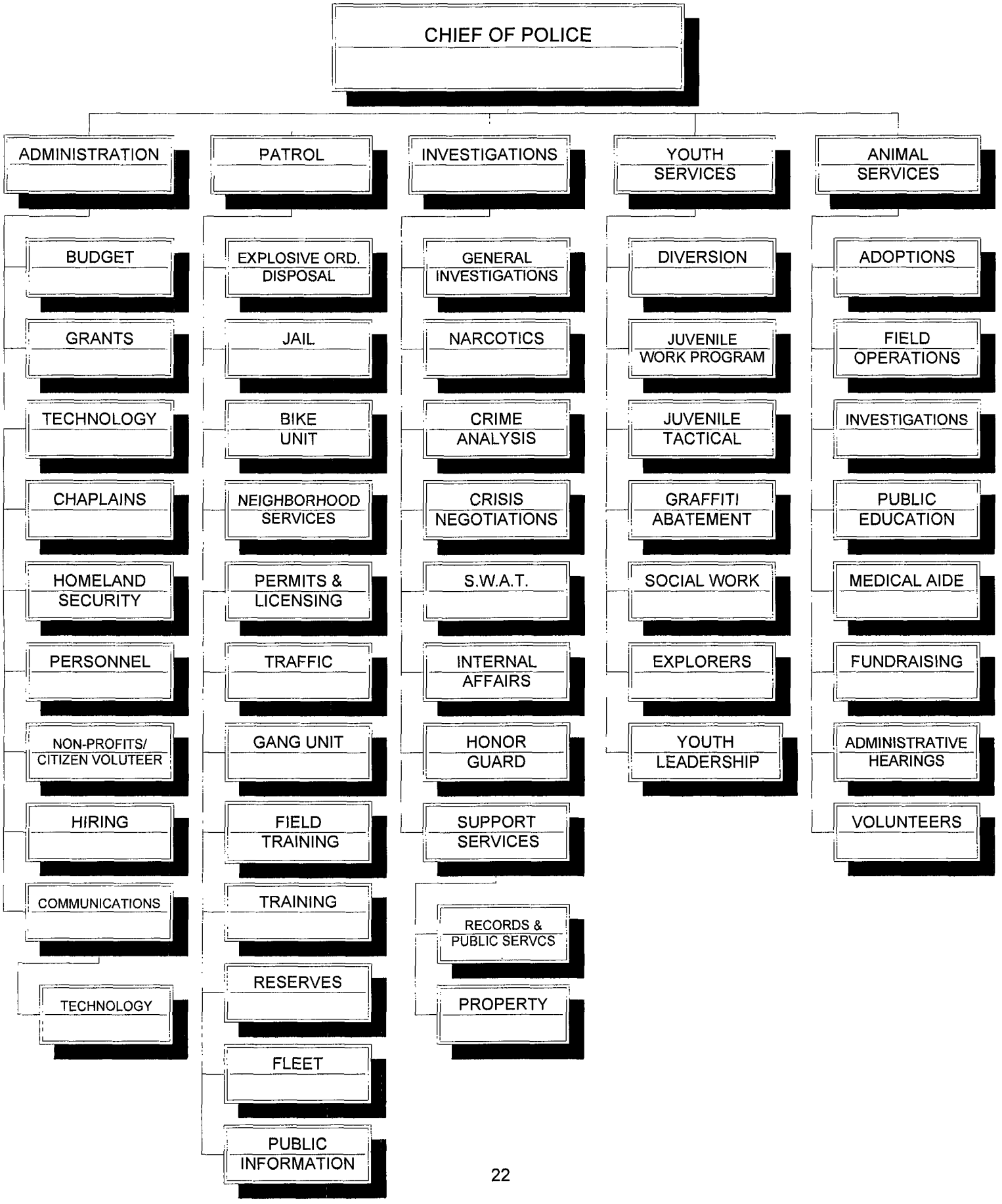
Finance Department



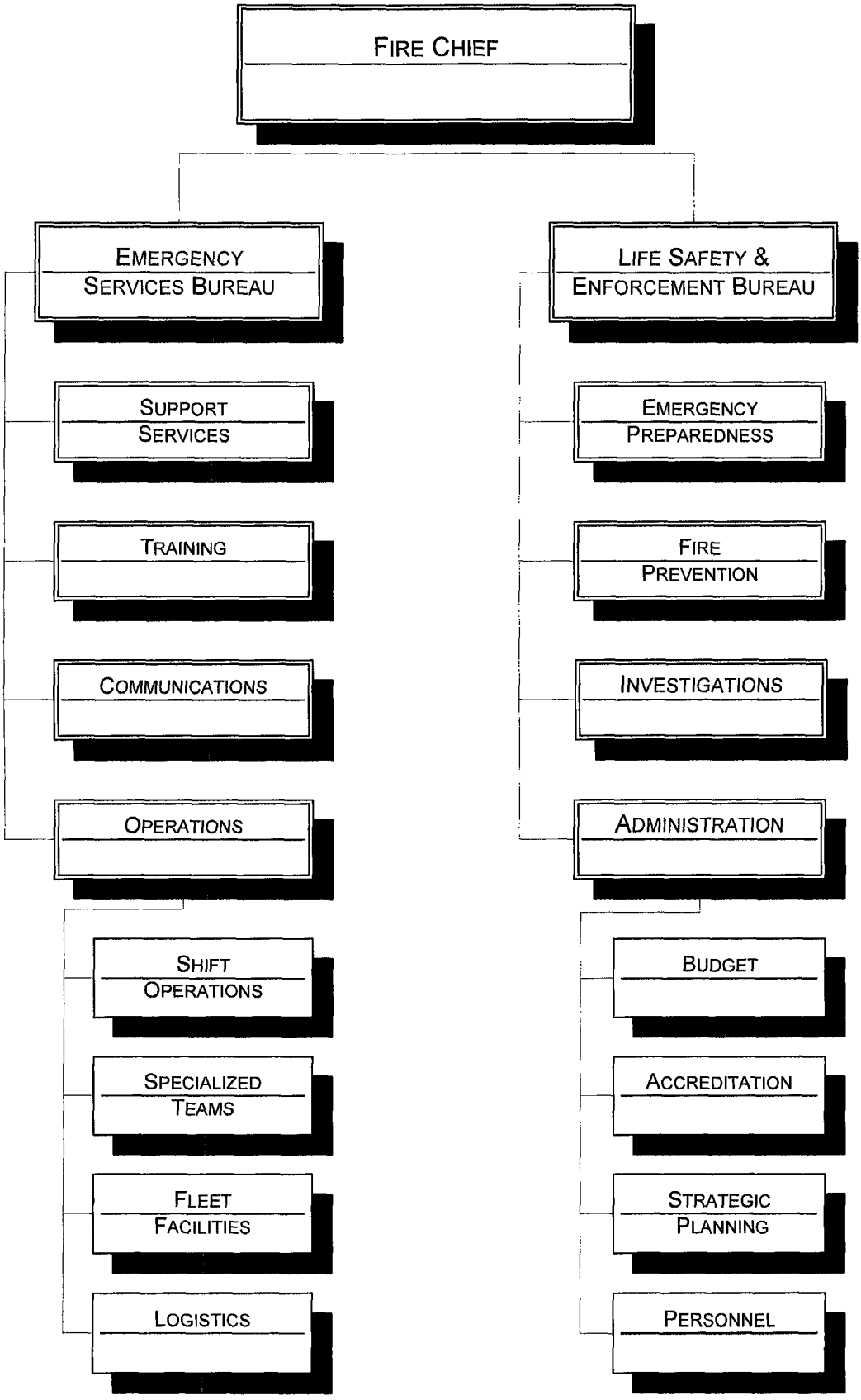
Planning and Development Services Department



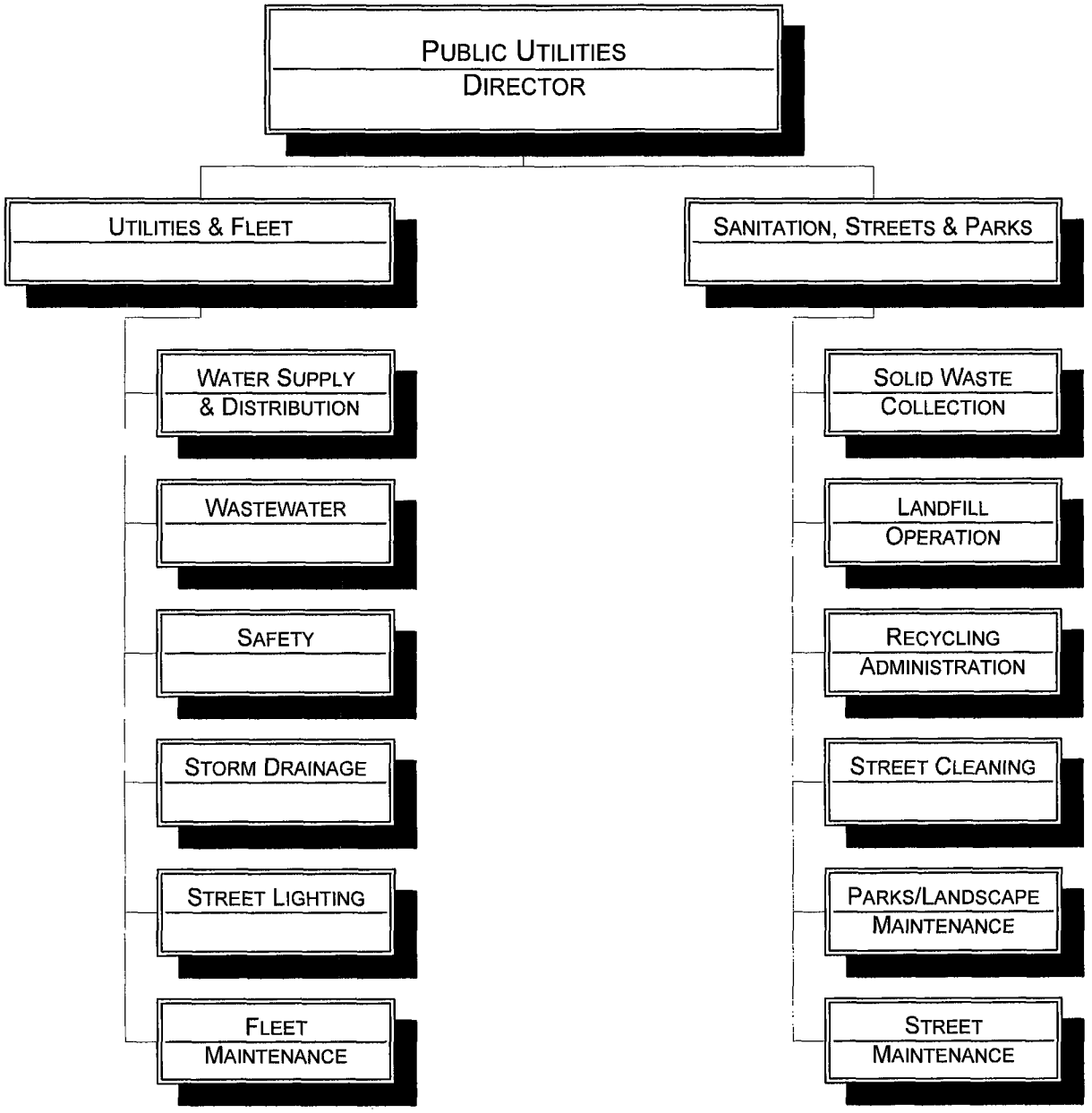
Police Department



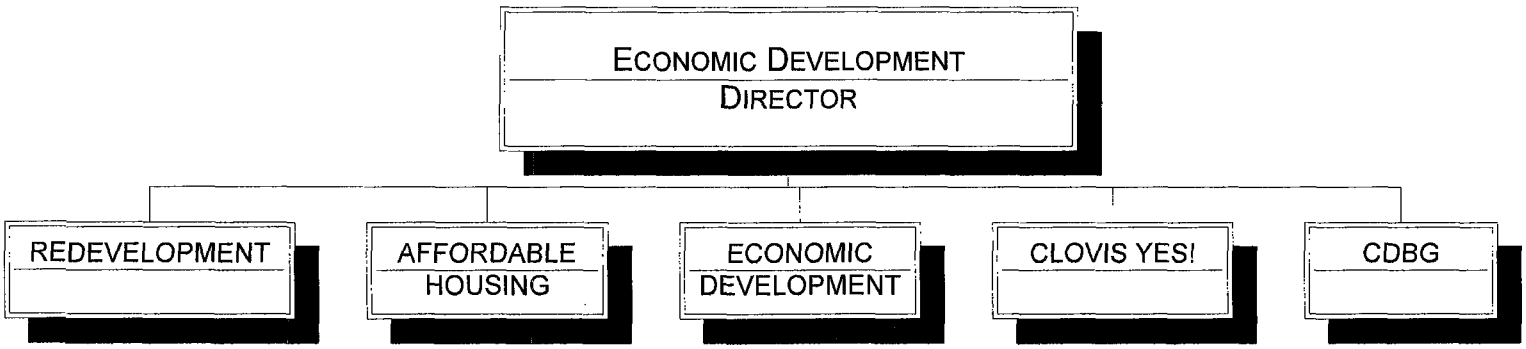
Fire Department



Public Utilities Department



Clovis Community Development Agency



CITY OF CLOVIS
2011-2012 MANAGEMENT STAFF

Robert Woolley, City Manager
John Holt, Assistant City Manager/City Clerk
David Wolfe, City Attorney
Robert Ford, General Services Director
Jamie Hughson, Finance Director/Treasurer
Dwight Kroll, Planning & Development Services Director
Janet Davis, Police Chief
Lee Kraft, Interim Fire Chief
Michael Leonardo, Public Utilities Director
Tina Sumner, Community and Economic Development Director

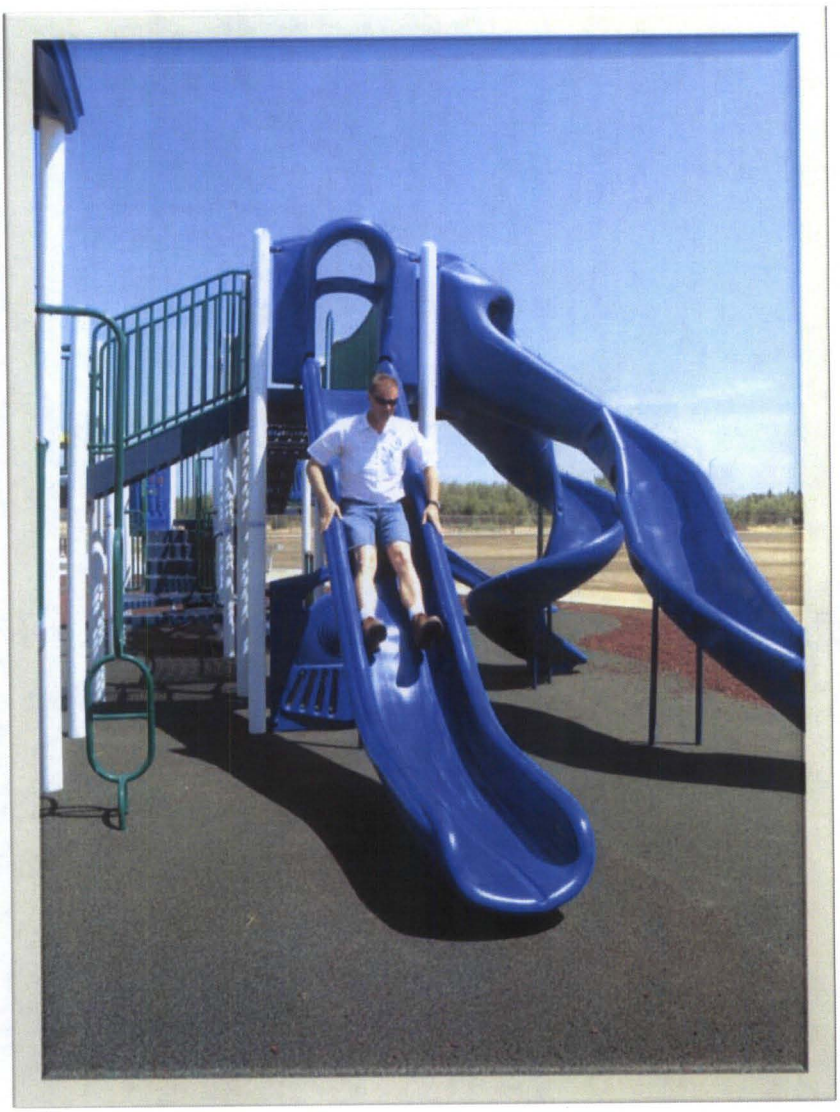
AD HOC BUDGET
PREPARATION TASK FORCE

Robert Woolley, City Manager
Jamie Hughson, Finance Director

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

SUMMARY OF REVENUES & EXPENDITURES

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



The Parks Division inspects park play equipment to ensure it meets all safety standards before the parks are opened to the public.

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, 2011; the total estimated revenue for 2011-2012; the total proposed budget expenditures for 2011-2012; and the projected ending fund balance for each fund as June 30, 2012.

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, projected revenues are equal to proposed expenditures. Revenues as projected are $53.9 million which is nearly $1.4 million or 2.6% greater than the prior year. Expenditures as projected are $53.9 million and represent an increase of $1.4 million or 2.6% when compared to prior year estimated expenditures. The increase in revenue is attributable to grant revenues for six full-time firefighters for a full year, projected increases in sales and property taxes, and a slight increase in transient occupancy tax. Expenditures overall are increasing due to the grant funded safety positions. Overall departmental operating programs are essentially status quo, however some expenditure categories are increasing as a result of cost increases incurred to provide the status quo budget. There is a reduction of two approved safety positions in fire as a result of attrition, both retirements. A complete listing of recommended positions is included in the **Personnel Section**. In addition, the General Fund has $5.386 million, or 10.0% 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 $2.3 million for 2011-2012. 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 Community Sanitation, Sewer and Water Enterprises have approved rate increases scheduled for 2011-12. The Community Sanitation Enterprise has an approved 4% increase effective July 1, 2011. This increase will allow the City to continue the required improvements at the landfill in a timely manner and maintain required bond coverage. The Water and Sewer Enterprises will be loaning the Developer Funds adequate monies to pay debt service and will maintain sufficient balances to meet bond covenents for coverage on the bonds. The Transit Enterprise recently expanded services utilizing one time money from State Transit Assistance and will continue those services in 2011-12 with the carryover funding. There services are fully funded however Transit is now consuming nearly 100% of the Local Transportation Funding that was once also available for street and road construction.

Capital Improvements - Several major projects are included in the 2011-2012 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 2011-2012 that do not currently have funding sources identified.

Debt Service Funds - All debt service requirements are being met in 2011-2012. The remaining fund balances represent debt service reserve requirements.

SUMMARY OF RESOURCES AND APPROPRIATIONS 2011-2012

Fund	Beginning Balance	Transfers	Current Resources	Expenditures	Ending Balance
GENERAL					
General Fund	500,000	0	53,864,000	53,864,000	500,000 *
SPECIAL REVENUE FUNDS					
Clovis Com Dev Agency	4,441,800	(1,366,000)	2,591,500	2,229,900	3,437,400
Clovis YES	19,600	0	370,000	386,500	3,100
HCD Block Grant	25,300	0	100,000	89,500	35,800
Landscape Assessment District	2,747,000	0	2,320,000	2,745,000	2,322,000
Total Special Revenue	7,233,700	(1,366,000)	5,381,500	5,450,900	5,798,300
INTERNAL SERVICE FUNDS					
Liab & Prop Ins	1,461,200	0	942,300	1,187,900	1,215,600
Employee Benefits	1,102,600	0	17,417,700	17,846,500	673,800
Fleet Maintenance	4,393,200	0	7,746,000	8,172,200	3,967,000
General Govt Services	4,488,400	0	8,518,400	9,100,000	3,906,800
Total Internal Service	11,445,400	0	34,624,400	36,306,600	9,763,200
ENTERPRISE FUNDS					
Community Sanitation	4,048,700	(197,000)	12,464,000	14,558,800	1,756,900
Sewer Service	13,863,600	(4,842,000)	11,726,000	11,403,800	9,343,800
Water Service	7,005,100	(4,408,000)	14,310,000	12,516,300	4,390,800
Transit	279,400	0	4,277,400	4,518,800	38,000
Total Enterprise	25,196,800	(9,447,000)	42,777,400	42,997,700	15,529,500
CAPITAL IMPROVEMENT FUNDS					
Sewer Construction	1,706,900	4,577,000	2,293,000	7,991,000	585,900
Park Projects	1,649,000	0	1,328,000	2,825,000	152,000
Street Construction	1,199,600	0	16,245,000	16,431,000	1,013,600
Water Construction	958,900	4,143,000	1,711,000	5,795,000	1,017,900
Clovis Com Dev Agency	1,216,000	0	3,151,500	4,367,500	0
Refuse Construction	0	0	4,150,000	4,150,000	0
General Govt Facilities	158,000	795,000	3,760,000	4,713,000	0
Total Capital Improvement	6,888,400	9,515,000	32,638,500	46,272,500	2,769,400
DEBT SERVICE FUNDS					
Clovis Comm Dev Agency	268,500	1,366,000	2,000	1,366,000	270,500
Total Debt Service	268,500	1,366,000	2,000	1,366,000	270,500

* The General Fund maintains a designation of $5,386,000 or 10% of expenditures. This is set aside as an emergency reserve as directed by the City Council.

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.

Amount	From	To	Purpose
$ 1,366,000	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
812,000	Water Service	Water Capital-Dev	to pay debt service
581,000	Water Service	Water Capital-User	for water plant improvements
68,000	Comm Sanitation Cap*	Comm Sanitation Oper	acquisition of refuse containers
265,000	Comm Sanitation Oper	Gen Govt Facilities	corporation yard improvements
265,000	Sewer Service	Gen Govt Facilities	corporation yard improvements
265,000	Water Service	Gen Govt Facilities	corporation yard improvements
5,220,000	Sewer Service	Sewer Cap-Dev	interfund loan to pay debt service
1,750,000	Water Service	Water Capital-Dev	interfund loan to pay debt service
1,000,000	Water Service	Water Capital-Dev	interfund loan for water banking

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

   Sewer Capital -
   - Sewer Capital-Enterprise
   - Sewer Capital-Developer

   Water Construction -
   - Water Capital-Enterprise
   - Water Capital-Developer

   Clovis Community Development Agency -
   - Community Development Fund
   - Affordable Housing
   - Herndon Redevelopment Area
   - Herndon Area Affordable Housing

* 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 2011-2012 revenues and expenditures. The schedule on the following page combines all the City's funds into one summary schedule while the 2011-2012 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 "2011-2012 Budget Summary-All Funds" includes all funding sources and expenditures for all Governmental and Proprietary Funds. A review of the revenue shows that "Charges for Current Services" is the largest revenue source followed by "Charges to Other Departments". Included in "Charges for Current Services" are the charges for the City's Enterprise Funds (water, sewer, refuse, etc.). This revenue source makes up 35.1% of the total funding sources. The source "Charges to Other Departments" reflects interfund charges, or revenue derived, by the City's Internal Service Funds such as General Services, Employee Benefits, Fleet Services, and Liability and Property Insurance to other operating funds for services received from the Internal Service Funds. This funding source reflects 19.3% 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 slow recovery in property values. Property taxes account for 12.4% of the city's revenue. The revenue source "Sales & Use Tax" which accounts for 8.2% of total revenue, is projected to increase with the increase in consumer spending and employmtne improvement.

Overall the City budget is up when compared to the prior year. Capital outlays/improvements account for 25% of the total budgeted expenditures in 2011-2012, and reflect close to the same level of activity when compared to the previous year. While total dollar amounts are up 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 28.5% of the total expenditures, is showing an increase from the previous year due to projected benefit cost increases. Reflected in the category "Administrative and Overhead," which makes up 6.8% 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 9.3% 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.

2011-2012 BUDGET SUMMARY - ALL FUNDS

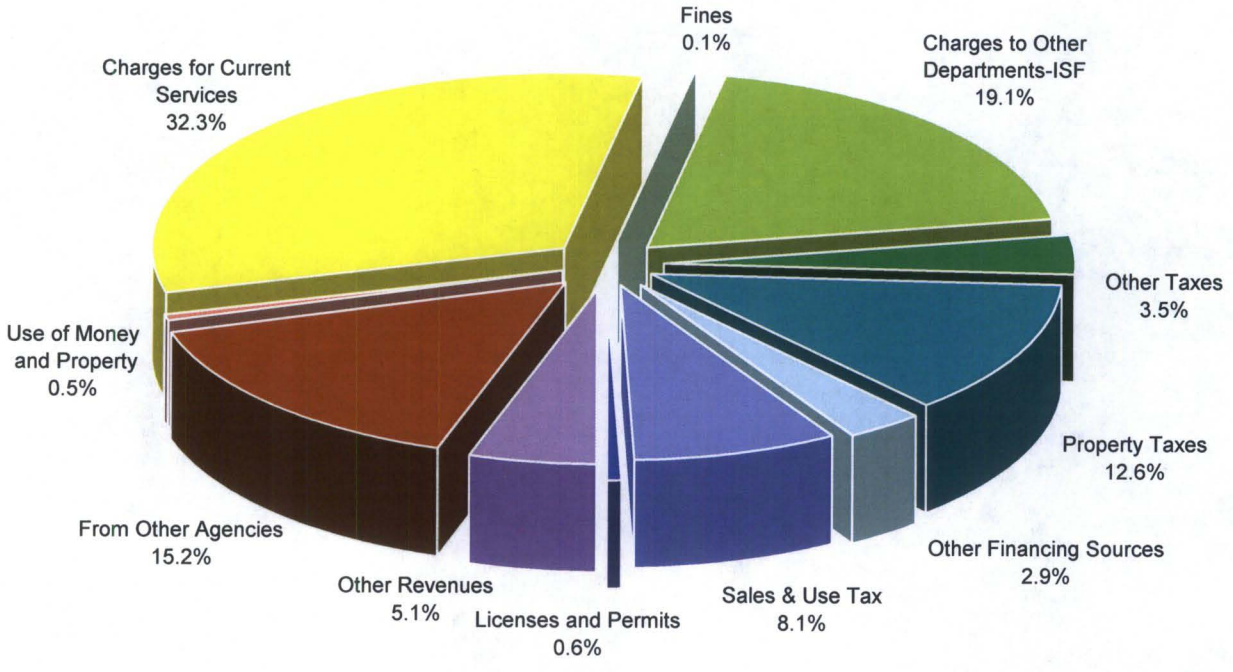
Included in the schedule below are items that are not considered revenue/expenses for financial reporting purposes. These items are:
Contributed Capital (included in "Charges for Current Services") -- Reported as equity for financial reporting
Long-term Debt (COPs and loans; included in "Other Financing 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

	2009-2010 ACTUAL	2010-2011 ESTIMATED	2011-2012 BUDGET
FUNDING SOURCES			
Property Taxes	20,425,109	20,489,000	20,917,000
Sales & Use Tax	12,404,059	13,091,000	13,822,000
Other Taxes	5,353,883	5,728,000	5,807,000
Licenses and Permits	1,458,851	1,012,000	1,250,000
Fines	240,622	152,500	172,000
Use of Money & Property	1,198,072	810,600	675,400
From Other Agencies	19,299,492	24,537,200	21,916,400
Charges for Current Services	47,077,495	52,589,300	59,269,500
Other Revenues	10,117,949	8,264,500	9,590,500
Charges to Other Departments-ISF	30,028,341	31,092,500	32,688,000
Other Financing Sources	0	4,834,400	3,180,000
Total Revenues and Other Financing Sources	147,603,873	162,601,000	169,287,800
Beginning Fund Balances	79,218,925	66,982,800	51,532,800
Total Available Resources	226,822,798	229,583,800	220,820,600
EXPENDITURES/EXPENSES			
Salaries-Regular	28,882,589	29,505,700	31,004,300
Overtime	2,420,960	2,998,100	2,857,200
Extra Help	2,472,165	2,485,200	2,496,500
Benefits	14,854,118	15,440,100	16,732,300
Vehicle Charges	6,609,297	6,869,800	7,276,400
Energy	5,409,395	5,419,500	5,869,500
Communications	512,148	452,500	465,700
Professional Services	15,558,023	15,406,600	16,203,700
Repair and Maintenance	1,987,961	2,506,200	2,689,400
State Mandates	2,304,724	1,060,500	723,000
Special Events	59,350	42,000	45,500
Building and Equipment Rental	80,812	98,800	129,000
Office Supplies	553,745	615,500	598,000
Materials and Supplies	3,749,436	4,043,600	4,954,600
Travel and Meeting Expense	150,630	175,900	203,100
Training	260,050	427,800	437,900
Dues and Subscriptions	101,395	124,100	115,300
Administration and Overhead	12,528,773	12,357,900	12,674,000
Employee-Related ISF Charges	14,851,389	15,495,500	17,399,900
Liability Insurance Prog-ISF	1,034,010	949,700	1,000,500
Debt Service	16,075,279	16,735,800	17,882,000
Capital Outlays/Improvements	30,387,749	44,889,200	44,499,900
Total Expenditures/Expenses and Other Uses	160,843,998	178,100,000	186,257,700
Net Operating Transfers *	1,004,000	49,000	68,000
Ending Fund Balances	66,982,800	51,532,800	34,630,900

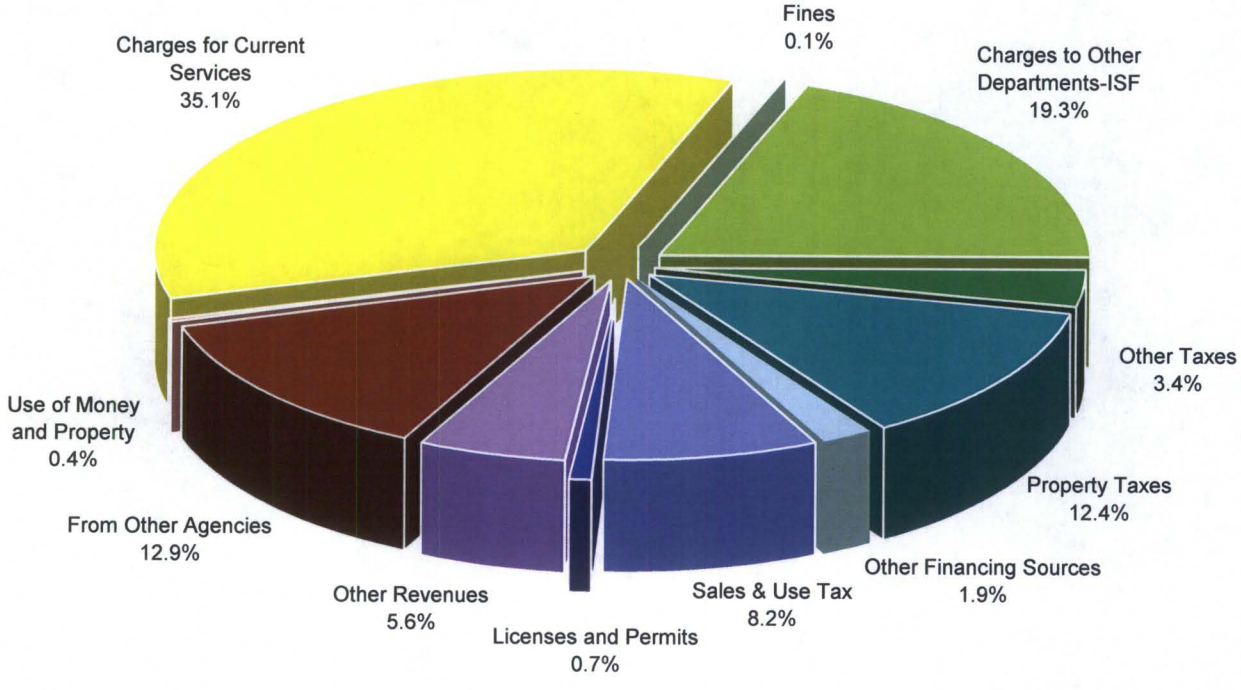
The numbers presented above include revenue and expenses for the City's Internal Service Funds. These funds act as cost allocation departments in that they accumulate the cost of goods and services and distribute these costs to the various other user departments. The user departments in turn record an 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.

2010-2011 ESTIMATED REVENUES



2011-2012 BUDGET REVENUES



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

2011-2012 BUDGET SUMMARY - BY FUND

		Special Revenue Funds				Internal Service Funds			
	General	Clovis Community Development Agency	HCD Block Grant	Clovis YES	Landscape Assessment District	Liability and Property Insurance	Employee Benefits	General Services	Fleet
FUNDING SOURCES									
Property Taxes	17,037,000	3,880,000							
Sales & Use Tax	13,822,000								
Other Taxes	5,807,000								
Licenses and Permits	1,250,000								
Fines	172,000								
Use of Money & Property	52,000	63,000			20,000	5,000	30,000	41,400	30,000
From Other Agencies	3,715,000	1,467,000	100,000	370,000				146,000	
Charges for Current Services	5,752,500				2,300,000			180,000	
Other Revenues	6,256,500	335,000				151,000	85,000	1,848,000	
Charges to Other Departments-ISF						786,300	17,302,700	7,548,000	7,051,000
Other Financing Sources								2,515,000	665,000
Total Sources	53,864,000	5,745,000	100,000	370,000	2,320,000	942,300	17,417,700	12,278,400	7,746,000
EXPENDITURES/EXPENSES									
Salaries-Regular	22,025,300	379,000	44,000			111,400	182,800	1,266,800	909,600
Overtime	2,501,900	1,100						42,000	15,000
Extra Help	1,417,600	46,500		226,000				48,000	30,400
Benefits	11,872,700	189,100	21,000	72,100		47,900	75,100	595,200	454,800
Vehicle Charges	2,738,700	18,500	3,000			5,700	11,500	73,200	64,200
Energy	1,841,200	30,200						721,100	
Communications	235,100							187,500	100
Professional Services	3,932,100	466,500	2,000	15,200	2,745,000		7,400	271,000	48,500
Repair and Maintenance	390,700							1,493,500	494,500
State Mandates									8,000
Liability Insurance Prog-ISF						1,000,500			
Special Events	3,500						42,000		
Building and Equipment Rental	1,000	101,000						2,000	
Office Supplies	60,800	6,600		2,600				446,000	1,000
Materials and Supplies	722,500	28,500						85,500	3,113,500
Travel and Meeting Expense	146,400	12,700	1,500	3,400		500	200	2,800	6,000
Training	319,200	5,000		5,500		2,700	1,300	34,400	10,200
Dues and Subscriptions	94,400	7,100	400			700	500	1,500	1,200
Administration and Overhead	5,103,700	740,100	17,600	61,700		18,500	35,800	150,500	754,500
Employee-Related ISF Charges							17,399,900		
Debt Service		1,589,000						2,657,000	720,000
Capital Outlays/Improvements	457,200	4,342,500					90,000	5,735,000	1,540,700
Total Uses	53,864,000	7,963,400	89,500	386,500	2,745,000	1,187,900	17,846,500	13,813,000	8,172,200

2011-2012 BUDGET SUMMARY - BY FUND

Enterprise Funds				*Capital Projects Funds*				
Community Sanitation	Sewer Service	Transit	Water Service	Sewer	Park Projects	Streets	Water	***Total***
								20,917,000
								13,822,000
								5,807,000
								1,250,000
								172,000
71,000	125,000	18,000	94,000	18,000	21,000	35,000	52,000	675,400
		4,056,400	50,000		377,000	11,635,000		21,916,400
16,530,000	11,601,000	203,000	13,928,000	2,275,000	800,000	4,575,000	1,125,000	59,269,500
13,000			238,000		130,000		534,000	9,590,500
								32,688,000
								3,180,000
16,614,000	11,726,000	4,277,400	14,310,000	2,293,000	1,328,000	16,245,000	1,711,000	169,287,800
2,471,800	665,300	984,900	1,963,400					31,004,300
168,200	19,500	33,000	76,500					2,857,200
118,000	10,000	550,000	50,000					2,496,500
1,371,800	332,300	681,800	1,018,500					16,732,300
2,829,500	292,500	844,400	395,200					7,276,400
	777,000		2,500,000					5,869,500
11,000	2,500	15,500	14,000					465,700
3,251,800	4,058,500	276,200	1,129,500					16,203,700
31,700	53,000		226,000					2,689,400
715,000								723,000
								1,000,500
								45,500
25,000								129,000
51,000	10,000		20,000					598,000
99,100	117,000		788,500					4,954,600
7,000	7,000	5,600	10,000					203,100
13,500	8,200	20,200	17,700					437,900
2,000	1,000	700	5,800					115,300
1,751,600	1,714,800	432,100	1,893,100					12,674,000
								17,399,900
795,000	1,245,000			7,621,000			3,255,000	17,882,000
4,995,800	2,090,200	674,400	2,408,100	370,000	2,825,000	16,431,000	2,540,000	44,499,900
18,708,800	11,403,800	4,518,800	12,516,300	7,991,000	2,825,000	16,431,000	5,795,000	186,257,700

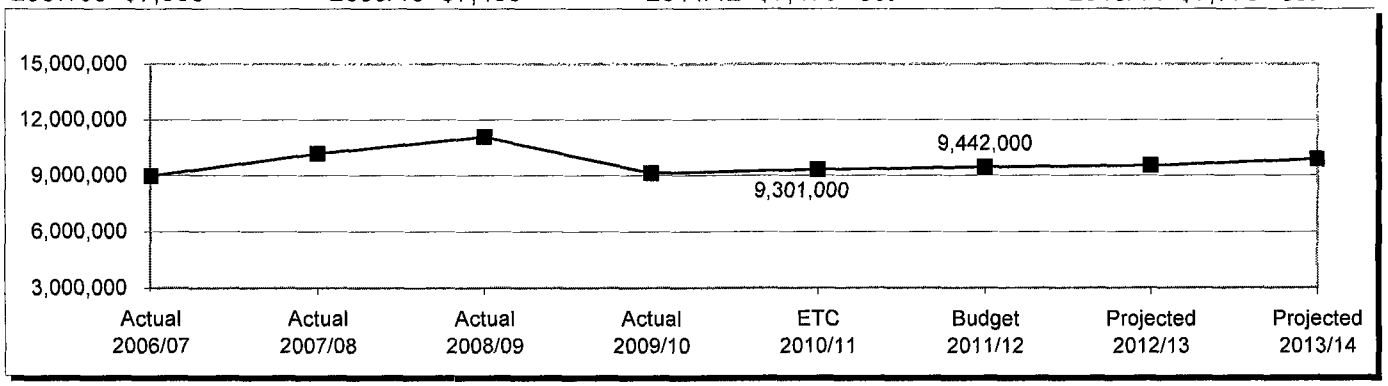
REVENUE BY SOURCE

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 17.29%. In 2010/11, the City of Clovis is expecting to receive about $9,301,000 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 2009/10 reflects the impact of the housing market crisis and the downward valuation of properties during the recent recession. As the economy stabilizes, gross property taxes (before Educational Revenue Augmention Fund reductions) are projected to also stabilize in 2010/11 with small growth in this revenue source. Property tax revenue is 17.8% of total General Fund revenue.

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

2006/07	$6,627	2008/09	$7,750	2010/11	$7,417	2012/13	$7,622 est
2007/08	$7,685	2009/10	$7,459	2011/12	$7,473 est	2013/14	$7,775 est



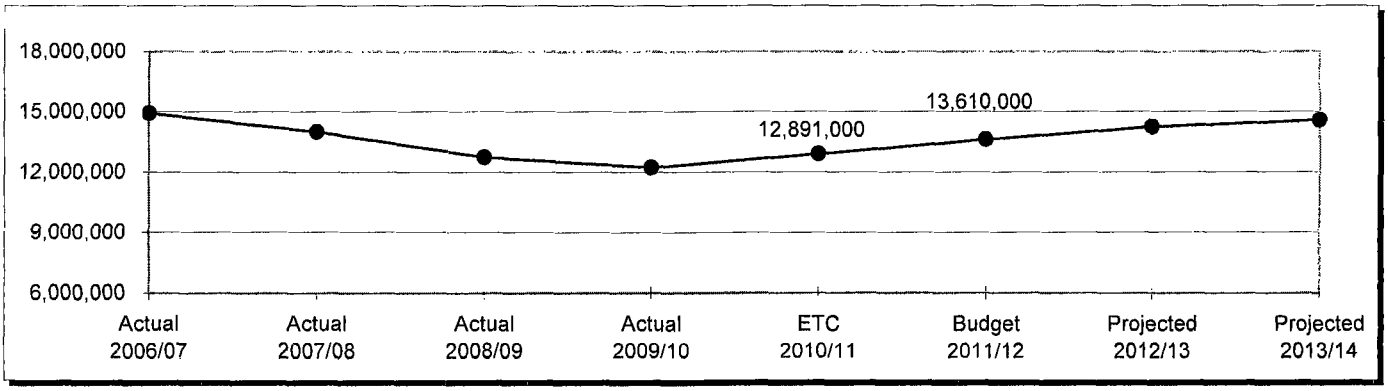
Sales Tax-General Fund

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 Stores	23%
Auto Sales	12%
Restaurants	11%
Building Materials	9%
Misc Retail	8%
Service Stations	7%

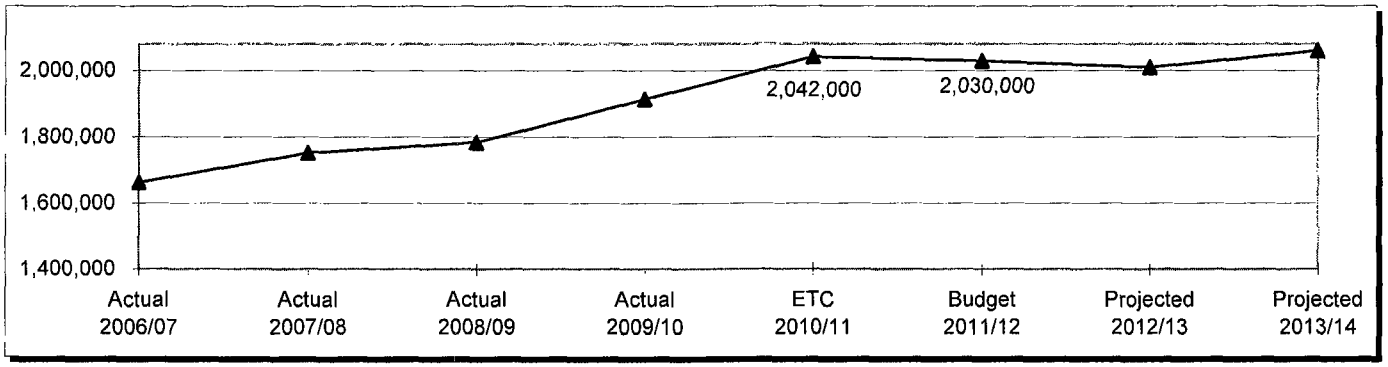
The top ten retailers generate 37% of the sales tax and the top 100 retailers generate 78% of the sales tax in Clovis. 2007/08 was the first year sales tax experienced a decline due to factors such as the housing and credit crisis, high unemployment, and unease in consumer spending. As the economy recovers along with the addition of Kohl's, 2010/11 projects an increase. 2012/13 anticipates opening of the Clovis-Herndon Shopping Center and Winco.



REVENUE BY SOURCE

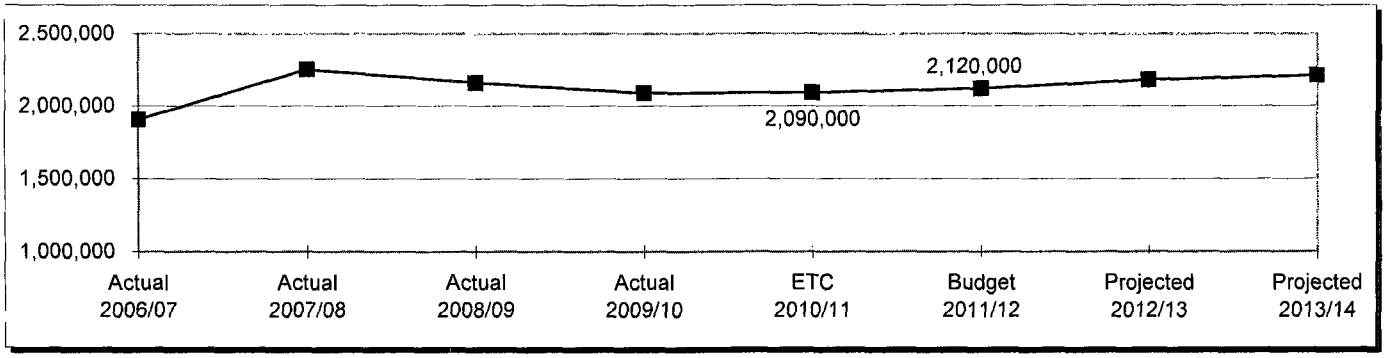
Franchise Fees-General Fund

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 as AT&T expands into the cable market along with potential audit recoveries. This revenue source is approximately 4% of the General Fund revenue.



Business Licenses-General Fund

Business Licenses are required of all people doing business within Clovis. Most businesses pay fees based on gross receipts. There is a minimum and a maximum business license fee, which is adjusted for inflation. Business license fees in 2007/08 increased dramatically as a result of a discovery audit which billed for the current year and prior three years. In 2010/11 and forward, revenues are expected to return to a normal revenue growth trend at the rate of inflation adjusted for new businesses.

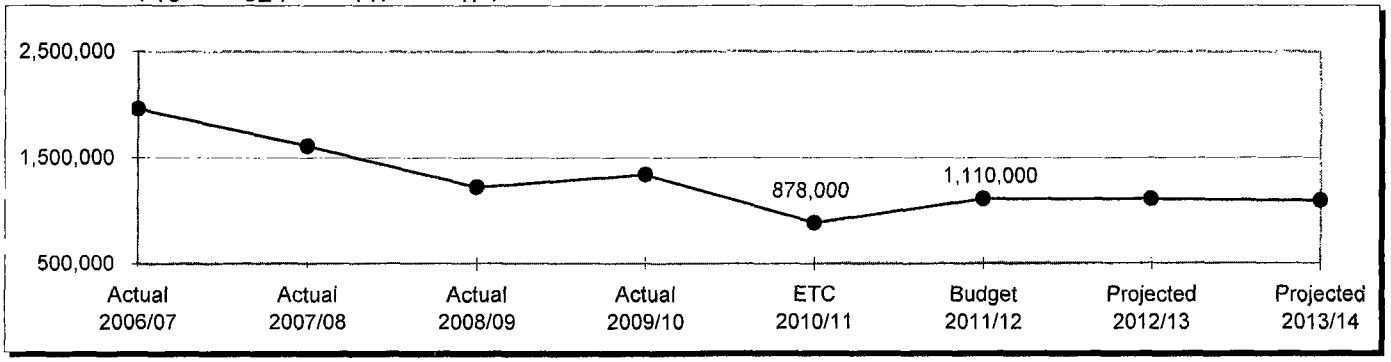


Building Permits-General Fund

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, with increases for the Clovis Herndon Shopping Center and Winco in 2011/12.

Building permit activity for dwelling units: Total building valuation for 2010 was $193,394,000.

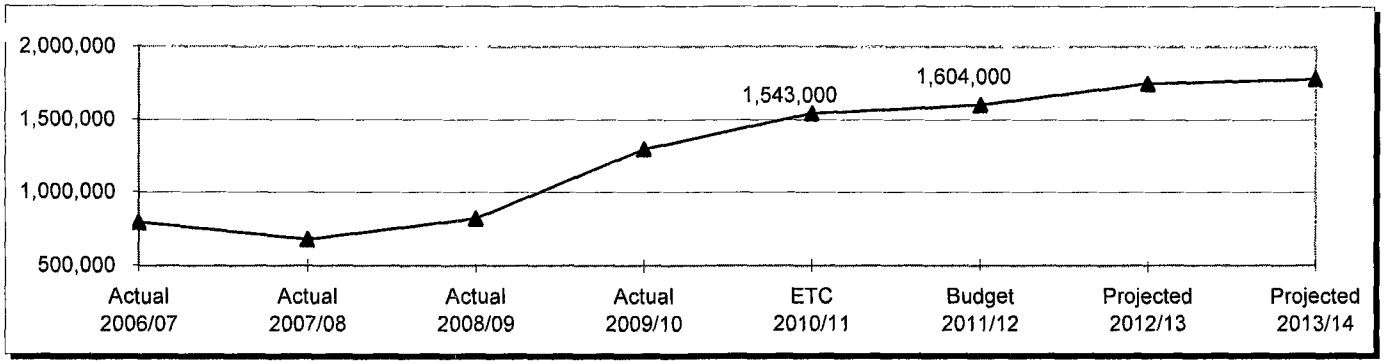
2007	2008	2009	2010
718	524	447	474



REVENUE BY SOURCE

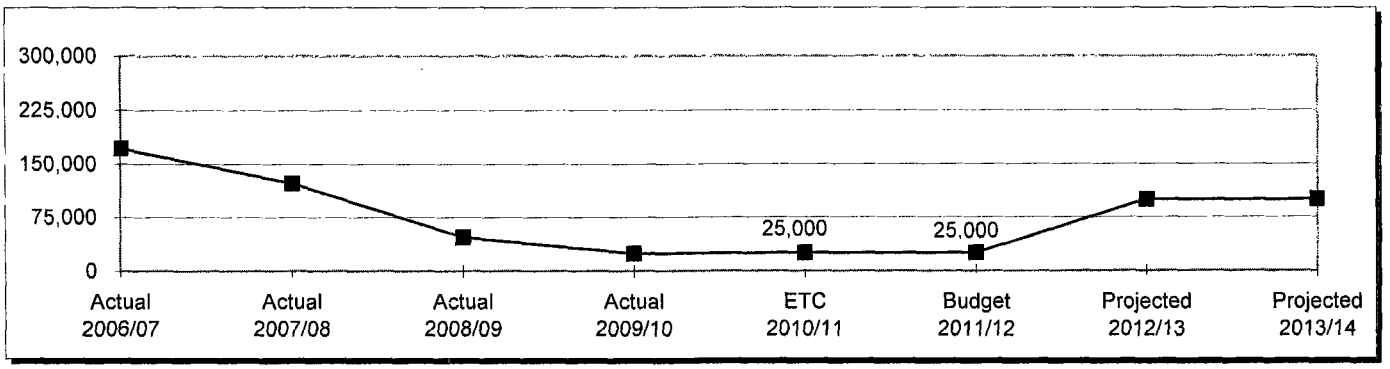
Other Taxes-General Fund

This category includes transient occupancy tax and real property transfer tax. This revenues experienced a significant increase in 2009/10 due to the opening of five new hotels. 2010/11 and forward show revenues rising from increased tourism resulting from the newly formed Tourism Business Improvement District.



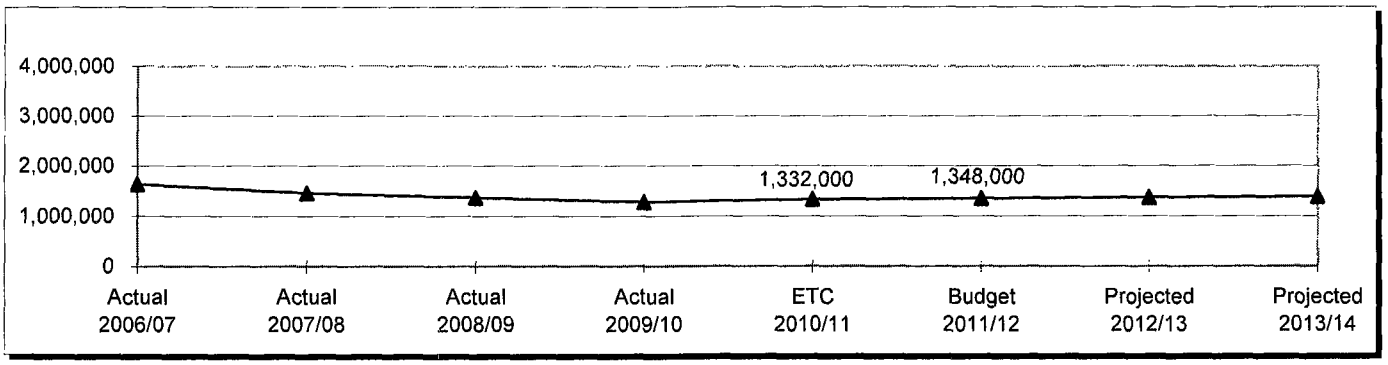
Interest Revenue-General Fund

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 2010/11 and 2011/12 are 2.15% and 1.05%, respectively.



State Subventions-General Fund

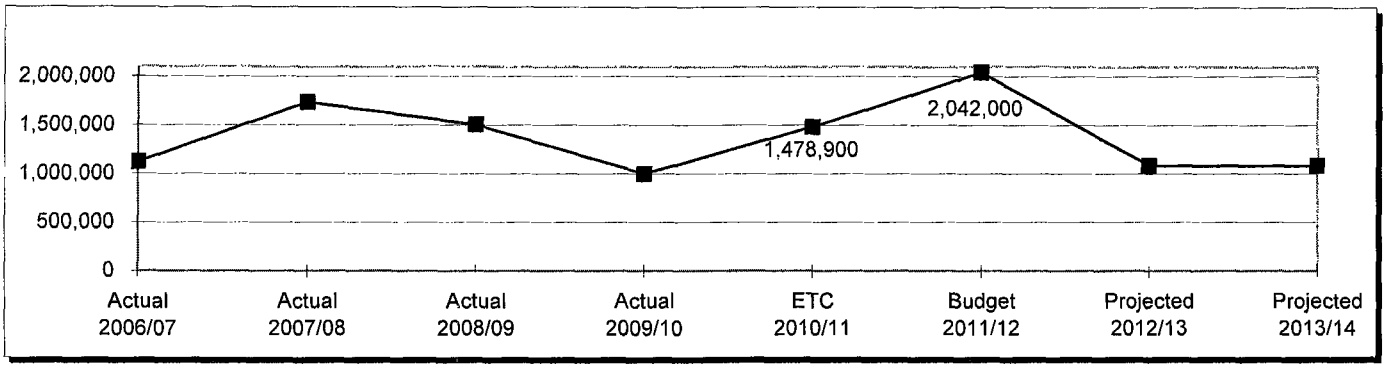
This category includes revenue collected at the state level and redistributed back to local agencies on a per capita basis. Revenue sources include vehicle license fees (VLF) and gas tax. Beginning in 2004/05, all but a small portion of vehicle license fees are now classified as property taxes.



REVENUE BY SOURCE

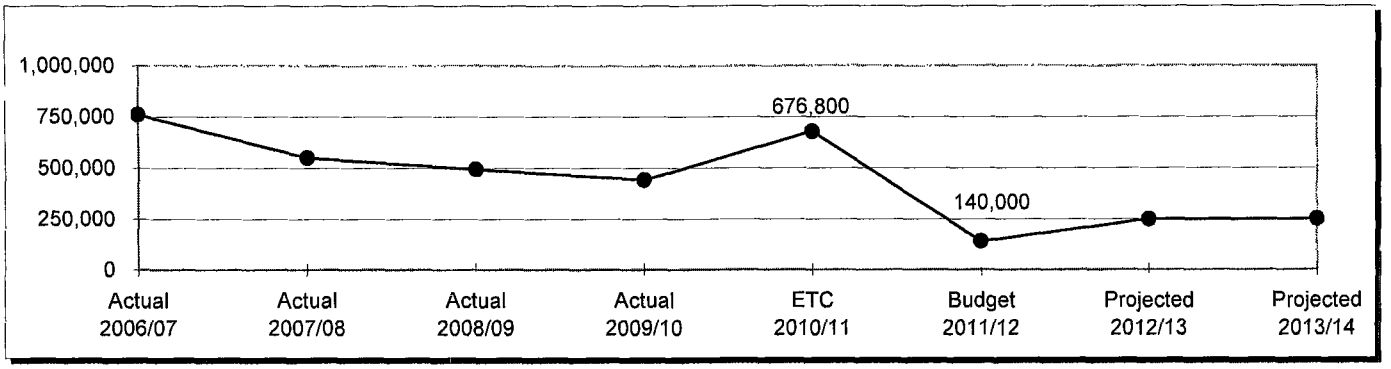
Grants-General Fund

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. Once these funds expire, grants are projected at a three year average prior to the Stimulus funds.



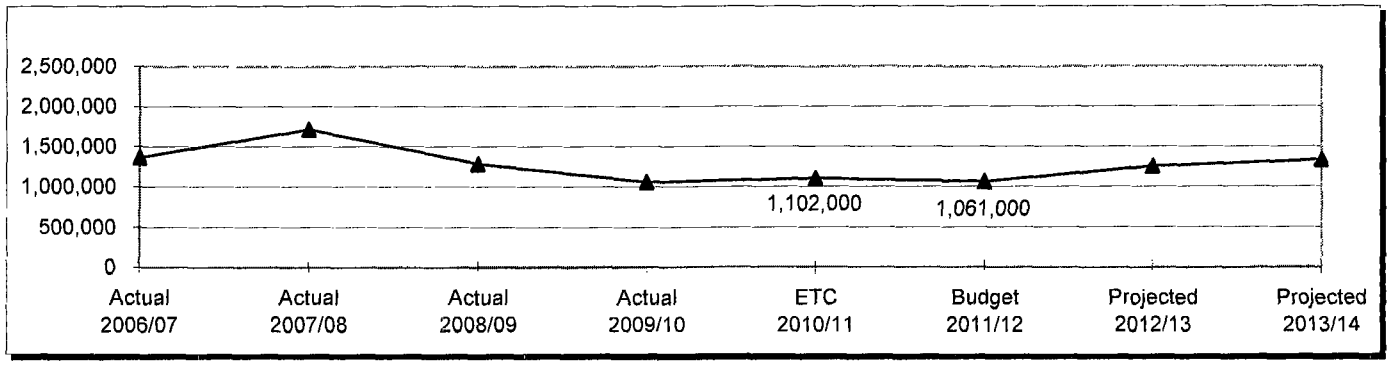
Revenue From Other Agencies-General Fund

This revenue is from other public agencies including reimbursements of the homeowners property tax exemption. 2010/11 shows a significant increase due to the receipt of one time state funds of $.5 million for replacement/upgrades of the 911 Dispatch Phone System. Significant declines in 2011/12 include the elimination of Supplemental Law Enforcement Services from the state.



Planning Fees-General Fund

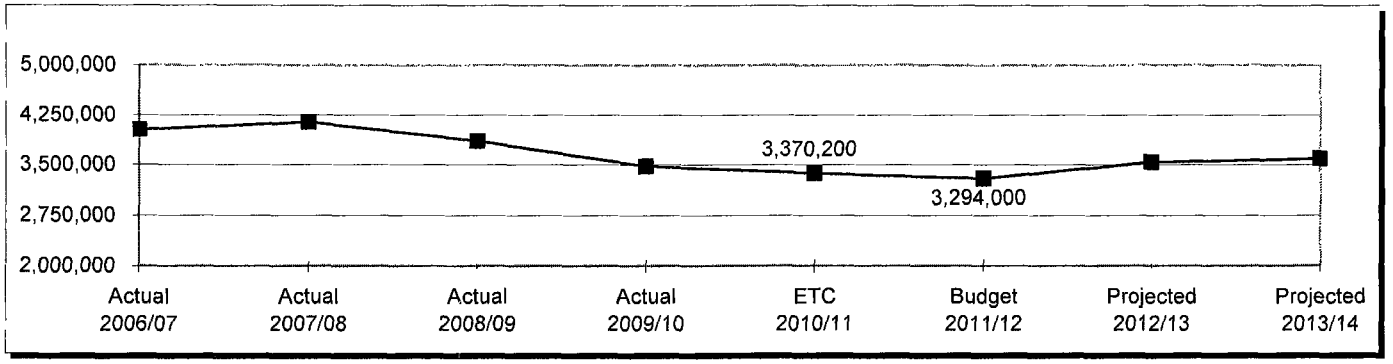
Planning fees are charged for processing requests for use permits or entitlement permits. This includes conditional use permits, zone changes, subdivision maps, and general plan changes. The amount of revenue is directly related to the amount of advance development activity. Additional revenue is generated 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

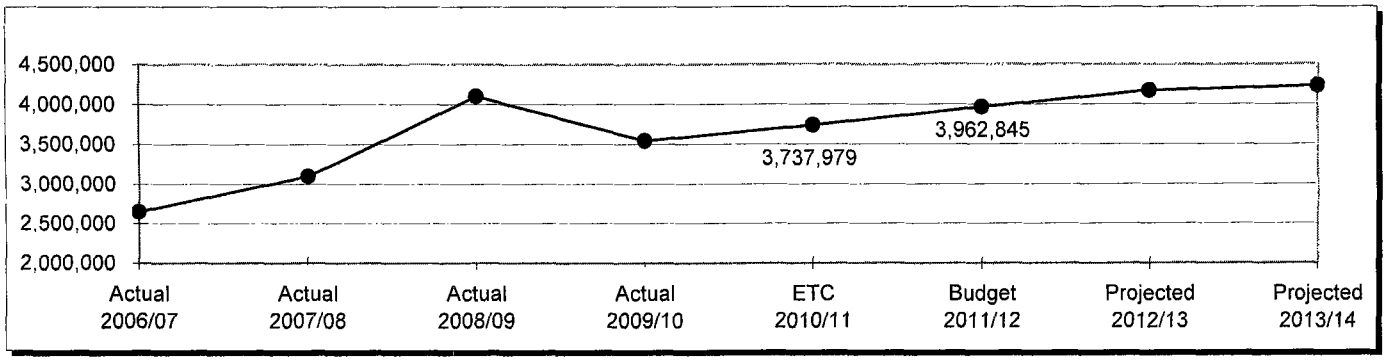
Engineering Fees/Charges-General Fund

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.



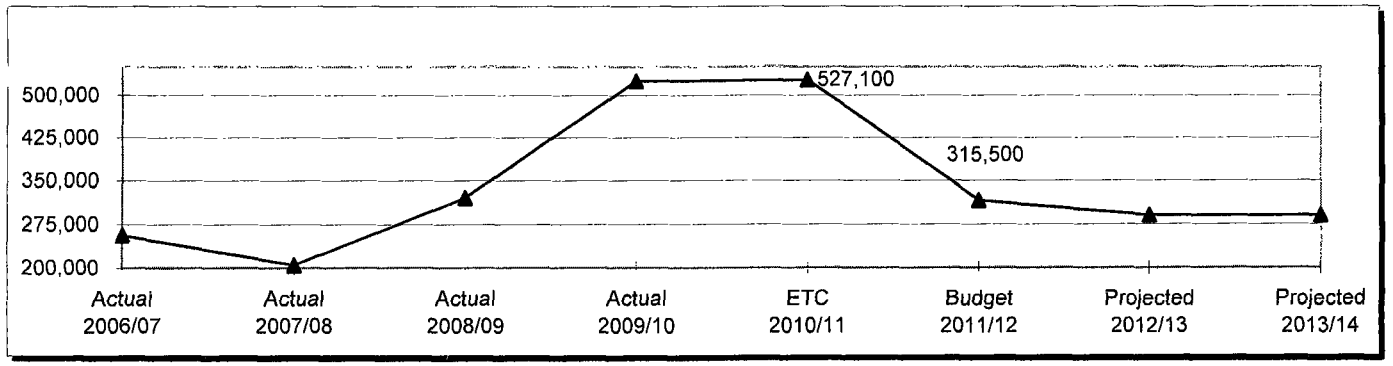
Revenue for Current Services-General Fund

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

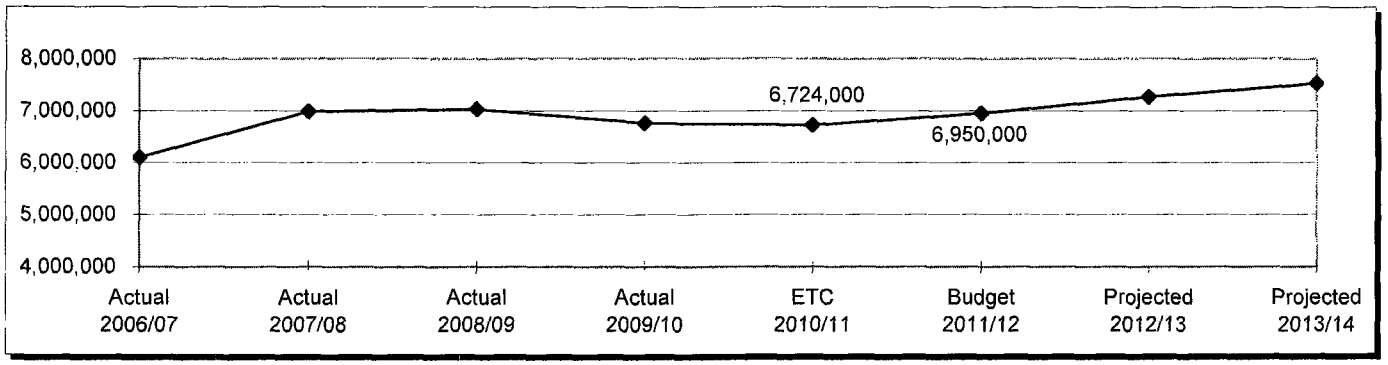
This category includes revenue from the sale of equipment as well as asset forfeiture revenue. Normally asset forfeiture amounts are appropriated throughout the year and are not included during the budget process. Other revenue for 2010/11 includes one time legal settlement funds.



REVENUE BY SOURCE

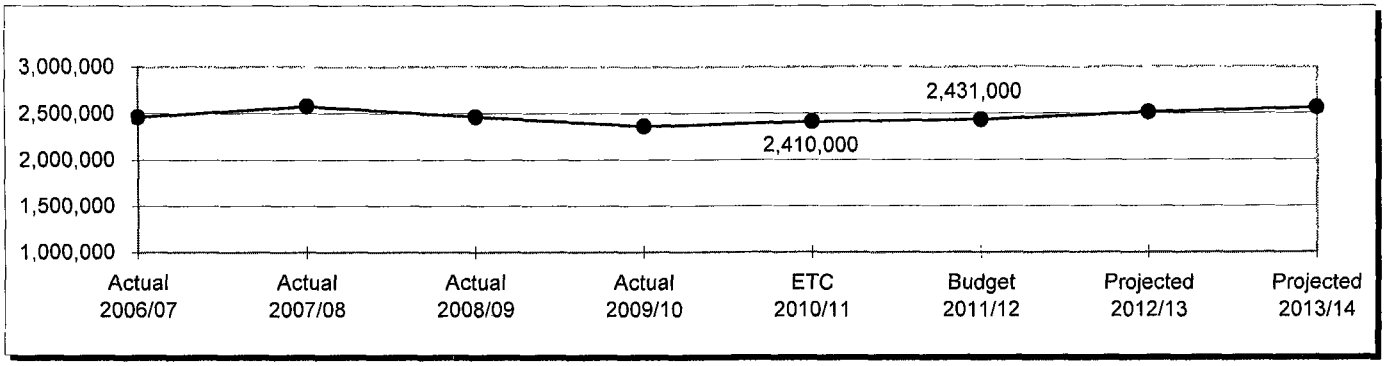
Property Tax in lieu of VLF-General Fund

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.



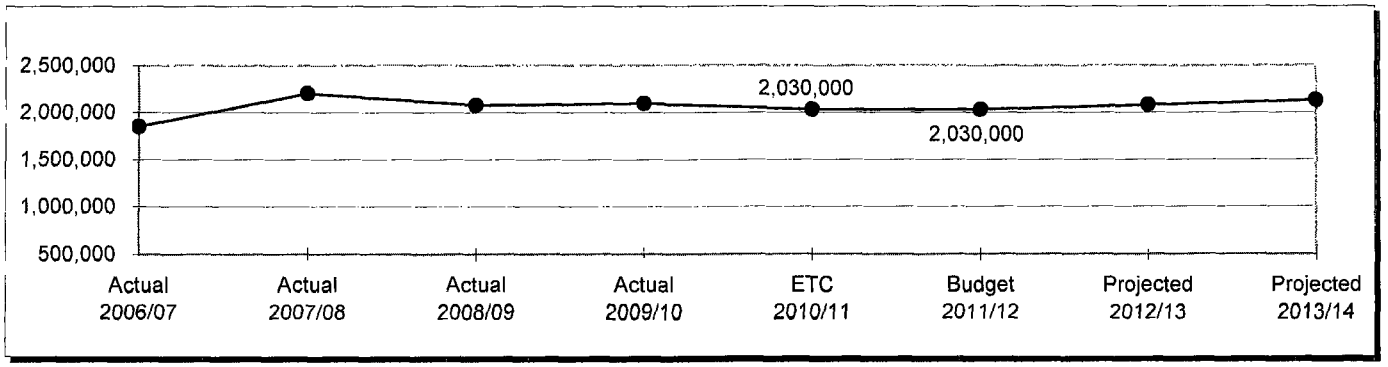
Administrative Charges-General Fund

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 4.6% of the General Fund revenue.



Tax Increment-Clovis Comm Dev Agency

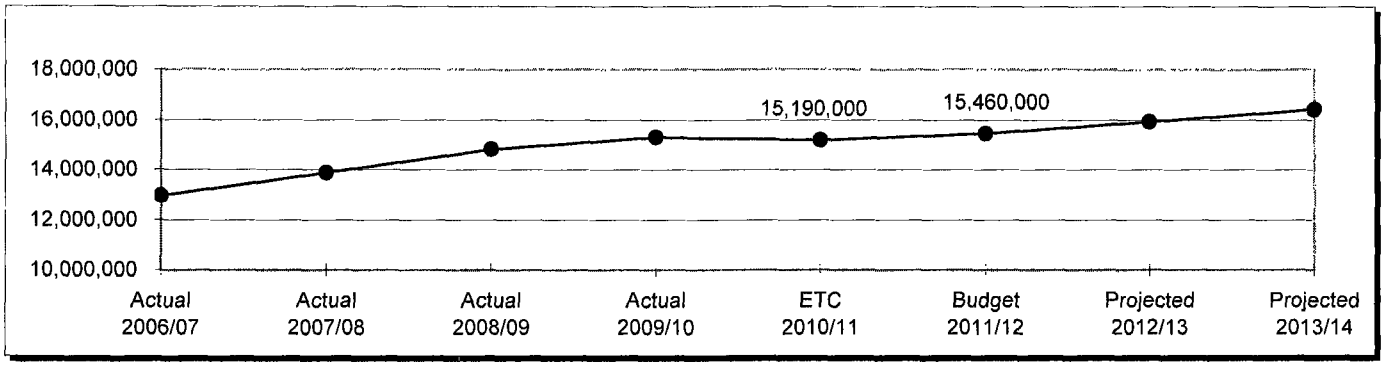
Tax Increment is derived from property taxes that are the result of increased property valuation and growth occurring in the two project areas of the Clovis Community Development Agency.



REVENUE BY SOURCE

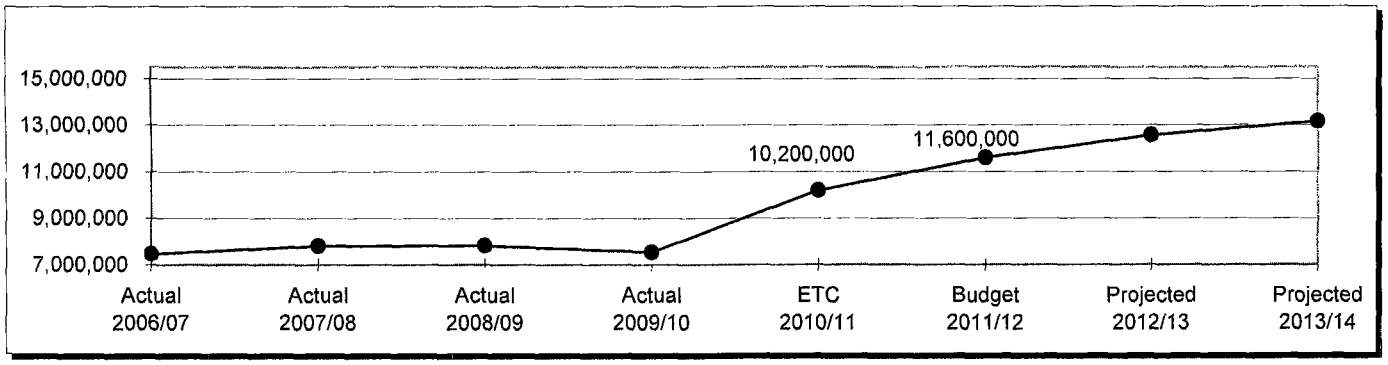
Refuse Charges-Refuse Disposal Fund

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 of 4% July 1, 2005 and every July 1 thereafter, if necessary. Projections are based on a rate of increase of 2%.



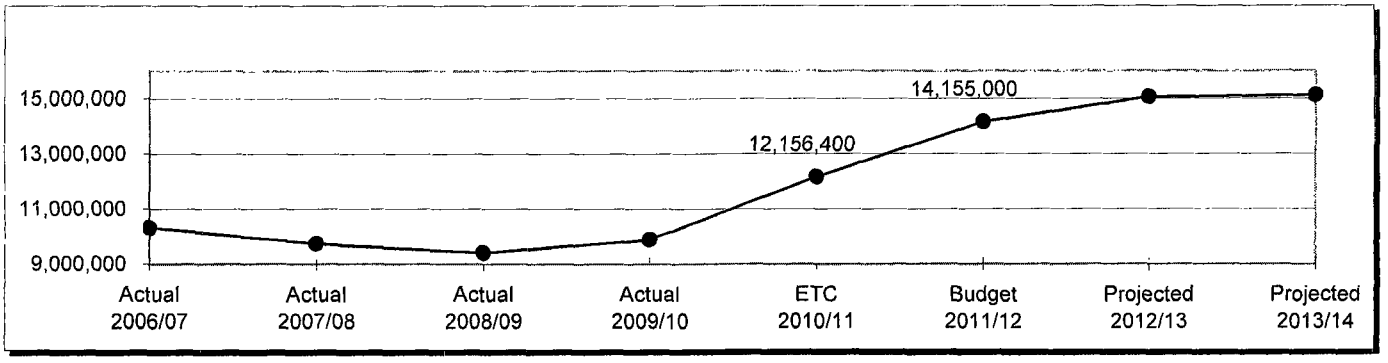
Sewer Charges-Sewer Service Fund

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 approved at 8% in 2010/11, 14% in 2011/12 and 6% in 2012/13. In addition, a temporary per unit fee of $7.30 per month was approved for bond coverage.



Water Charges-Water Service Fund

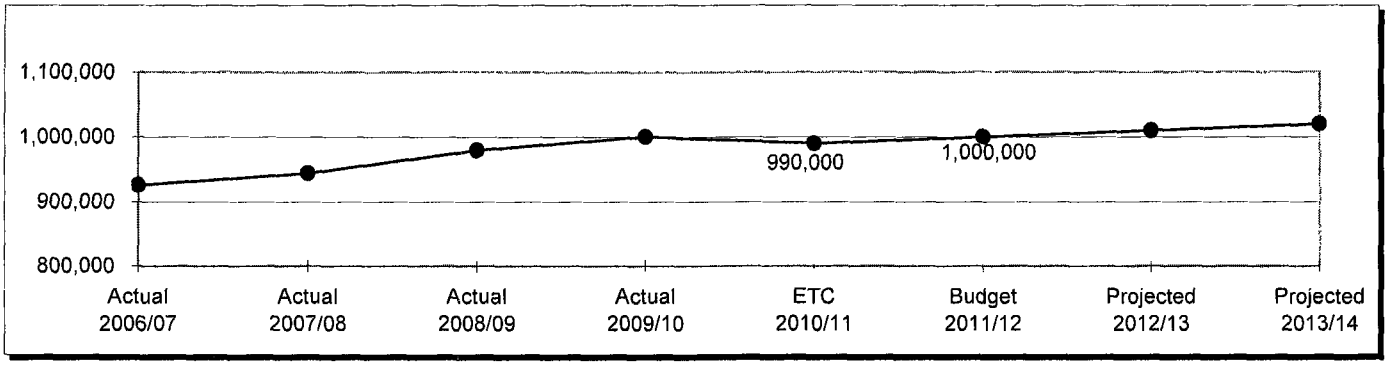
Production, distribution, and treatment of water are charged to residential and commercial users based on usage. Different rates are established for different types of users and different quantities used. Factors that are considered in revenue projections include population growth and rate increases approved at 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

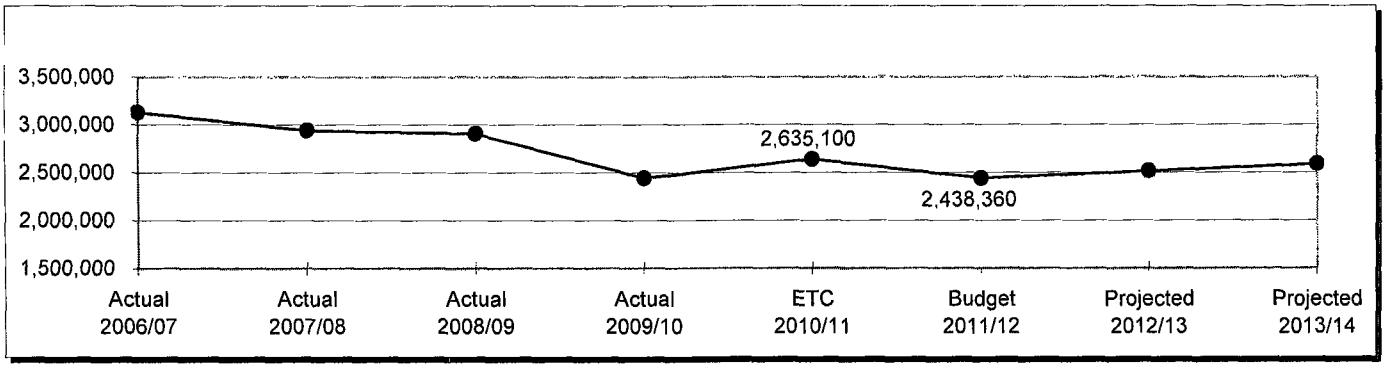
Street Cleaning Charges-Street Cleaning Fund

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



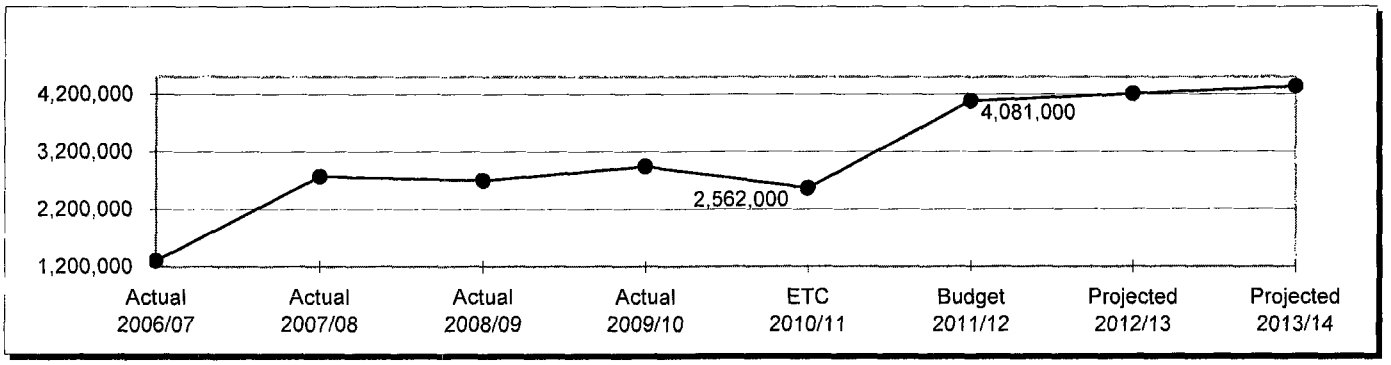
Local Transportation Funding-Street Construction & Transit Funds

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 decline resulting from a recessionary climate. A significant increase in 2011/12 includes a greater portion of funds from the Regional Transportation Program.

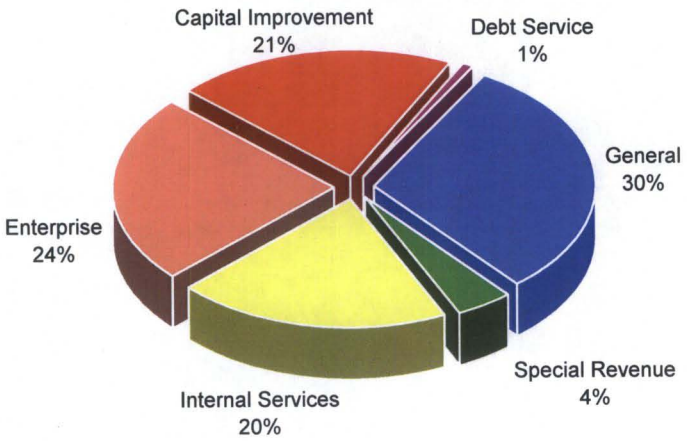


SUMMARY OF EXPENDITURES BY FUND

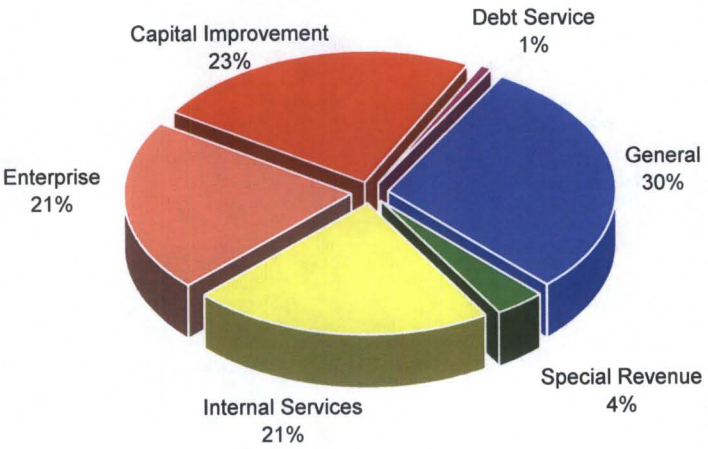
	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
GENERAL FUND	49,169,594	52,482,900	53,864,000
SPECIAL REVENUE FUNDS			
CCDA	3,564,746	3,188,600	2,229,900
HCD Block Grant Admin	89,631	83,700	89,500
Clovis YES	522,525	426,200	386,500
Landscape Maintenance District	2,485,691	2,840,000	2,745,000
INTERNAL SERVICES FUNDS			
Liability & Property Insurance	1,215,661	1,140,400	1,187,900
Employee Benefit	15,201,723	15,912,700	17,846,500
Fleet Maintenance	6,605,292	9,124,600	8,172,200
General Govt Services	9,325,369	11,769,000	9,100,000
ENTERPRISE FUNDS			
Community Sanitation	14,042,366	13,348,800	14,558,800
Sewer Service	10,345,221	10,909,100	11,403,800
Transit	3,621,017	3,852,400	4,518,800
Water Service	10,047,301	10,071,300	12,516,300
CAPITAL IMPROVEMENTS FUNDS			
Sewer Construction	11,047,695	7,717,700	7,991,000
Parks Projects	1,281,898	2,341,000	2,825,000
General Government Facilities	1,032,156	2,332,000	4,713,000
Street Construction	12,310,603	16,073,000	16,431,000
Water Construction	3,819,231	9,104,100	5,795,000
Refuse Construction	780,522	1,160,000	4,150,000
CCDA	2,973,777	2,860,000	4,367,500
DEBT SERVICE			
CCDA	1,361,979	1,362,500	1,366,000
TOTAL	**160,843,998**	**178,100,000**	**186,257,700**

EXPENDITURES BY FUND

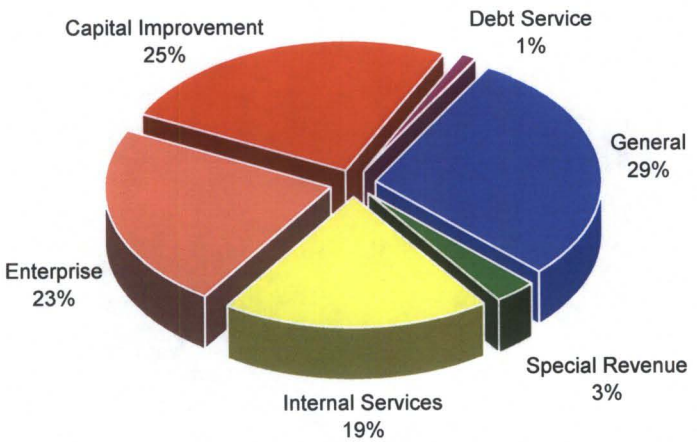
2009-2010 ACTUAL



2010-2011 ESTIMATED



2011-2012 BUDGET



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DEBT OBLIGATIONS

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

The Fire Department demonstrates vehicle extracation for a public safety assembly.

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 2011-12 is calculated at 15% of total assessed valuation or $1,112,600,128. The City currently has no general obligation debt outstanding.

LEGAL DEBT LIMIT

Assessed Valuations	$ 7,312,356,489
Add back exempt property	104,977,700
Total Assessed Value	$ 7,417,334,189
Legal Debit Limit	
15% of Total Assessed Value	$ 1,112,600,128

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, 2010, is as follows:

Tax Allocation Bonds	$ 18,570,000
Capital Leases	7,174,582
Long-Term Loans	2,176,072
Long-Term Contracts	14,359,233
Revenue Bonds	168,520,000

In addition to the debt amounts listed above, the City incurred new non-general obligation debt in the form of capital leases and a new long-term loan during the 2010-11 fiscal year. Capital leases are being utilized to fund the purchase of self contained breathing apparatuses, a public safety solar project, a fire truck, 19 police vehicles and a pet adoption center. A long-term loan is being utilized to fund the public safety solar project.

2011-2012 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.

	Total Amount Issued	Amount Outstanding 6/30/2011	DEBT SERVICE REQUIREMENTS (Principal and Interest Only) 2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
Long-Term Interfund Loans					
* Refuse Enterprise Fund	6,240,000	0	1,565,330	3,514,600	0
* Sewer Developer Fund	5,220,000	0	0	0	0
* Water Developer Fund	2,750,000	0	0	0	0
CCDA Tax Allocation Bonds					
2008 Tax Allocation Bonds	19,100,000	18,020,000	1,349,704	1,348,200	1,351,000
Long-Term Loans					
2003 State of CA-R & T Infrastructure	720,000	447,456	51,597	52,100	53,000
CalHFA HELP Loan	710,485	0	23,990	784,500	0
California Energy Project Loan	867,200	867,200	0	2,000	108,000
California Energy Project Loan	995,000	995,000	0	0	0
Capital Leases					
Fire Station 34	1,510,774	515,148	152,543	152,600	153,000
Fire Truck, Refuse and Landfill Equip	3,259,500	80,126	281,828	55,500	56,000
Fire Station 31 Relocation	6,090,000	4,612,050	541,176	542,400	543,000
Police Vehicles	500,000	0	111,030	111,400	0
Fire Truck	1,116,078	669,435	179,645	180,300	182,000
14 Police Vehicles	615,000	409,064	69,295	125,000	126,000
Landfill Compactor	791,000	791,000	0	0	174,000
Solar Safety	2,410,000	2,410,000	0	0	195,000
Fire Truck	650,000	650,000	0	0	82,000
SCBA Gear	515,000	515,000	0	0	100,000
Police Vehicles	665,000	665,000	0	0	152,000
Pet Adoption Center	2,000,000	2,000,000	0	0	154,000
Revenue Bonds					
1998 Sewer Enterprise-Refundings	15,330,000	14,040,000	869,272	875,600	875,000
1998 Refuse-Landfill Improvements	10,030,000	5,155,000	777,628	785,700	785,000
2001 Corporation Yard	19,755,000	15,390,000	1,420,085	1,424,100	1,429,000
2003 Water Improvement	44,330,000	36,945,000	3,226,110	3,243,600	3,249,000
2005 Waste Water	25,735,000	25,735,000	1,281,921	1,282,000	1,587,000
2007 Waste Water	68,540,000	68,540,000	3,184,850	3,184,900	4,097,000
Long-Term Contracts Payable					
** 1993 WWTP Expansion/Upgrade (Payable to the City of Fresno)	15,916,932	11,818,719	1,178,844	1,239,500	1,239,000
** 1995A WWTP Expansion (3.0 MGD) (Payable to the City of Fresno)	13,025,000	1,000,000	1,004,996	1,018,200	1,025,000
Total Appropriations for Principal and Interest			***$17,269,844***	***$19,922,200***	***$17,715,000***

* 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.

2011-2012 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 Shepherd/Temperance bonds. The City acts as an agent on these bonds in that it receives assessments from the properties within these districts and then makes payment to a paying agent who in turn pays the bondholders.

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

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

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

Long-Term Interfund Loans

In 2004/05 the Refuse Enterprise Fund borrowed $3,240,000 from the Sewer Enterprise Fund, Sewer Developer Fund, Property and Liability Insurance Fund and General Government Services Fund to meet required bond covenants. In 2005/06 the Refuse Fund borrowed an additional $2,880,000 to meet required bond covenants. The interest rate on the loan was variable and was set at the annual rate of return earned by the City's pooled cash and was paid annually. The last payment on the loan was made in December 2010 and therefore no amounts are included in the 2011/12 budget.

In 2011/12 the Sewer Construction - Developer Fund will borrow $5,220,000 from the Sewer Enterprise Fund to meet required bond covenants. The interest rate on the loan is variable and is set at the annual rate of return earned by the City's pooled cash and will be paid annually. Repayment will begin when development fee revenue exceeds revenue bond payment requirements.

In 2011/12 the Water Construction - Developer Fund will borrow $2,750,000 from the Water Enterprise Fund to fund a water banking project and to meet required bond covenants. The interest rate on the loan is variable and is set at the annual rate of return earned by the City's pooled cash and will be paid annually. Repayment will begin when development fee revenue exceeds revenue bond payment requirements.

2011-2012 DESCRIPTION OF LONG-TERM DEBT

Long-Term Loans

During 2001/02, the City entered into a twenty-year agreement with the State of California for a loan to provide water and sewer infrastructure and street improvements for the research and technology park. The interest rate on this loan is 3.06%. The first payment occurred in February 2003 and the final payment is scheduled for August 2020. Included in the 2011/12 budget is $39,000 principal and $14,000 interest.

During 2004/05, 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 was due in August 2014 but was paid off in 2010/11 due to prepayment incentive offered by the California Housing Finance Agency.

During 2009/10, the City entered into a ten year agreement with the California Energy Commission for a loan to provide lighting efficiency upgrades and heating, ventilating, and air conditioning equipment replacements. The interest rate on this loan is 1.0%. The last payment is scheduled for December 2018. Included in the 2011/12 budget is $100,000 for principal and $8,000 for interest.

During 2010/11 the City entered into a ten year agreement with the California Energy Commission for a loan to provide solar project funding. The interest rate on this loan is 3.0%. The last payment is scheduled for 2026/27. Included in the 2011/12 budget is $0 for principal and $0 for interest as the first payment is deferred for 18 months.

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

Fiscal Year	Principal	Interest	Total
11/12	$139,000	$22,000	$161,000
12/13	207,516	31,363	238,879
13/14	209,761	29,101	238,862
14/15	212,032	26,810	238,842
15/16	214,353	24,469	238,822
16/17	216,714	25,102	241,816
17/18	219,145	17,263	236,408
18/19	221,620	15,814	237,434
19/20	167,537	17,197	184,734
20/21	115,978	15,000	130,978
21/22	65,000	15,000	80,000
22/23	65,000	15,000	80,000
23/24	65,000	15,000	80,000
24/25	65,000	15,000	80,000
25/26	65,000	15,000	80,000
26/27	64,000	16,000	80,000
Total	$2,312,656	$315,119	$2,627,775

2011-2012 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 2011/12 budget is $575,000 for principal and $776,000 for interest.

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

Fiscal Year	Principal	Interest	Total
11/12	$575,000	$776,000	$1,351,000
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	7,083	322,083
Total	$18,020,000	$10,058,036	$28,078,036

2011-2012 DESCRIPTION OF LONG-TERM DEBT

Capital Leases

In September 2000 the City entered into a fifteen-year lease for fire station #34 at an interest rate of 5.62%. The last payment on this lease is scheduled for March 2015. Included in the 2011/12 budget is $127,000 for principal and $26,000 for interest.

In November 2002 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 2011/12 budget is $53,000 for principal and $3,000 for interest.

In June 2006 the City entered into a five-year lease for eleven police vehicles. The interest rate on the lease is 3.98%. The last payment will be made in June 2011.

In December 2006 the City entered into a fifteen-year lease for the relocation and construction of fire station #31. The interest rate on the lease is 4.00%. The last payment is scheduled for December 2021. Included in the 2011/12 budget is $362,000 for principal and $181,000 for interest.

In May 2008 the City entered into a seven-year lease for a new fire truck. The interest rate on the lease is 3.36%. The last payment is scheduled for May 2015. Included in the 2011/12 budget is $160,000 for principal and $22,000 for interest.

In August 2009 the City entered into a five-year lease for fourteen new police vehicles. The interest rate on the lease is 3.35%. The last payment is scheduled for August 2014. Included in the 2011/12 budget is $113,000 for principal and $13,000 for interest.

In January 2011 the City entered into a five-year lease for $791,000 for a landfill compactor. The interest rate on the lease is 3.28%. The last payment is scheduled for January 2016. Included in the 2011/12 budget is $149,000 for principal and $25,000 for interest.

In May 2011 the City entered into a twenty-year lease for $2,410,000 for a solar project located at the police/fire headquarters and fire stations #1 and #5. The interest rate on the lease is 4.95%. Funding is estimated in July 2011 with the last payment scheduled for approximately July 2031. Included in the 2011/12 budget is $120,000 for principal and $75,000 for interest.

In June 2011 the City entered into a ten-year lease for $650,000 for a new fire truck. The interest rate on the lease is 4.50%. The last payment is scheduled for July 2021. Included in the 2011/12 budget is $65,000 for principal and $17,000 for interest.

In 2010/11 the City will enter into a six-year lease for $515,000 for self contained breathing apparatus equipment. The interest rate on the lease will be approximately 4.50%. Funding is estimated in July 2011 with the last payment scheduled for approximately July 2017. Included in the 2011/12 budget is $85,000 for principal and $15,000 for interest.

In 2011/12 the City will enter into a five-year lease for $665,000 for nineteen police vehicles. The interest rate on the lease will be approximately 4.50%. Funding is estimated in July 2011 with the last payment scheduled for approximately July 2016. Included in the 2011/12 budget is $130,000 for principal and $22,000 for interest.

In 2011/12 the City will enter into a twenty-year lease for $2,000,000 for a new pet adoption center. The interest rate on the lease will be approximately 4.50%. Funding is estimated in July 2011 with the last payment scheduled for approximately July 2021. Included in the 2011/12 budget is $100,000 for principal and $54,000 for interest.

2011-2012 DESCRIPTION OF LONG-TERM DEBT

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

Fiscal Year	Principal	Interest	Total
11/12	$1,464,000	$453,000	$1,917,000
12/13	1,470,653	412,196	1,882,849
13/14	1,480,977	374,746	1,855,723
14/15	1,417,375	335,294	1,752,669
15/16	1,106,092	290,778	1,396,870
16/17	815,462	262,775	1,078,237
17/18	743,256	229,980	973,236
18/19	761,770	211,466	973,236
19/20	781,032	192,205	973,237
20/21	801,071	172,165	973,236
21/22	485,135	134,221	619,356
22/23	220,000	129,000	349,000
23/24	220,000	129,000	349,000
24/25	220,000	129,000	349,000
25/26	220,000	129,000	349,000
26/27	220,000	129,000	349,000
27/28	220,000	129,000	349,000
29/30	220,000	129,000	349,000
30/31	220,000	129,000	349,000
31/32	230,000	119,000	349,000
Total	$13,316,823	$4,219,826	$14,744,649

2011-2012 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 2011/12 budget is $145,000 for principal and $730,000 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 2011/12 budget is $540,000 for principal and $245,000 for interest.

In April 2001 the City issued the 2001 Corporation Yard Revenue Bonds for $19,755,000 at interest rates varying from 3.40% to 5.375%. These bonds were issued to pay for the construction of a new corporation yard and are recorded in the General Government Services Fund. The final payment is scheduled for March 2027. Included in the 2011/12 budget is $655,000 for principal and $774,000 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 2011/12 budget is $1,495,000 for principal and $1,754,000 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 2011/12 budget is $310,000 for principal and $1,277,000 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 2011/12 budget is $930,000 for principal and $3,167,000 for interest.

2011-2012 DESCRIPTION OF LONG-TERM DEBT

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

Fiscal Year	Principal	Interest	Total
11/12	$4,075,000	$7,947,000	$12,022,000
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	6,326,408	12,261,408
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	3,610,664	13,320,664
27/28	8,775,000	3,122,710	11,897,710
28/29	5,960,000	2,689,314	8,649,314
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	990,686	6,750,686
36/37	6,035,000	716,737	6,751,737
37/38	6,310,000	438,975	6,748,975
38/39	6,600,000	147,750	6,747,750
Total	$165,805,000	$116,484,496	$282,289,496

2011-2012 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 2011/12 budget is $638,000 for principal and $601,000 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 2011/12 budget is $1,000,000 for principal and $25,000 for interest.

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

Fiscal Year	Principal	Interest	Total
11/12	$1,638,000	$626,000	$2,264,000
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	1,203,453	26,230	1,229,683
Total	$12,818,719	$4,248,077	$17,066,796

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.

Public Utilities Department staff explain the membrane filtration process to students touring the Clovis Surface Water Treatment Plant

PERSONNEL

There are no new positions being proposed for 2011-12. It is recommended that two vacant firefighter positions and two vacant utility worker positions in the General Fund, Fire Department and Public Utilities-Parks Department be unfunded. The firefighter positions are being recommended to be unfunded in prepration for the end of the SAFER grant and waivers have been completed to reallocate positions to maintain the existing level of funding to keep Fire Station #1 open full-time. Also, as a result of competitive bids on some landscape maintenance work the Parks section has been able to maintain two vacant uitility worker positions and is recommending that they also be unfunded. Unfunded positions are removed from the position allocation and will require council authorization should the positions be deemed necessary in the future.

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 99 over the last four years.

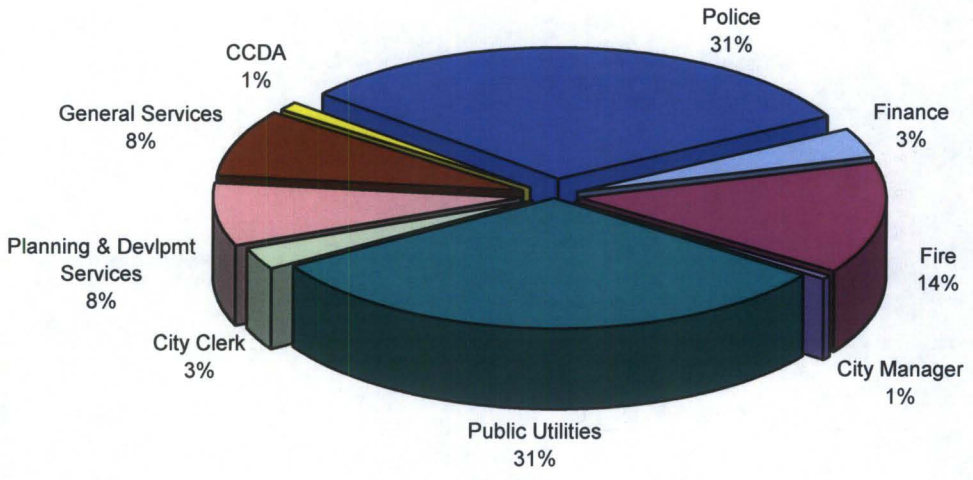
Position	Department
Firefighter	**Fire**
Utility Worker	**Public Utilities/Parks Division**

There are is a position reallocation noted in Recreation as well as some reallocations between sections noted by account in the **Operations Section** to better reflect current work assignments.

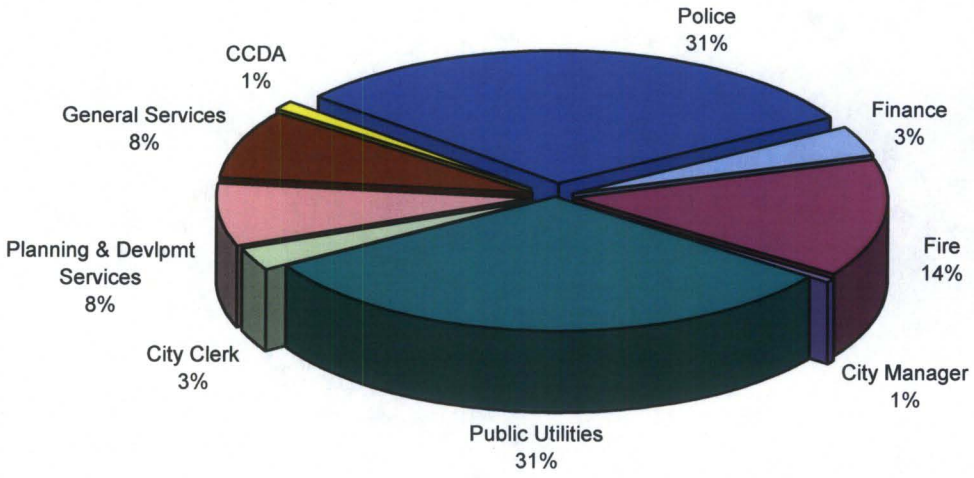
SUMMARY OF POSITIONS
BY DEPARTMENT

Department	2009-10 Prior Year	2010-11 Current Year	2011-12 Recommended Positions	Change Increase/ (Decrease)
City Clerk	11.55	13.55	13.55	-
City Manager	3.15	3.15	3.15	-
General Services	39.15	39.15	39.15	-
Finance	17.15	17.15	17.15	-
Fire	60.50	66.50	64.50	(2.00)
Police	146.00	146.00	146.00	-
Planning & Development Services	36.00	36.00	36.00	-
Public Utilities	146.00	149.00	147.00	(2.00)
CCDA	5.50	5.50	5.50	-
TOTAL	465.00	476.00	472.00	(4.00)

RECOMMENDED
2011-2012



CURRENT
2010-2011



DETAIL OF POSITIONS
BY DEPARTMENT

Department	2009-10 Prior Year	2010-11 Current Year	2011-12 Recommended Positions	Change Increase/ (Decrease)
CITY CLERK				
Assistant City Manager/City Clerk	0.50	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	-
Information Technology Technician	-	2.00	2.00	-
Principal Office Assistant	0.80	0.80	0.80	-
Senior Information Technology Analyst	1.00	1.00	1.00	-
Special Proj/Emerg Preparedness Manager	0.25	0.25	0.25	-
TOTAL	11.55	13.55	13.55	-
CITY MANAGEMENT				
Assistant City Manager/City Clerk	0.50	0.50	0.50	-
Business Development Manager	0.25	0.25	0.25	-
City Manager	1.00	1.00	1.00	-
Community & Econ Development Dir	0.25	0.25	0.25	-
Executive Assistant	0.70	0.70	0.70	-
Principal Office Assistant	0.20	0.20	0.20	-
Special Proj/Emerg Preparedness Manager	0.25	0.25	0.25	-
TOTAL	3.15	3.15	3.15	-
GENERAL SERVICES				
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	-
Department Support Manager	-	1.00	1.00	-
Executive Assistant	0.15	0.15	0.15	-
General Services Director	1.00	1.00	1.00	-
General Services Manager	1.00	1.00	1.00	-
General Services Supervisor	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	2.00	1.00	(1.00)
Recreation Specialist	-	-	1.00	1.00
Recreation Supervisor	1.00	-	-	-
Transit Dispatcher	1.00	1.00	1.00	-
Transit Supervisor	1.00	1.00	1.00	-
TOTAL	39.15	39.15	39.15	-

DETAIL OF POSITIONS
BY DEPARTMENT

Department	2009-10 Prior Year	2010-11 Current Year	2011-12 Recommended Positions	Change Increase/ (Decrease)
FINANCE				
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	0.15	0.15	0.15	-
Finance Director/Treasurer	1.00	1.00	1.00	-
Senior Account Clerk	7.00	7.00	7.00	-
TOTAL	17.15	17.15	17.15	-
PLANNING & DEVELOPMENT SERVICES				
Assistant Dir of Planning & Devlp Serv	1.00	1.00	1.00	
Assistant Engineer	11.00	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	-
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	4.00	4.00	4.00	-
Engineering Program Supervisor	1.00	1.00	1.00	-
Engineering Tech/Sr Engineering Tech	3.00	2.00	2.00	-
Geographic Info System Specialist	1.00	1.00	1.00	-
Junior Engineer	-	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	-
TOTAL	36.00	36.00	36.00	-

DETAIL OF POSITIONS
BY DEPARTMENT

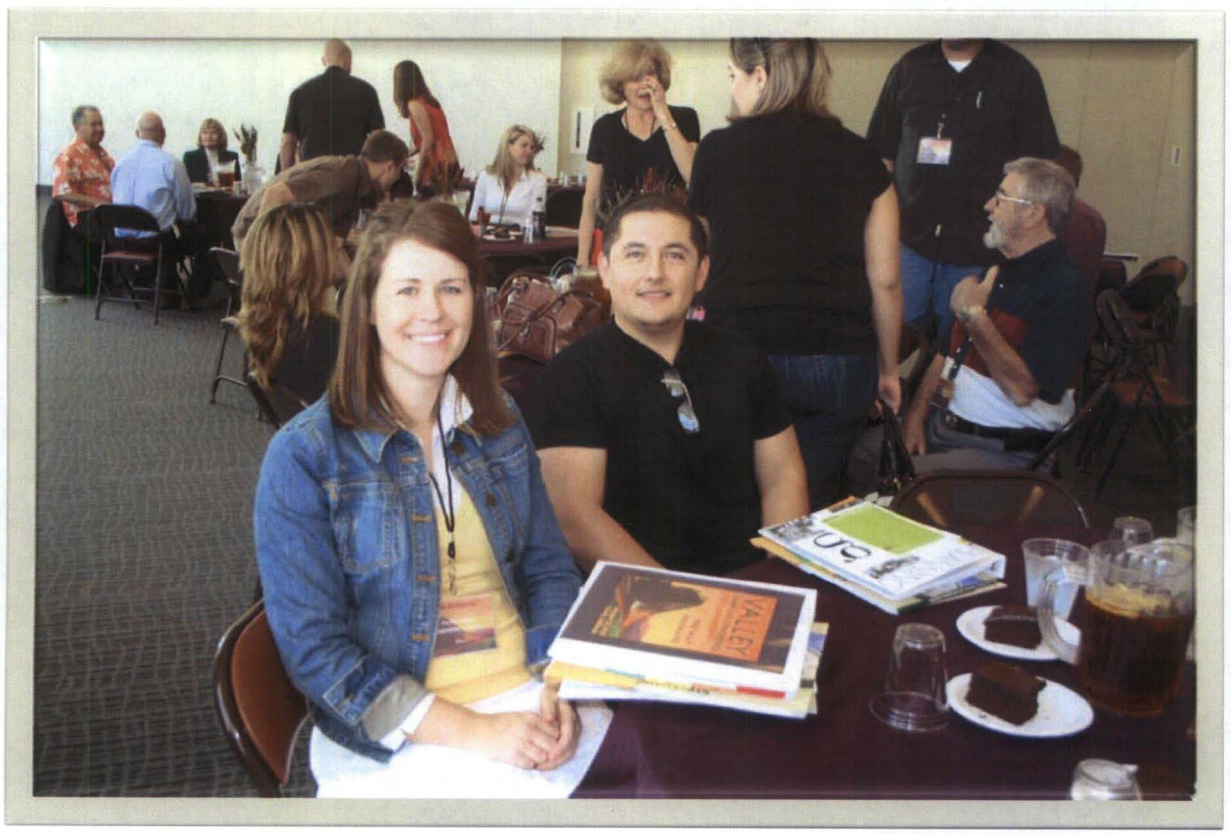
Department	2009-10 Prior Year	2010-11 Current Year	2011-12 Recommended Positions	Change Increase/ (Decrease)
POLICE				
Administrative Assistant	1.00	1.00	1.00	-
Animal Control Officer	1.00	2.00	2.00	-
Animal Services Aide	2.00	1.00	1.00	-
Communication Supervisor	1.00	1.00	1.00	-
Community Service Officer	13.00	13.00	13.00	-
Lead Police Service Officer	-	1.00	1.00	
Lead Public Safety Dispatcher	2.00	1.00	1.00	-
Management Analyst	2.00	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	2.00	3.00	3.00	-
Police Officer/Recruit	68.00	67.00	67.00	-
Police Sergeant	10.00	10.00	10.00	-
Police Service Manager	1.00	1.00	1.00	-
Police Service Officer	15.00	15.00	15.00	-
Principal Office Assistant	6.00	6.00	6.00	-
Public Information Officer	1.00	1.00	1.00	-
Public Safety Dispatcher	1.00	1.00	1.00	-
Records Supervisor	1.00	1.00	1.00	-
Supervisor of Animal Services	1.00	1.00	1.00	-
TOTAL	146.00	146.00	146.00	-
FIRE				
Battalion Chief	3.00	3.00	3.00	-
Deputy Fire Chief	1.00	1.00	1.00	-
Special Proj/Emerg Preparedness Manager	0.50	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	1.00	
Firefighters	21.00	27.00	25.00	(2.00)
Principal Office Assistant	2.00	2.00	2.00	-
Training Officer (Captain)	1.00	1.00	1.00	-
TOTAL	60.50	66.50	64.50	(2.00)

DETAIL OF POSITIONS
BY DEPARTMENT

Department	2009-10 Prior Year	2010-11 Current Year	2011-12 Recommended Positions	Change Increase/ (Decrease)
PUBLIC UTILITIES				
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	36.00	36.00	-
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	21.00	21.00	-
Solid Waste Manager	1.00	1.00	1.00	-
Street Maintenance Manager	1.00	1.00	1.00	-
Street Sweeper Operator	4.00	4.00	4.00	-
Utility Manager	1.00	1.00	1.00	-
Utility Worker	24.00	25.00	23.00	(2.00)
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	-
TOTAL	146.00	149.00	147.00	(2.00)
CCDA				
Business Development Manager	0.75	0.75	0.75	-
Community & Econ Development Dir	0.75	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	-
TOTAL	5.50	5.50	5.50	-
CITY TOTAL	**465.00**	**476.00**	**472.00**	**(4.00)**

OPERATIONS

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



Planning and Development Services Department staff organized and hosted the Annual Valley Land Use Conference in 2010.

OPERATIONS TABLE OF CONTENTS

Summary of Expenditures by Department and Function 64-65
City Council 66-67
City Clerk Department
- Summary & Performance Measures 68-71
- City Clerk 72-73
- Information Services 74-75

City Attorney 76-77
City Manager Department
- Summary & Performance Measures 78-81
- Administration 82-83
- Community & Economic Development 84-85

General Services Department
- Summary & Performance Measures 86-89
- Personnel 90-91
- Employee Benefits 92-93
- Liability and Property Insurance 94-95
- Facilities Maintenance 96-97
- Department Support 98-99
- Senior Services 100-101
- Recreation 102-103
- Transit 104-105

Finance Department
- Summary & Performance Measures 106-109
- Administration 110-111

Planning and Development Services Department
- Summary & Performance Measures 112-115
- Planning 116-117
- Building 118-119
- Engineering 120-121

Police Department
- Summary & Performance Measures 122-125
- Patrol 126-127
- Communication 128-129
- Investigations 130-131
- Youth Services 132-133
- Support Services 134-135
- Administration 136-137
- Animal Services 138-139

Fire Department
- Summary & Performance Measures 140-143
- Emergency Services 144-145
- Life Safety and Enforcement 145-147
- Emergency Preparedness 148-149
- Administration and Support Services 150-151

Public Utilities Department
- Summary & Performance Measures 152-157
- Street Maintenance 158-159
- Street Lighting 160-161
- Storm Drain 162-163
- Parks 164-165
- Landscape Maintenance District 166-167
- Fleet Maintenance 168-169
- Community Sanitation 170-171
- Wastewater 172-173
- Water 174-175

Clovis Community Development Agency
- Summary & Performance Measures 176-179
- Clovis YES 180-181
- Community Development Block Grant Administration 182-183
- Herndon Project Area Administration 184-185
- Herndon Project Area Affordable Housing 186-187
- Administration 188-189
- Business Development 190-191
- Affordable Housing 192-193
- Debt Service 194-195

SUMMARY OF EXPENDITURES

BY DEPARTMENT

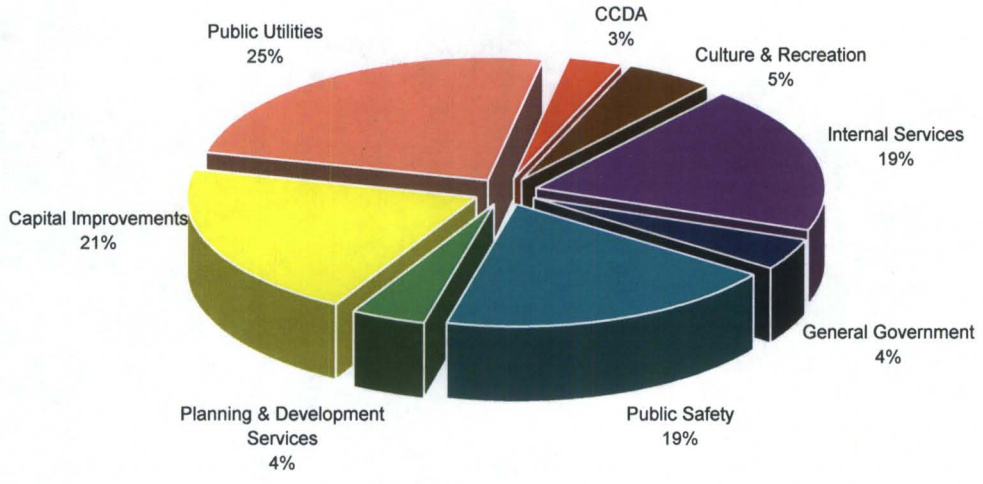
	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
City Council	224,817	242,800	251,500
City Clerk	2,500,913	2,603,000	2,614,000
City Attorney	678,285	761,000	695,900
City Management	976,351	1,215,900	1,159,800
General Services	28,132,843	31,467,500	31,435,900
Finance	1,832,203	2,096,500	2,184,400
Police	21,092,500	22,751,900	22,822,600
Fire	10,197,459	10,887,400	11,543,300
Public Utilities	50,474,068	53,686,200	56,967,200
Planning & Development Services	5,949,796	5,739,000	6,238,700
Capital Improvements	33,245,882	42,348,300	46,247,500
CCDA	5,538,881	4,300,500	4,096,900
TOTAL	160,843,998	178,100,000	186,257,700

BY FUNCTION

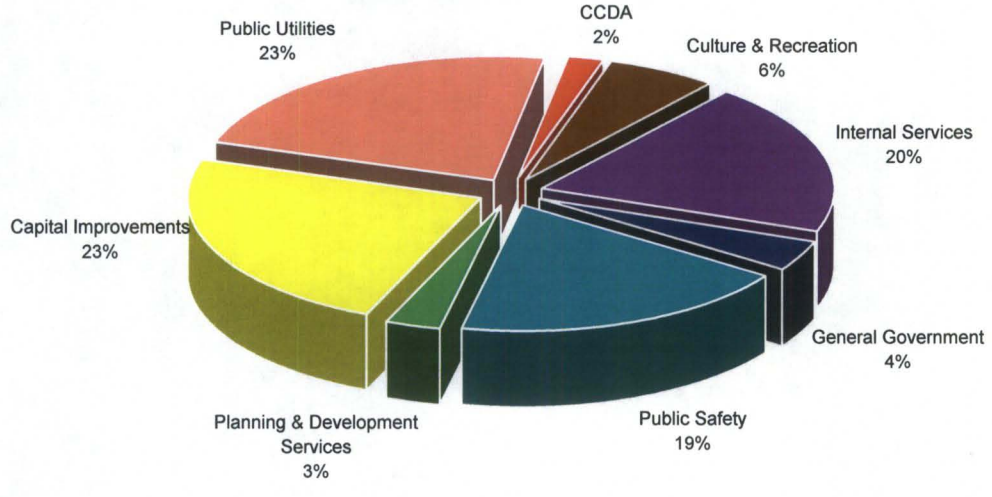
General Government	6,643,203	7,386,200	7,375,400
Public Safety	31,289,959	33,639,300	34,365,900
Planning & Development Services	5,949,796	5,739,000	6,238,700
Capital Improvements	33,245,882	42,348,300	46,247,500
Public Utilities	40,208,983	40,654,600	44,788,100
CCDA	5,538,881	4,300,500	4,096,900
Culture & Recreation	7,944,555	8,486,100	9,252,800
Internal Services	30,022,739	35,546,000	33,892,400
TOTAL	160,843,998	178,100,000	186,257,700

EXPENDITURES BY FUNCTION

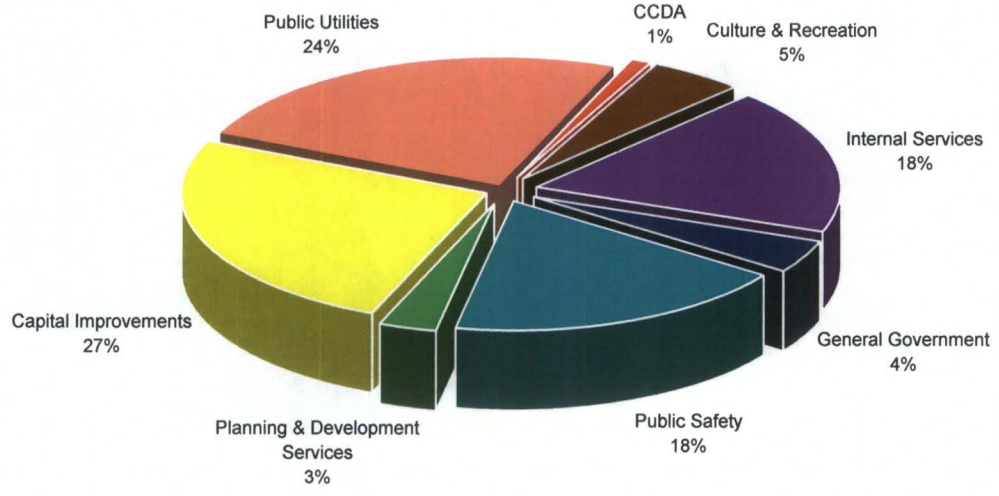
2009-2010 ACTUAL



2010-2011 ESTIMATED



2011-2012 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 2011-2012

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

Budgetary Highlights

- Provide policy guidelines to update the provisions of the Clovis General Plan to guide future growth and revitalization of the community.
- 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

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	66,390	67,400	66,100
Benefits	67,885	76,400	82,600
Professional Services	0	500	500
Travel & Meeting Expense	11,087	14,000	14,000
Training	0	0	500
Dues & Subscriptions	33,955	32,000	35,000
Admin & Overhead	45,500	52,500	52,800
TOTAL CITY COUNCIL	224,817	242,800	251,500
SOURCES OF FUNDING			
Interfund Charges	94,000	97,000	99,000
Use of Discretionary Funds	**130,817**	**145,800**	**152,500**
TOTAL	224,817	242,800	251,500

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 the Fresno County Clerk's Election Division and election services are from either private vendors or the County Clerk's Election Division.

- Legislative Administration - The City Clerk facilitates the execution of official and legislative processes. This includes administering provisions of the Political Reform Act of 1974, attesting to the passing of resolutions and ordinances, and participating in all City Council meetings.

- Records Management - The City Clerk's Office records official actions and legislation of the municipal government, documenting the proceedings of meetings and retaining other legal and historical records. Records are maintained while providing appropriate public access to government business. The City Clerk manages the proper maintenance and disposition of City records and information according to statute, and helps to preserve City history. The City Clerk is also responsible for an ongoing initiative to transfer all written documents to electronic images for ease of storage and retrieval.

Information Services/Communications Division **Sections 15200 and 15300**

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

CITY CLERK
DEPARTMENT SUMMARY

Department Goals 2011-2012

- Improve support to other operating departments by supporting a network user's group.
- Conduct an error free elections 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 limited to those in need of costly repairs or for equipment that 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.

	2009-2010 (actual)	2010-2011 (estimated)	2011-2012 (proposed)

- Conduct the General Municipal Election in accordance with state law in the most efficient and economical manner possible. Complete, but unofficial, results should be available by 10:00 p.m. on election night.

Unofficial Election Results	N/A	Election Cancelled	N/A

- Implement the records management plan.

Implement the records imaging system	45%	50%	55%

- Operate the general records management program to provide accurate information and efficient response time for information requested by citizens, the City Council, and City departments. An indicator would be the Public Records Act which provides for ten-day response time.

Ten-Day Response Time	100%	100%	100%

CITY CLERK
DEPARTMENT SUMMARY

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET BY ACTIVITY			
City Clerk	175,607	202,300	199,800
Information Technology	2,325,306	2,400,700	2,414,200
TOTAL ALL ACTIVITIES	2,500,913	2,603,000	2,614,000
BUDGET BY FUND			
General Fund	175,607	202,300	199,800
General Services - Information Technology	2,325,306	2,400,700	2,414,200
TOTAL ALL FUNDS	2,500,913	2,603,000	2,614,000

2011-2012 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 2013 when two of the five seats on the City Council will be up for election.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	95,104	98,400	102,500
Benefits	38,161	42,400	45,400
Vehicle Charges	3,359	3,400	3,300
Professional Services	23,084	40,000	30,000
Office Supplies	98	0	0
Travel & Meeting Expense	942	1,800	2,300
Training	1,402	1,500	2,000
Dues & Subscriptions	457	400	700
Admin & Overhead	13,000	14,400	13,600
TOTAL CITY CLERK	175,607	202,300	199,800
SOURCES OF FUNDING			
State Grants	1,500	0	0
Mandated Claims	0	4,500	0
User Fees	42	0	0
Interfund Charges	33,000	34,000	35,000
Miscellaneous Income	3,218	4,400	2,000
Use of Discretionary Funds	**137,847**	**159,400**	**162,800**
TOTAL	175,607	202,300	199,800
DETAIL OF POSITIONS			
Assistant City Manager/City Clerk	0.30	0.30	0.30
Principal Office Assistant	0.80	0.80	0.80
Special Proj/Emerg Preparedness Manager	0.25	0.25	0.25
TOTAL	1.35	1.35	1.35

2011-2012 Goals

The goals of the Information Technology Division are to provide timely and secure access to the financial systems, network and telecommunications systems, police systems, Fresno County Sheriff Department systems and regional geographic information systems by all authorized personnel, train on changes to the systems, train new personnel on system use, and review and evaluate new systems for application on a City-wide basis. In 2011-2012, the Division will expand the telecommunications network for public safety and with the installation of a significant amount of fiber optic cable throughout the City, additional maintenance will be added to the Division's responsibilities.

These goals include:

- Enhanced training for key personnel on the financial, network and telecommunications systems.
- Enhanced documentation for the financial, network, and other systems.
- Maintain 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	678,031	730,300	819,900
Overtime	22,948	25,500	35,000
Extra Help	95,832	128,000	0
Benefits	313,784	361,900	378,300
Vehicle Charges	22,624	24,600	25,500
Communications	227,361	199,000	184,000
Professional Services	59,859	25,200	45,000
Repairs & Maintenance	485,655	503,000	468,000
Office Supplies	78,555	60,000	60,000
Travel & Meeting Expense	1,149	1,000	0
Training	11,733	5,000	10,000
Admin & Overhead	17,700	16,200	17,500
Capital Outlays - Computers	310,075	321,000	371,000
TOTAL INFORMATION TECHNOLOGY	2,325,306	2,400,700	2,414,200
SOURCES OF FUNDING			
Interfund Charges	2,325,306	2,400,200	2,414,200
Miscellaneous Income	0	500	0
TOTAL	2,325,306	2,400,700	2,414,200
DETAIL OF POSITIONS			
Assistant City Manager/City Clerk	0.20	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
Information Technology Technician	-	2.00	2.00
Senior Information Technology Analyst	1.00	1.00	1.00
TOTAL	10.20	12.20	12.20

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 2011-2012

- 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

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Professional Services	672,285	755,000	690,000
Admin & Overhead	6,000	6,000	5,900
TOTAL CITY ATTORNEY	678,285	761,000	695,900
SOURCES OF FUNDING			
User Fees	45,928	25,000	0
Intergovernmental Charges	15,000	15,000	20,000
Interfund Charges	239,000	244,000	244,000
Miscellaneous Income	1,120	8,300	1,000
Use of Discretionary Funds	**377,237**	**468,700**	**430,900**
TOTAL	678,285	761,000	695,900

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 provides administrative support to the City Council, City Clerk/Information Technology and Finance.

Community & Economic Development **Section 25200**

The Community & Economic Development Department is responsible for 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 2011-2012

- 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.
- Participate and promote Smart Valley Places to help promote the health and prosperity of the region.

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.
- Build a responsive and community service-oriented workforce.
- Provide policy analysis concerning the impact of fiscal strategies upon the City's long-range service plans; pursue future funding strategies for essential core services as directed by the City Council.
- Provide oversight of the General Plan Update, the Sphere of Influence, and related public service and sustainable financial strategies.
- 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.
- Develop Economic stategies to attract and retain businesses in Clovis, leverage the resources of the Business Retention, Expansion and Attraction Program (Business REAP) through alliances with the Economic Development Corporation; promote the business advantages of the Enterprise Zone and the Central Valley Business Incubator.
- Expand opportunities to work with Technopolis Clovis (TC^3) and its partners to transform Clovis into a revenue generating, knowledge-based community for the future where innovation and entrepreneurism 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.

	2009-2010 (actual)	2010-2011 (estimated)	2011-2012 (proposed)
Total Jobs	345	450	1000
Job/Acre	50	50	50

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

	2010 (actual)	2011 (estimated)	2012 (proposed)
Total Retail Sales	$1,285,000,000	$1,357,000,000	$1,437,000,000
Percentage Increase/Decrease	1%	5%	6%

CITY MANAGER
DEPARTMENT SUMMARY

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET BY ACTIVITY			
Administration	512,978	638,900	562,100
Community & Economic Development	463,373	577,000	597,700
TOTAL ALL ACTIVITIES	976,351	1,215,900	1,159,800
BUDGET BY FUND			
General Fund	976,351	1,215,900	1,159,800
TOTAL ALL FUNDS	976,351	1,215,900	1,159,800

2011-2012 Goals

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

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.
- 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 constrained 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 4 years to be able to provide for the most essential core services. Close monitoring of service capability and expenditures will be required. An important ongoing initiative is working on the General Plan Update. This program is as much a land use plan as it is a financial plan for the future of the City. Sustainability of the character, appearance and quality of life in the community as it continues to grow in the future will be the challenge for the update. 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	279,745	401,300	313,100
Benefits	107,605	120,200	130,900
Vehicle Charges	15,305	15,100	15,100
Professional Services	0	1,200	0
Travel & Meeting Expense	13,294	11,500	13,000
Dues & Subscriptions	3,129	2,900	2,900
Admin & Overhead	93,900	86,700	87,100
TOTAL ADMINISTRATION	512,978	638,900	562,100
SOURCES OF FUNDING			
Intergovernmental Charges	53,000	54,000	54,000
Interfund Charges	284,000	290,000	298,000
Miscellaneous Income	0	1,200	0
Use of Discretionary Funds	**175,978**	**293,700**	**210,100**
TOTAL	512,978	638,900	562,100
DETAIL OF POSITIONS			
Assistant City Manager/City Clerk	0.50	0.50	0.50
City Manager	1.00	1.00	1.00
Executive Assistant	0.70	0.70	0.70
Principal Office Assistant	0.20	0.20	0.20
Special Proj/Emerg Preparedness Manager	0.25	0.25	0.25
TOTAL	2.65	2.65	2.65

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!).

2011-2012 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^3 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	53,118	57,400	59,400
Extra Help	0	0	7,500
Benefits	20,470	23,000	27,600
Vehicle Charges	3,220	3,200	3,200
Professional Services	346,550	457,200	462,800
Materials & Supplies	679	0	0
Travel & Meeting Expense	11,690	10,700	10,700
Dues & Subscriptions	1,146	2,000	2,500
Admin & Overhead	26,500	23,500	24,000
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	463,373	577,000	597,700
SOURCES OF FUNDING			
Intergovernmental Charges	141,000	144,000	150,000
Taxable Sales	34	0	0
Miscellaneous Income	1,285	25,700	0
Use of Discretionary Funds	**321,054**	**407,300**	**447,700**
TOTAL	463,373	577,000	597,700
DETAIL OF POSITIONS			
Business Development Manager	0.25	0.25	0.25
Community & Economic Development Dir	0.25	0.25	0.25
TOTAL	0.50	0.50	0.50

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 2011-2012

- 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.

	2009-2010 (actual)	2010-2011 (estimated)	2011-2012 (proposed)
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 9%	Increased Costs Contained to 9%	Increased Costs Estimated at 12%

- 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	11	10	10
Safety/Risk Management Training Programs	77	65	80

- 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	325	301	310
Response Time Within 24 Hours	90%	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.

	2009-2010 (actual)	2010-2011 (estimated)	2011-2012 (proposed)
Number of Major Projects	15	15	12
Projects Completed within Established Budget and Time Frame	85%	85%	85%
Square Footage of Buildings/Facilities Maintained	368,000	368,000	385,000

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

	2009-2010 (actual)	2010-2011 (estimated)	2011-2012 (proposed)
Program Participants/Contact	112,537	120,816	125,000
Nutrition Meals Served (In-Center)	10,131	10,100	10,000
Nutrition Meals Served (Home-Delivered)	27,238	29,520	29,500
Number of Programs Offered	50	48	48

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

	2009-2010 (actual)	2010-2011 (estimated)	2011-2012 (proposed)
Program Participants	93,924	177,900	180,000
Number of Programs Offered	20	20	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.

	2009-2010 (actual)	2010-2011 (estimated)	2011-2012 (proposed)
Clovis Destinations	98%	98%	99%
Fresno Destinations	98%	98%	98%
Maintain Scheduled Fixed-Route Headways	90%	95%	95%

GENERAL SERVICES DEPARTMENT SUMMARY

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET BY ACTIVITY			
Personnel	430,634	467,000	469,800
Employee Benefits	15,201,723	15,912,700	17,846,500
Liability and Property Insurance	1,215,661	1,140,400	1,187,900
Facilities Maintenance	5,211,513	7,567,900	4,310,300
Department Support	1,788,550	1,800,400	2,375,500
Senior Services	328,684	362,700	346,600
Recreation	335,061	364,000	380,500
Transit	3,621,017	3,852,400	4,518,800
TOTAL ALL ACTIVITIES	28,132,843	31,467,500	31,435,900
BUDGET BY FUND			
General Fund	1,094,379	1,193,700	1,196,900
General Services Fund	7,000,063	9,368,300	6,685,800
Employee Benefits Fund	15,201,723	15,912,700	17,846,500
Liability and Property Insurance Fund	1,215,661	1,140,400	1,187,900
Transit Fund	3,621,017	3,852,400	4,518,800
TOTAL ALL FUNDS	28,132,843	31,467,500	31,435,900

2011-2012 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	195,509	204,700	210,400
Benefits	80,735	84,800	96,900
Vehicle Charges	7,992	8,000	7,900
Professional Services	58,302	84,300	70,000
Travel & Meeting Expense	2,002	3,000	3,000
Training	2,895	3,000	2,000
Dues & Subscriptions	2,899	3,200	3,200
Admin & Overhead	80,300	76,000	76,400
TOTAL PERSONNEL	430,634	467,000	469,800
SOURCES OF FUNDING			
Interfund Charges	169,000	172,000	173,000
Use of Discretionary Funds	**261,634**	**295,000**	**296,800**
TOTAL	430,634	467,000	469,800
DETAIL OF POSITIONS			
Executive Assistant	0.150	0.150	0.150
General Services Director	0.250	0.250	0.250
Management Analyst	0.700	0.700	0.700
Personnel/Risk Manager	0.300	0.300	0.300
Personnel Technician	1.000	1.000	1.000
Principal Office Assistant	0.300	0.300	0.300
TOTAL	2.700	2.700	2.700

2011-2012 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 health cost containment measures.
- Provide employee training in the areas of health, safety and financial planning.

Five-Year Outlook

Without further changes 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	175,371	180,700	182,800
Benefits	63,108	66,700	75,100
Vehicle Charges	11,472	11,500	11,500
Professional Services	5,873	1,500	7,400
Special Events	57,319	42,000	42,000
Travel & Meeting Expense	0	200	200
Training	275	300	1,300
Dues & Subscriptions	416	800	500
Admin & Overhead	36,500	36,500	35,800
Health Insurance Program - ISF	6,052,539	6,296,500	6,863,900
Unemployment Charges - ISF	199,715	75,000	75,000
Workers Comp Program - ISF	2,874,598	2,809,000	2,901,000
Retirement Contribution - ISF	5,642,507	5,889,000	7,075,000
Deferred Compensation - ISF	82,030	396,000	455,000
Compensated Future Absences	0	30,000	30,000
Capital Outlays - Computers	0	77,000	90,000
TOTAL EMPLOYEE BENEFITS	15,201,723	15,912,700	17,846,500
SOURCES OF FUNDING			
Employee Benefit Charges	15,201,723	15,912,700	17,846,500
TOTAL	15,201,723	15,912,700	17,846,500
DETAIL OF POSITIONS			
General Services Director	0.125	0.125	0.125
Management Analyst	0.600	0.600	0.600
Personnel/Risk Manager	0.350	0.350	0.350
Personnel Technician	1.000	1.000	1.000
Principal Office Assistant	0.350	0.350	0.350
TOTAL	2.425	2.425	2.425

2011-2012 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	106,350	109,800	111,400
Benefits	40,188	42,800	47,900
Vehicle Charges	5,733	5,700	5,700
Repairs & Maintenance	912	0	0
Travel & Meeting Expense	1,042	1,400	500
Training	16,094	13,000	2,700
Dues & Subscriptions	100	600	700
Admin & Overhead	18,400	17,400	18,500
Liability Insurance	1,026,842	949,700	1,000,500
TOTAL LIABILITY & PROPERTY INSURANCE	1,215,661	1,140,400	1,187,900
SOURCES OF FUNDING			
Liability and Property Charges	1,215,661	1,140,400	1,187,900
TOTAL	1,215,661	1,140,400	1,187,900
DETAIL OF POSITIONS			
Management Analyst	0.700	0.700	0.700
Personnel/Risk Manager	0.350	0.350	0.350
Principal Office Assistant	0.350	0.350	0.350
TOTAL	1.400	1.400	1.400

2011-2012 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.

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 35 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	309,020	335,000	350,300
Overtime	1,210	7,100	7,000
Extra Help	0	57,000	48,000
Benefits	154,437	167,300	177,700
Vehicle Charges	43,328	42,100	43,900
Communications	2,950	3,300	3,500
Professional Services	105,366	175,300	122,000
Repairs & Maintenance	599,854	806,700	950,000
Building & Equipment Rental	1,575	2,000	2,000
Materials & Supplies	44,548	50,000	60,000
Supplies - Safety	10,724	8,000	9,000
Supplies - Shop	3,460	5,000	5,000
Travel & Meeting Expense	0	0	1,800
Training	4,413	7,300	22,500
Dues & Subscriptions	1,460	500	1,000
Admin & Overhead	15,451	13,000	15,600
Debt Service	2,178,730	2,188,200	2,194,000
Lease Purchases	0	0	195,000
Capital Outlays - Public Works	1,729,366	3,644,100	46,000
Capital Outlays - Government Facilities	5,621	56,000	56,000
TOTAL FACILITIES MAINTENANCE	5,211,513	7,567,900	4,310,300
SOURCES OF FUNDING			
Rents & Concessions	18,541	14,400	6,400
Federal Grants	833,431	36,900	0
Facility Reimb - County	25,696	26,100	26,000
Long Term Proceeds	0	3,407,000	0
Miscellaneous Income	37,716	68,000	104,000
General Services Charges	4,296,129	4,015,500	4,173,900
TOTAL	5,211,513	7,567,900	4,310,300
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
Department Support Manager	-	0.600	0.600
General Services Director	0.250	0.250	0.250
General Services Supervisor	0.600	-	-
TOTAL	5.350	5.350	5.350

2011-2012 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	96,649	95,400	96,600
Benefits	33,596	35,300	39,200
Vehicle Charges	3,834	3,800	3,800
Energy	807,489	755,800	721,100
Professional Services	104,290	94,000	104,000
Repairs & Maintenance	61,043	70,300	75,500
Office Supplies	343,956	401,000	386,000
Materials & Supplies	8,174	8,000	11,500
Travel & Meeting Expense	0	0	1,000
Training	1,790	600	1,900
Dues & Subscriptions	85	500	500
Admin & Overhead	109,100	113,900	117,400
Debt Service	17,607	13,000	115,000
Lease Purchases	153,097	159,200	153,000
Capital Outlays - Office Equip/Furn	47,840	49,600	34,000
Capital Outlays - Fire Equip	0	0	515,000
TOTAL DEPARTMENT SUPPORT	1,788,550	1,800,400	2,375,500
SOURCES OF FUNDING			
Interfund Charges	1,788,550	1,800,400	2,375,500
TOTAL	1,788,550	1,800,400	2,375,500
DETAIL OF POSITIONS			
Administrative Assistant	-	0.500	0.500
Department Support Manager	-	0.400	0.400
General Services Director	0.250	0.250	0.250
General Services Supervisor	0.400	-	-
Principal Office Assistant	0.500	-	-
TOTAL	1.150	1.150	1.150

2011-2012 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 continuing to evaluate funding alternatives and creative methods of delivering services to seniors at a low cost.

Specific goals include the following:

- Review changes to programs, services and hours in relation to budgetary constraints.
- 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. 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 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	86,608	80,400	63,200
Overtime	181	0	100
Extra Help	79,875	94,000	100,000
Benefits	41,611	56,100	50,700
Vehicle Charges	114	0	0
Communications	245	200	200
Professional Services	25,450	20,100	24,100
Office Supplies	13,475	11,500	12,000
Dues & Subscriptions	25	100	100
Admin & Overhead	81,100	97,100	96,200
Capital Outlays - Office Equip/Furn	0	3,200	0
TOTAL SENIOR SERVICES	328,684	362,700	346,600
SOURCES OF FUNDING			
Rents and Concessions	30,614	28,000	27,000
State Grants	19,316	24,000	10,000
Federal Grants	8,500	0	0
Project Participation - Other Govt	40,000	40,000	40,000
User Fees	41,420	56,000	60,000
Intergovernmental Charges	7,000	7,000	7,000
Senior Service Charges	42,033	34,000	34,000
Taxable Sales	944	1,000	1,000
Miscellaneous Income	113,589	17,500	14,000
Use of Discretionary Funds	**25,268**	**155,200**	**153,600**
TOTAL	328,684	362,700	346,600
DETAIL OF POSITIONS			
Custodian	1.000	1.000	1.000
Principal Office Assistant	1.000	1.000	1.000
TOTAL	2.000	2.000	2.000

2011-2012 Goals

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

Objectives to Meet the Goals

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

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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	130,053	105,500	98,800
Extra Help	56,090	68,800	74,000
Benefits	54,837	57,000	76,600
Vehicle Charges	13,604	17,700	14,500
Communications	2,315	1,000	700
Professional Services	48,783	57,900	59,800
Repairs & Maintenance	188	0	1,000
Office Supplies	749	1,100	500
Materials & Supplies	5,213	3,100	4,500
Dues & Subscriptions	450	500	500
Admin & Overhead	18,700	45,700	44,900
Capital Outlays - Public Works	0	500	500
Capital Outlays - Miscellaneous	4,079	5,200	4,200
TOTAL RECREATION	335,061	364,000	380,500
SOURCES OF FUNDING			
User Fees	194,750	217,900	218,000
Program Charges	2,476	1,500	1,500
Taxable Sales	3,829	2,000	2,500
Miscellaneous Income	30,534	0	0
Use of Discretionary Funds	**103,472**	**142,600**	**158,500**
TOTAL	335,061	364,000	380,500
DETAIL OF POSITIONS			
Recreation Coordinator	1.000	2.000	1.000
Recreation Specialist	-	-	1.000
Recreation Supervisor	1.000	-	-
TOTAL	2.000	2.000	2.000

2011-2012 Goals

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

- Improve the quality of transit services provided by the City by reviewing Stageline and Round Up services in order to provide on-time, efficient, and safe public transit that serves the largest segment of the population as reasonably as possible while maintaining minimum productivity standards within budgetary constraints.

- Increase community awareness of the City's transit services through advertising and outreach, and continue coordination between Fresno Transit and Clovis Transit systems.

Objectives to Meet the Goals

- Continue a community-wide marketing plan designed to increase awareness and ridership of the Round Up and Stageline services. Coordinate advertising with Fresno Area Express including printed schedules and radio advertising.
- Coordinate with the Clovis Unified School District, FAX and other public transit agencies in order to identify/ resolve transportation issues.
- 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

The emphasis on improving the safety and technology of transit vehicles, security and maintenance monitoring equipment will continue in order to improve operational efficiencies. Additional changes and improvements in transit route design, marketing and coordination with other transit providers will be analyzed and implemented as funding permits. Ridership increases continue on Round Up 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	907,967	906,200	984,900
Overtime	25,215	35,000	33,000
Extra Help	657,343	635,000	550,000
Benefits	609,602	615,800	681,800
Vehicle Charges	688,259	728,400	844,400
Communications	15,582	15,500	15,500
Professional Services	255,383	271,600	276,200
Materials & Supplies	10,828	0	0
Travel & Meeting Expense	2,558	5,400	5,600
Training	0	2,200	20,200
Dues & Subscriptions	450	700	700
Admin & Overhead	446,500	425,300	432,100
Capital Outlays - Office Equip/Furn	0	54,800	168,400
Capital Outlays - Vehicles	1,330	156,500	506,000
TOTAL TRANSIT	3,621,017	3,852,400	4,518,800
SOURCES OF FUNDING			
Rents & Concessions	26,015	18,000	18,000
Taxes	952,096	930,000	986,000
State Grants	0	128,100	168,400
Local Transportation	2,428,874	2,574,700	3,143,400
Transit Fares	213,890	201,000	203,000
Sale of Equipment	112	500	0
Miscellaneous Income	30	100	0
TOTAL	3,621,017	3,852,400	4,518,800
DETAIL OF POSITIONS			
Bus Driver	14.000	14.000	14.000
General Services Director	0.125	0.125	0.125
General Services Manager	1.000	1.000	1.000
Lead Bus Driver	3.000	3.000	3.000
Principal Office Assistant	2.000	2.000	2.000
Transit Dispatcher	1.000	1.000	1.000
Transit Supervisor	1.000	1.000	1.000
TOTAL	22.125	22.125	22.125

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

Department Goals 2011-2012

- Continue to improve support to other operating departments.
- Continue to 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.
- Implement a website payment process for utility payments.

FINANCE
DEPARTMENT SUMMARY

Budgetary Highlights

- Implement a process for review and audit of departmental budgets and expenditures.
- Prepare upgrade of Financial Accounting 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 accounting system.
- Implement a process to scan accounting documentation and save in a computer file rather than in boxes.
- Obtain long term financing for 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:

	2009-2010 (actual)	2010-2011 (est.)	2011-2012 (prop.)
City Rate of Return	1.60%	.95%	1.05%
Greater than 120% of Treasury rate	984%	493%	437%

- 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

- 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

- 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

- 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	98.2%	98.6%	98.5%

FINANCE
DEPARTMENT SUMMARY

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET BY ACTIVITY			
Administration	1,832,203	2,096,500	2,184,400
TOTAL ALL ACTIVITIES	1,832,203	2,096,500	2,184,400
BUDGET BY FUND			
General Fund	1,832,203	2,096,500	2,184,400
TOTAL ALL FUNDS	1,832,203	2,096,500	2,184,400

2011- 2012 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.
- Provide timely billing and collection for the City's enterprise operations.
- Provide for the timely recording of new business license applications and existing business license renewals and to search relevant financial information for businesses who have not obtained business licenses.
- Provide summary financial and budgetary reports for department and general public use.

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 slightly increased and we expect a continued 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 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	986,734	955,200	1,099,000
Overtime	5,518	10,000	14,000
Extra Help	36,306	44,000	55,000
Benefits	435,363	461,700	524,700
Vehicle Charges	18,912	14,000	18,400
Professional Services	77,209	343,500	219,000
Office Supplies	5,236	3,100	4,000
Travel & Meeting Expense	7,593	9,000	9,000
Training	4,777	12,000	10,000
Dues & Subscriptions	1,900	3,000	3,200
Admin & Overhead	242,000	226,700	228,100
Capital Outlays -Computer Equipment	10,655	14,300	0
TOTAL FINANCE ADMINISTRATION	1,832,203	2,096,500	2,184,400
SOURCES OF FUNDING			
Licenses	68,000	67,000	69,000
Annexation Processing Fee	15,000	15,000	15,000
Capital Development - Streets	58,000	59,000	59,000
User Fees	208,829	226,000	224,000
Intergovernmental Charges	34,000	35,000	35,000
Interfund Charges	1,558,200	1,590,200	1,592,000
Miscellaneous Income	144	1,000	0
Use of Discretionary Funds	**(109,970)**	**103,300**	**190,400**
TOTAL	1,832,203	2,096,500	2,184,400
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	0.15	0.15	0.15
Finance Director/Treasurer	1.00	1.00	1.00
Senior Account Clerk	7.00	7.00	7.00
TOTAL	17.15	17.15	17.15

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 2011-2012

- 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.
- Complete and activate the automated building permit system.

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.

	2009-2010 (actual)	2010-2011 (estimated)	2011-2012 (proposed)
% of CIP projects Final Design	86%	87%	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

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

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
   4 weeks commercial
7. Perform building inspections from time of notification - Within 8 working hours of request

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

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

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

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

	2009-2010 (actual)	2010-2011 (estimated)	2011-2012 (proposed)
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

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET BY ACTIVITY			
Planning	1,065,332	1,190,400	1,581,700
Building	1,161,600	1,077,500	1,048,800
Engineering	3,722,864	3,471,100	3,608,200
TOTAL ALL ACTIVITIES	5,949,796	5,739,000	6,238,700
BUDGET BY FUND			
General Fund	5,949,796	5,739,000	6,238,700
TOTAL ALL FUNDS	5,949,796	5,739,000	6,238,700

2011-2012 Goals

The goals of the Planning Division are to implement the current Clovis General Plan; to continue the update of the General Plan in 2011-2012; 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 Environmental Impact Report in 2011-2012.
- 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 EIR.
  - 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 and environmental impact report 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	356,810	419,500	435,500
Overtime	2,795	8,000	10,000
Extra Help	0	22,000	64,000
Benefits	147,967	179,400	205,300
Vehicle Charges	16,322	16,500	17,200
Communications	1,796	1,500	1,500
Professional Services	252,043	245,000	553,000
Repairs & Maintenance	0	3,000	3,000
Special Events	244	0	0
Office Supplies	1,352	1,000	1,000
Travel & Meeting Expense	440	2,000	2,000
Training	460	7,000	2,000
Dues & Subscriptions	2,144	3,000	2,000
Admin & Overhead	282,800	281,000	285,200
Capital Outlays - Computers	159	1,500	0
TOTAL PLANNING	1,065,332	1,190,400	1,581,700
SOURCES OF FUNDING			
Construction Permits	171,037	105,000	126,000
State Grants	1,116	0	496,000
Planning & Processing Fees	814,578	787,000	800,000
Annexation Processing Fees	0	58,000	14,000
Engineering Processing Fees	18,388	3,000	3,000
User Fees	20,693	5,000	0
Interfund Charges	10,379	5,000	10,000
Miscellaneous Income	4,104	3,900	0
Use of Discretionary Funds	**25,037**	**223,500**	**132,700**
TOTAL	1,065,332	1,190,400	1,581,700
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
Engineering Tech/Senior Engineering Tech	-	1.00	1.00
Principal Office Assistant	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00
TOTAL	4.50	5.50	5.50

2011-2012 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 stabilize in 2011-2012. Some growth will continue on Herndon, Shaw, and Willow Avenues, but may be greater than last year based on the outcome of some environmental assessment challenges. 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 and very 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	422,992	427,800	443,400
Overtime	58,391	45,500	50,500
Extra Help	69,241	61,500	61,500
Benefits	207,307	218,200	225,800
Vehicle Charges	38,095	36,900	39,700
Communications	2,888	3,800	3,800
Professional Services	50,475	102,000	65,000
Special Events	100	0	0
Office Supplies	5,004	4,500	1,500
Materials & Supplies	2,750	3,000	3,000
Supplies - Shop	2,827	1,000	1,000
Travel & Meeting Expense	115	2,500	1,200
Training	3,793	6,000	2,500
Dues & Subscriptions	5,860	22,000	7,000
Admin & Overhead	150,100	142,500	142,900
Capital Outlay - Computers	141,662	300	0
TOTAL BUILDING	1,161,600	1,077,500	1,048,800
SOURCES OF FUNDING			
Construction Permits	939,461	567,000	720,000
Engineering Processing Fees	404,715	400,000	435,000
User Fees	9,764	14,000	10,000
Miscellaneous Income	1,438	1,200	1,000
Use of Discretionary Funds	**(193,778)**	**95,300**	**(117,200)**
TOTAL	1,161,600	1,077,500	1,048,800
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
TOTAL	6.25	6.25	6.25

2011-2012 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	1,933,609	1,738,800	1,792,900
Overtime	131,288	88,500	86,500
Extra Help	54,583	91,300	122,000
Benefits	838,634	787,700	839,000
Vehicle Charges	95,661	103,400	116,600
Communications	34,951	23,500	23,500
Professional Services	59,180	96,100	94,500
Repairs & Maintenance	4,862	2,500	3,000
Special Events	100	0	0
Office Supplies	7,833	11,500	9,500
Supplies - Safety	1,658	2,500	1,500
Supplies - Shop	6,940	5,100	5,100
Travel & Meeting Expense	266	6,000	6,000
Training	13,941	15,500	14,000
Dues & Subscriptions	3,991	7,100	7,100
Admin & Overhead	495,400	476,100	478,000
Liability Insurance Prog - ISF	500	0	0
Capital Outlays - Computers	35,031	10,500	4,000
Capital Outlays - Public Utilities	4,436	5,000	5,000
TOTAL ENGINEERING	3,722,864	3,471,100	3,608,200
SOURCES OF FUNDING			
Construction Permits	227,785	206,000	264,000
Taxes	7,500	8,000	8,000
State Grants	27,310	17,000	0
Planning & Processing Fees	144,367	143,000	143,000
Engineering Processing Fees	250,113	150,000	163,000
Capital Development - Streets	197,957	193,000	183,000
User Fees	20,314	33,000	10,000
Interfund Charges	2,544,936	2,550,000	2,430,000
Miscellaneous Income	27,392	148,500	7,000
Use of Discretionary Funds	**275,190**	**22,600**	**400,200**
TOTAL	3,722,864	3,471,100	3,608,200
DETAIL OF POSITIONS			
Assistant Engineer	11.00	11.00	11.00
Assistant Dir of Planning & Development Serv	1.00	1.00	1.00
Associate Civil Engineer	2.00	2.00	2.00
Dir of Planning & Development Services	0.25	0.25	0.25
Engineering Inspector	4.00	4.00	4.00
Engineering Program Supervisor	1.00	1.00	1.00
Engineering Tech/Senior Engineering Tech	3.00	1.00	1.00
Geographic Information Systems Specialist	1.00	1.00	1.00
Junior Engineer	-	1.00	1.00
Principal Office Assistant	1.00	1.00	1.00
Senior Engineering Inspector	1.00	1.00	1.00
TOTAL	25.25	24.25	24.25

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 Captain and is responsible for follow-up on all felony cases and preparing the cases for submittal to the District Attorney's Office. The Division is comprised of two main components: general investigations and narcotics investigations. The types of investigations conducted range from computer crime and identity theft cases to sexual assault and sex offender programs, homicide investigations, domestic violence follow-up and tracking, and crime analysis. The unit also takes on special details when necessary including assistance to the gang unit, internal investigations and officer involved shooting investigations.

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 many diverse duties that focus on providing outstanding service to its customers and the citizens of Clovis. Functions include the Department's records maintenance function, property and evidence processing; citizen and business services; fleet management; technology; equipment and supplies, report typing and court liaison.

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.

2011-2012 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

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

	2009-2010 (actual)	2010-2011 (estimated)	2011-2012 (proposed)
Priority I Average Response Times	4.92 Min.	4.35 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)	87.5%	83.5%	90%

- 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 10.6% from 2009 to 2010, and early indications are that the crime rate will continue to increase in 2011. Rates for both Fresno County and state-wide are not available for comparison purposes.

California Crime Index (Crimes/100,000 Population)

	2009 (actual)	2010 (actual)	2011 (proposed)
Clovis	1248	1380	1492

POLICE
DEPARTMENT SUMMARY

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET BY ACTIVITY			
Patrol	11,063,921	11,924,400	12,064,200
Communication	1,614,523	1,703,300	1,847,300
Investigations	2,434,199	2,306,300	2,186,900
Youth Services	835,793	836,800	970,100
Support Services	2,360,734	2,558,800	2,584,900
Administration	2,206,003	2,784,300	2,542,200
Animal Shelter	577,327	638,000	627,000
TOTAL ALL ACTIVITIES	21,092,500	22,751,900	22,822,600
BUDGET BY FUND			
General Fund	21,092,500	22,751,900	22,822,600
TOTAL ALL FUNDS	21,092,500	22,751,900	22,822,600

2011-2012 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

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

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

Police Department			Patrol Section 51000
	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	5,929,698	6,220,900	6,417,000
Overtime	694,027	1,070,000	512,000
Extra Help	77,418	55,200	150,000
Benefits	3,271,949	3,341,200	3,775,200
Vehicle Charges	10,353	21,800	23,600
Communications	56,900	60,000	90,000
Professional Services	127,427	100,000	103,000
Repairs & Maintenance	2,809	2,000	5,500
Materials & Supplies	24,032	27,000	26,000
Supplies - Safety	36,376	41,500	41,000
Travel & Meeting Expense	13,668	11,600	10,000
Training	51,727	83,900	46,900
Dues & Subscriptions	1,677	2,400	2,400
Admin & Overhead	742,600	744,900	757,300
Capital Outlays - Computers	0	7,000	7,000
Capital Outlays - Police Equipment	22,756	109,000	71,300
Capital Outlays - Communications	504	26,000	26,000
TOTAL PATROL	11,063,921	11,924,400	12,064,200
SOURCES OF FUNDING			
Taxes	506,709	581,000	633,000
Other Permits	8,215	10,000	14,000
Fines & Fees	217,452	152,500	172,000
State Grants	118,000	100,000	0
Federal Grants	2,123	14,000	16,000
State Subventions	41,912	40,000	40,000
Program Participation	4,658	7,300	10,000
Planning & Processing Fees	2,164	5,000	5,000
User Fees	39,255	16,000	12,000
Intergovernmental Charges	15,000	16,000	20,000
Asset Forfeiture	44,482	35,000	58,000
Miscellaneous Income	23,141	20,000	20,000
Use of Discretionary Funds	**10,040,810**	**10,927,600**	**11,064,200**
TOTAL	11,063,921	11,924,400	12,064,200
DETAIL OF POSITIONS			
Community Service Officer	8.00	8.00	8.00
Management Analyst	1.00	1.00	1.00
Police Captain	3.00	3.00	3.00
Police Corporal	10.00	10.00	10.00
Police Lieutenant	1.00	2.00	2.00
Police Officer/Recruit	52.00	51.00	51.00
Police Sergeant	8.00	8.00	8.00
TOTAL	83.00	83.00	83.00

2011-2012 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 IT 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.
- Work with IT personnel to complete the fiber connectivity for the ZETRON interoperability solution.
- Expand wireless video capabilities.
- Enhance connectivity to CUSD to allow expansion to other campuses in their video system.

Five-Year Outlook

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

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

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

We will work to explore options for enhancing both CAD and RMS to better serve the citizens and public safety personnel.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	759,599	823,800	894,600
Overtime	166,415	156,000	139,500
Extra Help	59,899	66,500	89,000
Benefits	345,326	369,300	415,800
Vehicle Charges	5,460	5,500	5,500
Communications	73,642	42,200	48,000
Professional Services	27,549	21,000	20,000
Repairs & Maintenance	10,067	15,000	21,500
Office Supplies	10,907	5,000	11,000
Materials & Supplies	1,283	1,000	1,000
Travel & Meeting Expense	2,656	2,000	3,500
Training	10,188	21,000	23,000
Dues & Subscriptions	465	1,100	1,300
Admin & Overhead	140,700	137,600	139,600
Capital Outlays - Communications	367	36,300	34,000
TOTAL COMMUNICATION	1,614,523	1,703,300	1,847,300
SOURCES OF FUNDING			
Use of Discretionary Funds	**1,614,523**	**1,703,300**	**1,847,300**
TOTAL	1,614,523	1,703,300	1,847,300
DETAIL OF POSITIONS			
Communication Supervisor	1.00	1.00	1.00
Lead Public Safety Dispatcher	2.00	1.00	1.00
Lead Police Service Officer	-	1.00	1.00
Police Service Officer	12.00	12.00	12.00
Public Safety Dispatcher	1.00	1.00	1.00
TOTAL	16.00	16.00	16.00

2011-2012 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

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

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

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	1,210,418	1,103,800	1,093,300
Overtime	160,328	200,600	115,000
Extra Help	25,816	26,000	23,000
Benefits	680,903	647,000	639,000
Vehicle Charges	600	100	0
Communications	15,385	15,000	12,000
Professional Services	128,945	122,500	122,500
Materials & Supplies	3,298	1,700	1,500
Supplies - Police	10,680	10,500	10,000
Supplies - Safety	6,022	8,000	8,000
Travel & Meeting Expense	8,041	11,000	9,000
Training	36,382	25,000	19,000
Dues & Subscriptions	1,336	1,500	1,800
Admin & Overhead	139,800	129,600	128,800
Capital Outlays - Police Equipment	6,245	4,000	4,000
TOTAL INVESTIGATIONS	2,434,199	2,306,300	2,186,900
SOURCES OF FUNDING			
Project Participation	20,559	0	0
User Fees	18,524	17,000	20,000
Use of Discretionary Funds	**2,395,116**	**2,289,300**	**2,166,900**
TOTAL	2,434,199	2,306,300	2,186,900
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
TOTAL	16.00	16.00	16.00

2011-2012 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	390,087	398,700	446,900
Overtime	5,243	13,000	32,000
Extra Help	64,066	64,000	104,300
Benefits	191,194	196,500	235,100
Vehicle Charges	5,535	6,000	6,100
Communications	3,913	2,500	3,100
Professional Services	28,311	10,000	10,000
Office Supplies	2,606	1,300	1,000
Materials & Supplies	4,947	4,500	2,500
Supplies - Police	3,184	500	2,000
Supplies - Shop	10,056	12,000	5,000
Travel & Meeting Expense	3,086	5,600	4,500
Training	4,177	8,000	8,000
Dues & Subscriptions	519	500	1,000
Admin & Overhead	111,900	103,800	104,600
Capital Outlays - Computers	6,161	6,000	4,000
Capital Outlays - Police Equipment	808	3,900	0
TOTAL YOUTH SERVICES	835,793	836,800	970,100
SOURCES OF FUNDING			
Project Participation	2,832	0	0
User Fees	3,405	3,000	3,000
Asset Forfeiture	21,034	0	0
Miscellaneous Income	500	10,000	0
Use of Discretionary Funds	**808,022**	**823,800**	**967,100**
TOTAL	835,793	836,800	970,100
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	1.00
Police Service Officer	2.00	2.00	2.00
Principal Office Assistant	1.00	1.00	1.00
TOTAL	8.00	8.00	8.00

2011-2012 Goals

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

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.
- Redeploy personnel to carry out all necessary functions of the records division while servicing all other divisions to the best of our abilities.
- Improve our services to the public under the requirements of the Public Records Act.
- Work with staff to update and create new and useful functions for public access to the Police Department's website allowing public requests for records.
- Continue to audit the property room to employ the best practices.
- Continue the destruction of unnecessary property and evidence.
- Utilize the on-line auctioning of unclaimed property.

Five-Year Outlook

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

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

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

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	370,786	314,000	313,300
Overtime	1,873	7,400	6,500
Extra Help	238,550	300,000	250,000
Benefits	226,070	242,300	224,800
Vehicle Charges	1,030,876	1,121,100	1,275,100
Communications	6,605	23,000	17,000
Professional Services	113,743	63,300	59,700
Repairs & Maintenance	34,099	37,600	47,100
Office Supplies	2,744	7,100	2,000
Materials & Supplies	12,777	10,300	7,000
Supplies - Police	78,050	57,500	58,000
Travel & Meeting Expense	11,658	6,000	6,000
Training	11,229	6,300	33,000
Dues & Subscriptions	8,243	9,500	5,600
Admin & Overhead	176,000	161,500	164,800
Liability Insurance Program - ISF	2,000	0	0
Capital Outlays - Office Equip/Furn	3,723	80,000	10,000
Capital Outlays - Computers	8,270	89,000	78,000
Capital Outlays - Police Equipment	23,438	22,900	26,500
Capital Outlays - Communications	0	0	500
TOTAL SUPPORT SERVICES	2,360,734	2,558,800	2,584,900
SOURCES OF FUNDING			
Other Permits	17,061	15,000	15,000
State Grants	22,795	31,000	20,000
Project Participation	0	1,000	0
User Fees	37,641	16,000	25,000
Miscellaneous Income	7,795	21,500	3,000
Use of Discretionary Funds	**2,275,442**	**2,474,300**	**2,521,900**
TOTAL	2,360,734	2,558,800	2,584,900
DETAIL OF POSITIONS			
Office Assistant	2.00	2.00	2.00
Police Officer/Recruit	1.00	1.00	1.00
Police Service Officer	1.00	1.00	1.00
Principal Office Assistant	3.00	3.00	3.00
Records Supervisor	1.00	1.00	1.00
TOTAL	8.00	8.00	8.00

2011-2012 Goals

- Re-establish full staffing to the command group for better operational oversight.
- Continue to work with and establish public based relationships, to deter and detect crime.
- Utilize the PIO function to promote the Police Department mission to all segments of the community.
- Seek alternative funding sources through private and public grant programs.
- Utilize the Clovis Police Foundation to receive private donations.

Objectives to Meet the Goals

- Through the promotion and training of three patrol lieutenants.
- Through the testing and promotion of patrol sergeants.
- Implement a Clovis Community Watch Program.
- 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	619,910	640,700	718,600
Overtime	262,751	259,200	634,500
Extra Help	5,587	16,000	17,500
Benefits	276,197	419,500	425,900
Vehicle Charges	18,025	17,500	17,500
Communications	7,570	5,900	2,600
Professional Services	204,368	250,200	82,500
Materials & Supplies	25,725	38,700	13,000
Travel & Meeting Expense	14,282	13,000	10,000
Training	26,385	54,800	46,000
Dues & Subscriptions	3,197	3,000	3,300
Admin & Overhead	598,000	521,200	521,800
Capital Outlays - Computers	0	2,000	0
Capital Outlays - Police	56,790	118,600	49,000
Capital Outlays - Communications	87,216	424,000	0
TOTAL ADMINISTRATION	2,206,003	2,784,300	2,542,200
SOURCES OF FUNDING			
State Grants	92,597	78,100	33,000
Federal Grants	522,650	774,000	693,000
Project Participation	125,785	424,000	0
User Fees	82,192	73,000	42,000
Miscellaneous Income	2,000	0	0
Use of Discretionary Funds	**1,380,779**	**1,435,200**	**1,774,200**
TOTAL	2,206,003	2,784,300	2,542,200
DETAIL OF POSITIONS			
Administrative Assistant	1.00	1.00	1.00
Community Service Officer	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00
Police Chief	1.00	1.00	1.00
Police Officer/Recruit	5.00	5.00	5.00
Public Information Officer	1.00	1.00	1.00
TOTAL	10.00	10.00	10.00

2011-2012 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

Clovis Animal Services will continue to work toward building a new facility, increase the public-private partnership with our citizens and businesses, and increase the ability to provide homes for adoptable animals.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	178,567	191,700	238,700
Overtime	5,987	18,000	6,500
Extra Help	99,642	136,000	100,000
Benefits	118,415	128,100	131,100
Communications	5,060	4,600	4,700
Professional Services	63,238	66,300	48,000
Repairs & Maintenance	175	1,000	2,000
Materials & Supplies	13,863	9,000	12,500
Supplies - Safety	15,872	3,000	4,000
Travel & Meeting Expense	6,105	1,000	1,000
Training	0	600	0
Dues & Subscriptions	703	1,700	1,500
Admin & Overhead	69,700	65,400	65,800
Capital Outlays - Office Equip/Furn	0	10,400	10,000
Capital Outlays - Communications	0	1,200	1,200
TOTAL ANIMAL SHELTER	577,327	638,000	627,000
SOURCES OF FUNDING			
Licenses	66,278	85,000	85,000
Fines & Fees	23,401	0	0
Miscellaneous Income	955	21,300	0
Use of Discretionary Funds	**486,693**	**531,700**	**542,000**
TOTAL	577,327	638,000	627,000
DETAIL OF POSITIONS			
Animal Control Officer	1.00	2.00	2.00
Animal Services Aide	2.00	1.00	1.00
Principal Office Assistant	1.00	1.00	1.00
Supervisor of Animal Services	1.00	1.00	1.00
TOTAL	5.00	5.00	5.00

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

2011-2012 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 develop and evaluate community outreach programs focused on education, hazard mitigation and abatement that meet varying needs of our customers.
- Maintain Center for Public Safety Excellence (CPSE) Accreditation status for the Fire Department.
- Continue to explore all applicable grant sources and private partnerships to fund programs, services, equipment and personnel.

Budgetary Highlights

- Augment emergency response staffing through federal grant to enhance our ability to meet response time goals and maintain minimum staffing levels.
- Reinstate the Deputy Fire Marshal's position to improve service and meet state/federal standards within the Life Safety and Code Enforcement Bureau.
- Improve service delivery and cost efficiencies for fire dispatch services through a renewed contract with Fresno County Emergency Medical Services.
- Continue the multiple phase construction process as funding permits to accomplish improvements and remodeling of the Fire Department Training Facility.
- Continue to move forward with the consolidation of our Logistics Center from 650 Fowler Ave. with our Training Facility at 3300 Lind Ave.
- 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).
- Continue emergency preparedness activities and training with other departments within our City to remain as prepared as possible to respond, mitigate, 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.***"

	2009 (actual)	2010 (actual)	2011 (estimated)
5 Min. or Less Response Time Goal	87%	79%	85%
Total Number of Calls for Service	9,003	8410	8914
Total Number of EMS Calls	6,867	5663	6002

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

Percent of Quality Assurance Surveys returned rated as **"excellent"** the level of emergency services the citizens received	2009 (actual)	2010 (actual)	2011 (estimated)
	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. A major change in the California Fire and Building Code is the requirement for residential fire sprinklers in all new homes built after January 2011. 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. Legislation requiring new homes to have similar systems installed further reduces fire loss. 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.

	2009 (actual)	2010 (actual)	2011 (estimated)
Total Dollar Loss	$ 1,688,567	$ 1,360,015	$ 1,800,000
Total Property Value Saved	$36,078,876	$90,927,865	$50,000,000
Number of Children Receiving Life Safety Training	7,807	7,948	7,500
Number of Adults Receiving Life Safety Information	89	212	500

FIRE
DEPARTMENT SUMMARY

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET BY ACTIVITY			
Emergency Services	9,190,213	9,780,600	10,406,700
Life Safety and Enforcement	469,050	510,100	518,200
Emergency Preparedness	147,580	222,300	223,900
Administration and Support Services	390,616	374,400	394,500
TOTAL ALL ACTIVITIES	10,197,459	10,887,400	11,543,300
BUDGET BY FUND			
General Fund	10,197,459	10,887,400	11,543,300
TOTAL ALL FUNDS	10,197,459	10,887,400	11,543,300

2011-2012 Goals

- Arrive at the scene of an emergency following dispatch within (5) five minutes or less 90% of the time.
- Continue to implement recommendations within the adopted 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 through implementing recommendations noted by 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.
- Eliminate station "brown-outs" ensure levels of service are preserved by maintaining five units staffed with no less than three personnel.

Objectives to Meet the Goals

- Maintain minimum staffing of emergency response resources distributed to meet community needs. Provide quality service to the community.
- Maintain and manage our federal grant that restored firefighting personnel to sustain 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 "all risk" emergency situations through ongoing training.
- Maintain dispatch performance standards for the contract period through a Continuous Quality Improvement program.
- Use certified Clovis Fire personnel to host and teach emergency service related classes for our personnel and other departments thereby offsetting costs through tuition fees for non-Clovis Fire personnel.

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 incorporated 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. In addition, advancements in data sharing has improved mutual and automatic aid responses. Providing Computer Aided Dispatch (CAD) data transfer to our records management system has improved efficiency and accuracy of reports and data.

The build-out of the 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. Our Training Division has drafted a needs assessment plan identifying our highest priority of training goals and props. Some of the training props are designed and built by on-duty crews. When funds are available, we follow our plan working towards our highest priority. Over the past several years, our Training funds have been drastically reduced to aid the city to overcome our economic shortfalls.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	4,624,179	4,719,000	4,864,600
Overtime	484,355	603,500	713,000
Extra Help	19,758	24,000	27,000
Benefits	2,212,076	2,292,200	2,501,900
Vehicle Charges	410,055	416,000	438,800
Communications	15,209	16,000	17,000
Professional Services	352,796	405,200	362,500
Repairs & Maintenance	18,809	32,300	33,200
Special Events	0	0	1,500
Office Supplies	5,112	1,700	4,300
Materials & Supplies	13,758	20,200	23,700
Supplies - Safety	55,262	73,500	73,000
Supplies - Shop	924	1,500	1,500
Travel & Meeting Expense	7,966	7,500	13,000
Training	22,128	82,500	73,000
Dues & Subscriptions	4,507	2,900	2,800
Admin & Overhead	902,600	1,036,100	1,198,400
Liability Insurance Program - ISF	1,000	0	0
Capital Outlays - Office Equip/Furn	615	1,000	2,500
Capital Outlays - Computer Equip	0	0	2,500
Capital Outlays - Fire Equipment	35,006	32,000	39,000
Capital Outlays - Communications	76	7,500	7,500
Capital Outlays - Vehicles	4,022	6,000	6,000
TOTAL EMERGENCY SERVICES	9,190,213	9,780,600	10,406,700
SOURCES OF FUNDING			
Taxes	154,605	187,000	207,000
State Grants	271,509	75,000	250,000
Federal Grants	21,353	340,000	524,000
Project Participation	41,485	13,000	13,000
User Fees	36,069	29,000	31,000
Miscellaneous Income	1,272	3,000	0
Use of Discretionary Funds	**8,663,920**	**9,133,600**	**9,381,700**
	9,190,213	9,780,600	10,406,700
DETAIL OF POSITIONS			
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	21.00	27.00	25.00
Training Officer (Captain)	1.00	1.00	1.00
TOTAL	55.00	61.00	59.00

2011-2012 Goals

- Provide fire and life safety education classes with use of selected on-duty personnel targeting youth, seniors and high risk groups such as mobile home owners.
- Inspect high life hazard occupancies, economically important occupancies, and State mandated facilities.
- 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.
- Research and secure grant opportunities.
- Reinstate the Deputy Fire Marshal's position.
- Conduct at least one fire drill in every elementary school in Clovis.
- Develop and maintain training for staff and the public on residential fire sprinklers.
- Train all Prevention personnel in the use of our new EnerGov Fire prevention software.
- Update the Fire Prevention Manual to reflect changes in state, federal and local codes.

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 and educational handouts for the homeowner.

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 availability for certain state mandated inspections is limited due to competing needs. 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. Succession planning is essential for maintaining service delivery 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-6th 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	173,382	180,900	181,700
Overtime	24,159	23,000	32,000
Extra Help	61,299	67,000	60,000
Benefits	71,927	88,400	91,300
Vehicle Charges	57,616	54,800	61,000
Professional Services	33,567	27,200	27,500
Repairs & Maintenance	242	1,300	1,400
Office Supplies	824	4,000	5,500
Material & Supplies	2,243	2,200	1,700
Supplies - Safety	0	2,600	3,000
Supplies - Shop	212	500	800
Travel & Meeting Expense	660	6,600	7,500
Training	6,087	22,000	12,000
Dues & Subscriptions	3,632	4,200	4,000
Admin & Overhead	33,200	22,900	23,200
Capital Outlays - Office Equip/Furn	0	500	500
Capital Outlays - Fire Equipment	0	2,000	3,500
Capital Outlays - Communications	0	0	1,600
TOTAL LIFE SAFETY AND ENFORCEMENT	469,050	510,100	518,200
SOURCES OF FUNDING			
Other Permits	9,300	10,000	10,000
Federal Grants	0	7,000	0
Planning & Processing Fees	49,495	59,000	59,000
User Fees	39,896	44,000	30,000
Miscellaneous Income	5,795	6,600	1,000
Use of Discretionary Funds	**364,564**	**383,500**	**418,200**
TOTAL	469,050	510,100	518,200
DETAIL OF POSITIONS			
Deputy Fire Chief (Fire Marshall)	1.00	1.00	1.00
Fire Prevention Officer	1.00	1.00	1.00
TOTAL	2.00	2.00	2.00

2011-2012 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 Cal EMA Type 1 Hazardous Materials Response Team and Cal EMA Type 1 Urban Search and Rescue Team.
- Interface regionally to coordinate with other Hazardous Material Teams and Urban Search and Rescue Teams.
- 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, management of this function is limited to 50% of one full time position split between Fire and Administration. Alternative funding from various federal/state grants will be targeted to ensure essential staff receives training in EOC operations. Increased volunteer development and deployment throughout the City has helped support emergency response and support activities as appropriate. Specialty Team personnel will seek grant funding and other external financial resources to secure equipment and necessary training essential to maintain current capabilities in the handling of Hazardous Materials and Urban Search and Rescue emergencies. Additional team members are crucial to meet the increasing demands for these services and to fill vacancies created by retirements. For 2011-2012, the Fire Department will target grants such as the AFG to support essential equipment and training to maintain specialty teams.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	46,798	48,900	50,100
Overtime	21,882	69,500	68,000
Benefits	21,931	22,400	23,600
Vehicle Charges	2,701	2,700	2,700
Communications	1,319	1,500	1,000
Professional Services	10,091	28,800	14,000
Repairs & Maintenance	882	6,000	5,000
Materials & Supplies	4,971	0	2,000
Supplies - Safety	440	1,000	4,000
Travel & Meeting Expense	1,868	3,000	5,900
Training	2,846	3,500	12,000
Dues & Subscriptions	722	0	1,000
Admin & Overhead	16,000	14,500	14,600
Capital Outlays - Fire Equip	15,129	20,500	20,000
TOTAL EMERGENCY PREPAREDNESS	147,580	222,300	223,900
SOURCES OF FUNDING			
State Grants	0	7,000	0
Federal Grants	8,061	35,800	0
Use of Discretionary Funds	**139,519**	**179,500**	**223,900**
TOTAL	147,580	222,300	223,900
DETAIL OF POSITIONS			
Emergency Prepared/Special Proj Mgr	0.50	0.50	0.50
TOTAL	0.50	0.50	0.50

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.

2011-2012 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 2008-2013.
- 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.
- Identify and implement efficiencies in Fire Department budget, payroll, administrative support and other program activities.
- Streamline administrative operating procedures and workflow.

Objectives to Meet the Goals

- Monitor the Fire Department Budget and Programs monthly to determine continued need for actions and availability of funding.
- Continue cross-training administrative support personnel in key areas to improve coverage and workflow.
- Develop annual Accreditation 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 limited staffing and budget constraints will be the Administration and Support Services Division's greatest challenge. Developing efficiencies in how the Fire Department conducts business is key to meeting the additional needs of our growing community and continuous changes within the Department. Pursuit and management of technology and workflow tools to support Fire Department activities will be a key administrative function.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	250,368	221,000	227,700
Overtime	386	500	1,000
Benefits	106,744	104,100	106,500
Professional Services	11,068	0	5,000
Repairs & Maintenance	0	2,000	1,000
Special Events	1,587	0	2,000
Office Supplies	7,060	6,700	7,000
Materials & Supplies	0	0	500
Travel & Meeting Expense	5,647	13,900	10,000
Training	0	0	3,600
Dues & Subscriptions	1,614	2,000	4,000
Admin & Overhead	4,200	23,200	23,200
Capital Outlays - Vehicles	1,942	1,000	3,000
TOTAL FIRE ADMINISTRATION AND SUPPORT SERVICES	390,616	374,400	394,500
SOURCES OF FUNDING			
User Fees	10	0	0
Use of Discretionary Funds	**390,606**	**374,400**	**394,500**
	390,616	374,400	394,500
DETAIL OF POSITIONS			
Administrative Assistant	-	-	-
Fire Chief	1.00	1.00	1.00
Principal Office Assistant	2.00	2.00	2.00
TOTAL	3.00	3.00	3.00

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, COMMUNITY SANITATION AND PARKS DIVISION

Street Maintenance — Section 71000

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

Parks — Section 73000

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

Landscape Maintenance District — Section 73200

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

COMMUNITY SANITATION

Refuse Collection — Section 76100

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

Refuse Landfill — Section 76200

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

Refuse Contracts — Section 76300

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

Street Cleaning — Section 77500

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

PUBLIC UTILITIES
DEPARTMENT SUMMARY

2011-2012 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.
- Construct the 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.
- Continue transitioning to contract services for streetside and median landscaping, focusing in-house staff on maintenance of City Parks, Old Town, and Civic Center. Utilize temporary employees to meet peak maintenance seasonal demands.

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 9,544+ streetlights are working. Most streetlights are owned and maintained by PG&E although a portion is City-owned. All functioning service requests for PG&E lights are routed to them. The Department'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.

Fleet Maintenance – 75000	2009-2010 (actual)	2010-2011 (estimated)	2011-2012 (proposed)
• Fleet Availability	97.61%	97%	98%
• Preventative maintenance % of work	51.26%	50%	60%
Wastewater - 76500			
• Clean all City sewers every two years	176%	135%	150%
• Provide high-level of customer satisfaction by keeping system complaints (stoppages) below 2 per 1000 population	0.06	0.03	0.02
Water Service - 77000			
• Meet all demands for water consumption (Acre-feet delivered)	24,867	24,642	25,000
• Monitor system costs for unusual fluctuations ($/acre foot delivered)	$404	$409	$500
• Provide high level of customer satisfaction by keeping complaints under 2 per 1000 population	1.7	1.4	1.4

PUBLIC UTILITIES
DEPARTMENT PERFORMANCE MEASURES

STREET MAINTENANCE, SANITATION AND PARKS DIVISION

Street Maintenance – 71000	2009-2010 (actual)	2010-2011 (estimated)	2011-2012 (proposed)
• Weighted Average PCI	77	78	78
• Prepare streets for slurry/cape seal	709,632 sf	2,322,000 sf	1,500,000 sf
• Repair AC pavement as needed	350 tons	300 tons	350 tons
• Repair concrete sidewalks as needed	50 cu.yds.	80 cu.yds.	50 cu.yds.
• Repaint all lane striping each year	100%	0%	100%
• Replace/repair signs	500 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	400
Maintenance cost/acre/year	$9,265	$9,891	$10,017
Gen. Fund acres maintained	207	207	207
Maintenance cost/acre/year	$6,625	$6,527	$6,362
LMD acres maintained	188	188	193
Maintenance cost/acre/year	$12,173	$13,596	$13,938

Refuse Collection - 76100

• Perform refuse pickup (exclude CCU: tons collected, % achieved)	42,572 tons 100%	43,000 tons 100%	43,000 tons 100%
• Monitor system costs for unusual fluctuations ($/ton)	$102.45	$98.98	$115.93

Refuse Landfill - 76200

• Landfill refuse received daily (include CCU: tons landfilled, % compliance)	46,362 tons 100%	45,000tons 100%	45,000 tons 100%
• Monitor system cost for unusual fluctuations ($/ton)	$66.16	$73.14	$72.84

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)	22,155 tons	24,500 tons	26,000 tons
• Monitor costs for unusual fluctuations ($/ton)	$154.19	$112.76	$120.41
• 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)	45,794 mi. 100%	46,000 mi. 100%	46,000 mi. 100%
• Monitor service costs for unusual fluctuations ($/mile)	$20.11	$21.27	$122.47

PUBLIC UTILITIES
DEPARTMENT SUMMARY

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET BY CATEGORY			
Street Maintenance	2,067,103	2,171,500	2,194,900
Street Lighting	1,199,928	1,281,700	1,328,900
Storm Drain	21,373	32,200	40,400
Parks	3,659,793	3,907,000	4,006,900
Landscape Maintenance District	2,485,691	2,840,000	2,745,000
Fleet Maintenance	6,605,292	9,124,600	8,172,200
Community Sanitation	14,042,366	13,348,800	14,558,800
Wastewater	10,345,221	10,909,100	11,403,800
Water	10,047,301	10,071,300	12,516,300
TOTAL ALL ACTIVITIES	50,474,068	53,686,200	56,967,200
BUDGET BY FUND			
General Fund	6,948,197	7,392,400	7,571,100
Landscape Maintenance District	2,485,691	2,840,000	2,745,000
Community Sanitation Fund	14,042,366	13,348,800	14,558,800
Sewer Service Fund	10,345,221	10,909,100	11,403,800
Fleet Maintenance Fund	6,605,292	9,124,600	8,172,200
Water Service Fund	10,047,301	10,071,300	12,516,300
TOTAL ALL FUNDS	50,474,068	53,686,200	56,967,200

2011-2012 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.
- Maintain the inventory of the City's signs and computerized the data to manage sign replacement.
- Provide landscape maintenance along street right-of-ways.
- Provide repairs to concrete curb, gutter and sidewalks.
- Provide regular inspections of the City's streets and evaluate the 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	643,181	691,900	775,400
Overtime	15,295	13,300	13,300
Extra Help	32,805	30,000	30,000
Benefits	380,691	380,600	400,300
Vehicle Charges	234,529	276,000	305,600
Energy	79,641	71,000	80,000
Communications	2,379	2,500	2,500
Professional Services	9,789	19,300	19,300
Repairs & Maintenance	179,013	225,800	239,000
Building & Equipment Rental	1,349	1,000	1,000
Office Supplies	416	300	300
Materials & Supplies	138,883	215,200	192,200
Supplies - Shop	3,394	7,000	5,000
Travel & Meeting Expense	471	1,500	2,000
Training	2,448	2,100	2,400
Dues & Subscriptions	295	300	300
Admin & Overhead	119,713	99,200	100,900
Capital Outlays - Public Utilities	18,675	58,000	25,000
Capital Outlays - Vehicles	0	2,000	400
Capital Outlays -Miscellaneous	204,136	74,500	0
TOTAL STREET MAINTENANCE	2,067,103	2,171,500	2,194,900
SOURCES OF FUNDING			
Taxes	876,763	910,000	930,000
Planning & Processing Fees	799	6,000	10,000
Engineering Processing Fees	9,269	8,000	2,000
Interfund Charges	1,144,000	1,179,000	1,224,000
Miscellaneous Income	36,272	14,000	23,000
Use of Discretionary Funds	**0**	**54,500**	**5,900**
TOTAL	2,067,103	2,171,500	2,194,900
DETAIL OF POSITIONS			
Assistant Public Utilities Director	0.10	0.10	0.10
Construction Manager	0.35	0.35	0.35
Maintenance Leadworker	2.00	2.00	2.00
Maintenance Worker/Senior Maint Worker	10.00	10.00	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
TOTAL	13.80	13.80	13.80

2011-2012 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 recent past due to the desire for thematic lighting. However, new thematic lights from now on will be 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 continuing tight revenues in the General Fund, 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Vehicle Charges	17,989	17,900	18,000
Energy	1,160,170	1,241,000	1,283,000
Professional Services	3,250	1,500	1,500
Repairs & Maintenance	4,302	5,000	6,000
Materials & Supplies	4,217	6,000	8,000
Training	0	0	1,000
Admin & Overhead	10,000	10,300	11,400
TOTAL STREET LIGHTING	1,199,928	1,281,700	1,328,900
SOURCES OF FUNDING			
Taxes	123,902	74,000	80,000
User Fees	24,100	27,000	30,000
Miscellaneous Income	5,917	5,000	6,000
Use of Discretionary Funds	**1,046,009**	**1,175,700**	**1,212,900**
TOTAL	1,199,928	1,281,700	1,328,900

2011-2012 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-permitee 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 2011. 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Overtime	1,743	2,500	5,000
Benefits	19	0	0
Vehicle Charges	5,922	8,100	7,000
Professional Services	2,606	9,400	10,000
Office Supplies	0	100	100
Materials & Supplies	9,476	11,300	17,000
Admin & Overhead	300	300	300
Capital Outlays - Public Utilities	1,307	500	1,000
TOTAL STORM DRAIN	21,373	32,200	40,400
SOURCES OF FUNDING			
Use of Discretionary Funds	**21,373**	**32,200**	**40,400**
TOTAL	21,373	32,200	40,400

2011-2012 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 400 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 35,000 City street trees.
- 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.
- Continue transitioning to contract services for streetside and median landscaping, focusing in-house staff on maintenance of City Parks, Old Town, and Civic Center.
- 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. Most notably, the maintenance of significant portions of the street-side landscaping, medians, and subdivision enhancements will be contracted out. Donations and volunteer public/private assistance are encouraged.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	1,056,522	1,078,400	1,119,100
Overtime	44,769	47,700	62,500
Extra Help	117,286	80,000	82,800
Benefits	590,283	578,000	596,700
Vehicle Charges	380,059	364,400	341,900
Energy	110,515	281,500	478,200
Communications	8,444	7,500	7,500
Professional Services	756,197	928,000	777,900
Repairs & Maintenance	19,615	17,000	22,000
Office Supplies	389	1,800	1,600
Materials & Supplies	213,792	174,400	173,500
Supplies - Safety	6,886	8,000	5,000
Supplies - Shop	5,938	6,000	4,500
Travel & Meeting Expense	2,282	3,000	2,800
Training	5,235	6,200	6,300
Dues & Subscriptions	1,290	1,200	1,200
Admin & Overhead	334,031	312,800	313,900
Liability Insurance Program - ISF	500	0	0
Capital Outlays - Public Utilities	5,760	11,100	9,500
TOTAL PARKS	3,659,793	3,907,000	4,006,900
SOURCES OF FUNDING			
State Grants	0	76,000	0
Facility Reimbursements	46,831	47,000	47,000
Planning & Processing Fees	8,934	14,000	10,000
User Fees	2,333,134	2,595,000	2,730,000
Intergovernmental Charges	100,000	102,000	102,000
Miscellaneous Income	9,984	15,000	12,000
Use of Discretionary Funds	**1,160,910**	**1,058,000**	**1,105,900**
TOTAL	3,659,793	3,907,000	4,006,900
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	10.00
TOTAL	26.50	26.50	24.50

2011-2012 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.
- Continue transitioning to contract services for streetside and median landscaping, focusing in-house staff on maintenance of City Parks, Old Town, and Civic Center.

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, including the contracting out of much of the maintenance activities in these areas.

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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Professional Services	2,485,691	2,840,000	2,745,000
TOTAL LANDSCAPE MAINTENANCE DISTRICT	2,485,691	2,840,000	2,745,000
SOURCES OF FUNDING			
User Fees	2,485,691	2,840,000	2,745,000
TOTAL	2,485,691	2,840,000	2,745,000

2011-2012 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, after this year these Departments will need to utilize a "pay-as-you-go" vehicle replacement strategy.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	796,773	824,900	909,600
Overtime	7,382	15,300	15,000
Extra Help	28,804	30,100	30,400
Benefits	418,002	420,100	454,800
Vehicle Charges	48,450	59,900	64,200
Communications	221	100	100
Professional Services	42,248	44,500	48,500
Repairs & Maintenance	432,180	537,300	494,500
State Mandates	5,942	7,000	8,000
Office Supplies	845	1,000	1,000
Materials & Supplies	954	1,200	1,500
Supplies - Safety	4,912	7,000	7,000
Supplies - Shop	2,122,526	2,386,000	3,105,000
Travel & Meeting Expense	2,081	1,500	6,000
Training	4,534	2,600	10,200
Dues and Subscriptions	245	200	1,200
Admin & Overhead	785,700	740,800	754,500
Liability Insurance Program - ISF	500	0	0
Debt Service	55,040	46,000	64,000
Lease Purchases	416,419	262,400	656,000
Capital Outlays - Computers	0	65,000	2,500
Capital Outlays - Public Utilities	4,464	193,800	17,500
Capital Outlays - Vehicles	1,427,070	3,477,900	1,520,700
TOTAL FLEET MAINTENANCE	6,605,292	9,124,600	8,172,200
SOURCES OF FUNDING			
Federal Grants	920,100	920,200	0
Long-Term Proceeds	0	1,427,400	665,000
Fleet Maintenance Charges	5,685,192	6,777,000	7,507,200
TOTAL	6,605,292	9,124,600	8,172,200
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
TOTAL	16.20	16.20	16.20

2011-2012 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.
- Construct 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 complete, and the process of designing and permitting the next lined waste cell at the landfill has begun. Construction of the cell is expected to be completed during the budget year so as to provide the capacity necessary to continue meeting the City's needs. 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. The sweeping operation is affected by current and pending federal storm water regulations and air quality regulations. Increased street cleaning is being viewed as a good management practice to reduce pollutants entering the air and storm water runoff. The Street Sweeping Enterprise Fund is being merged with the Refuse Fund in the budget year, but Street Sweeping operations will continue to be managed under a separate budget section for accountability and control. The total amount of sweeping that is done has been reduced in order to maintain expenses within revenues while still meeting all regulatory standards and maintaining an adequate level of cleanliness.

Public Utilities Department			Community Sanitation Section 76000/77500
	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	2,201,198	2,334,600	2,471,800
Overtime	195,397	190,200	168,200
Extra Help	156,812	81,300	118,000
Benefits	1,186,971	1,286,600	1,371,800
Vehicle Charges	2,818,177	2,826,100	2,829,500
Energy	15,276	0	0
Communications	10,599	8,400	11,000
Professional Services	3,188,351	2,974,100	3,251,800
Repairs & Maintenance	21,098	21,900	31,700
State Mandates	562,668	696,000	715,000
Building & Equipment Rental	0	0	25,000
Office Supplies	31,592	61,000	51,000
Materials & Supplies	48,393	41,100	67,700
Supplies - Safety	12,088	17,300	20,100
Supplies - Shop	9,125	11,200	11,300
Travel & Meeting Expense	5,351	4,000	7,000
Training	5,403	7,000	13,500
Dues & Subscriptions	1,629	1,900	2,000
Admin & Overhead	1,673,300	1,721,100	1,751,600
Liability Insurance Program - ISF	1,300	0	0
Debt Service	858,217	810,000	795,000
Capital Outlays - Public Utilities	1,026,698	213,000	720,800
Capital Outlays - Vehicles	12,723	42,000	125,000
TOTAL COMMUNITY SANITATION	14,042,366	13,348,800	14,558,800
SOURCES OF FUNDING			
User Fees	14,042,366	13,348,800	14,558,800
TOTAL	14,042,366	13,348,800	14,558,800
DETAIL OF POSITIONS			
Assistant Public Utilities Director	0.90	0.90	0.90
Associate Civil Engineer	-	0.25	0.25
Construction Manager	0.10	0.10	0.10
Disposal Leadworker	3.00	3.00	3.00
Equipment Operator	2.00	2.00	2.00
Landfill Leadworker	1.00	1.00	1.00
Maintenance Worker/Senior Maint Worker	3.00	2.00	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	21.00	21.00
Solid Waste Manager	1.00	1.00	1.00
Street Sweeper Operator	4.00	4.00	4.00
Utility Worker	8.00	9.00	9.00
TOTAL	44.40	46.65	46.65

2011-2012 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 353 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 continues to upgrade and replace various components and facilities. Clovis will continue to share in most of these costs. In the future when the hydraulic capacity at the plant is increased, the City may also want to purchase additional capacity for new development within its current trunk sewer areas. New growth areas that are outside the current service areas will be served by the 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, operational expenses for the new Clovis facility, and debt service payments on the developer constructed capital facilities, user rate increases are scheduled through 2015.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	577,501	606,300	665,300
Overtime	14,266	10,000	19,500
Extra Help	0	0	10,000
Benefits	304,885	306,600	332,300
Vehicle Charges	247,894	251,100	292,500
Energy	668,870	740,000	777,000
Communications	2,528	2,500	2,500
Professional Services	4,346,346	3,244,900	4,058,500
Repairs & Maintenance	13,255	17,500	53,000
Office Supplies	8,739	2,300	10,000
Materials & Supplies	70,544	47,500	114,000
Supplies - Shop	686	2,500	3,000
Travel & Meeting Expense	121	1,500	7,000
Training	729	3,000	8,200
Dues and Subscriptions	2,280	1,000	1,000
Admin & Overhead	1,807,300	1,666,200	1,714,800
Debt Service	1,184,164	1,245,400	1,245,000
Capital Outlays - Office Equip/Furn	0	1,600	1,200
Capital Outlays - Public Utilities	40,052	34,200	81,000
Capital Outlays - Vehicles	0	0	8,000
Capital Impr - Sewer	1,055,061	2,725,000	2,000,000
TOTAL SEWER	10,345,221	10,909,100	11,403,800
SOURCES OF FUNDING			
User Fees	10,345,221	10,909,100	11,403,800
TOTAL	10,345,221	10,909,100	11,403,800
DETAIL OF POSITIONS			
Assistant Public Utilities Director	0.35	0.35	0.35
Associate Civil Engineer	-	0.50	0.50
Construction Manager	0.25	0.25	0.25
Engineering Tech/Senior Engineering Tech	0.75	0.75	0.75
Maintenance Leadworker	1.00	1.00	1.00
Maintenance Worker/Senior Maint Worker	6.00	6.00	6.00
Management Analyst	0.10	0.10	0.10
Office Assistant	0.15	0.15	0.15
Principal Office Assistant	0.20	0.20	0.20
Public Utilities Director	0.20	0.20	0.20
Utility Manager	0.50	0.50	0.50
Utility Worker	1.25	1.25	1.25
TOTAL	10.75	11.25	11.25

2011-2012 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. Within the 5 year outlook the surface water treatment plant capacity may need to be expanded from its current design capacity of 15 MGD to 22.5 MGD to better utilize the City's surface water supply. Water agencies are mandated as a requirement of receiving grant funds to reduce water consumption on a per-capita basis. One major challenge associated with reductions in demands is reductions in revenue that exceed the reductions in expenses. Over the past three years the per-capita demands in the City have declined. As the City's demands decline to State-mandated 20% reductions, rate adjustments may be required. The water rate increases adopted by Council have not been meeting the original revenue projections due to increased conservation by Clovis water users. While this is a positive trend from a water management perspective, it does cause some concern with revenues. It appears that the current rate structure will be sufficient to meet operating expenses and contribute to debt service obligations. However, the lower-than-projected revenues may require rescheduling of anticipated capital improvement projects. Further, should development remain stagnate, the funds collected for payment of developer account debt service obligations may not be sufficient at some point in the outlook period. 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	1,779,410	1,795,200	1,963,400
Overtime	65,322	78,800	76,500
Extra Help	45,506	35,000	50,000
Benefits	935,659	931,700	1,018,500
Vehicle Charges	305,650	365,400	395,200
Energy	2,530,308	2,300,000	2,500,000
Communications	14,222	13,000	14,000
Professional Services	1,288,873	1,068,500	1,129,500
Repairs & Maintenance	97,897	198,800	226,000
Office Supplies	20,377	19,900	20,000
Materials & Supplies	642,132	641,000	767,000
Supplies - Shop	15,623	21,000	21,500
Travel & Meeting Expense	1,804	2,500	10,000
Training	2,676	12,000	17,700
Dues and Subscriptions	4,480	4,300	5,800
Admin & Overhead	1,878,982	1,885,100	1,893,100
Liability Insurance - ISF	869	0	0
Capital Outlays - Office Equip/Furn	1,221	1,200	2,500
Capital Outlays - Public Utilities	376,165	613,500	574,500
Capital Outlays - Vehicles	40,125	84,400	1,831,100
TOTAL WATER	10,047,301	10,071,300	12,516,300
SOURCES OF FUNDING			
User Fees	10,047,301	10,071,300	12,516,300
TOTAL	10,047,301	10,071,300	12,516,300
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	0.25
Construction Manager	0.30	0.30	0.30
Engineering Tech/Senior Engineering Tech	1.25	1.25	1.25
Junior Engineer	1.00	1.00	1.00
Maintenance Leadworker	3.00	3.00	3.00
Maintenance Worker/Senior Maint Worker	10.00	10.00	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
TOTAL	34.35	34.60	34.60

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 Youth Employment Services — **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), World Changers, 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 2011 - 2012

- 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 eleven homes for sale to low-income first-time homebuyers.
- Develop sites for future first-time homebuyer projects.
- Provide Down-Payment Assistance program for First-Time Homebuyers.
- Provide job readiness and leadership skills to youth.
- Complete construction of 60 rental units affordable to low-income senior citizens.

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.

	2009-2010 (actual)	2010-2011 (estimated)	2011-2012 (proposed)
Property Valuation:			
Project #1	$599,206,873	$599,206,873	$644,147,388
Herndon Project	$179,008,658	$179,008,658	$192,434,307
Jobs Facilitated	156	255	500

- 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	5	2	8
SIRP Loans	0	0	0
Streetscape Grant	0	0	0
Streetscape Imp. (Linear feet)	1,140	250	250
ADA Business Loan Program	N/A	N/A	10
Fire Sprinkler Business Loan Program	1	0	0

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 11 housing units that will be sold to eligible low-income households at an affordable cost. Carry out Agreement with Self-Help Enterprises to carry on constriction of 17 single-family homes for sale to low-income households at Ashlan and Fowler Avenues. Complete construction in partnership with Southern California Presbyterian Homes of 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 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 140 clients to improve the quality of the housing stock and the neighborhoods in which that housing is located.

New Units Constructed	3	2	71
Rehabilitated Housing	30	65	55
Neighborhood Improvements	75	75	75
Neighborhood Stabilization Program	3	6	2
Down Payment Assistance Program	0	2	6

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	331	222	222

CLOVIS COMMUNITY DEVELOPMENT AGENCY SUMMARY

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET BY ACTIVITY			
Clovis YES	522,525	426,200	386,500
HCD Block Grant Administration	89,631	83,700	89,500
Herndon Project Area Administration	578,856	240,400	225,600
Herndon Project Area Affordable Housing	25,000	25,000	25,000
Administration	2,411,835	1,540,400	1,331,500
Business Development	769	71,800	73,100
Affordable Housing	548,286	550,500	599,700
Debt Service	1,361,979	1,362,500	1,366,000
TOTAL CCDA	5,538,881	4,300,500	4,096,900
BUDGET BY FUND			
Clovis YES	522,525	426,200	386,500
HCD Block Grant Fund	89,631	83,700	89,500
Administration Fund	2,412,604	1,612,200	1,404,600
Herndon Project Area	578,856	240,400	225,600
Affordable Housing	548,286	550,500	599,700
Herndon Area Affordable Housing	25,000	25,000	25,000
Debt Service Fund	1,361,979	1,362,500	1,366,000
TOTAL ALL FUNDS	5,538,881	4,300,500	4,096,900

2011-2012 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 at-risk 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Extra Help	367,806	252,500	226,000
Benefits	90,262	76,800	72,100
Vehicle Charges	250	0	0
Professional Services	12,642	13,600	15,200
Office Supplies	4,571	5,300	2,600
Travel & Meeting Expense	3,985	4,800	3,400
Training	1,009	9,800	5,500
Admin & Overhead	42,000	61,700	61,700
Capital Outlays - Computers	0	1,700	0
TOTAL CLOVIS YES	522,525	426,200	386,500
SOURCES OF FUNDING			
Program Participation	522,525	426,200	386,500
TOTAL	522,525	426,200	386,500

2011-2012 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. Based on reduced funding for the program going forward, the number of projects able to be completed is on a downward trend.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	37,232	41,400	44,000
Benefits	16,867	19,200	21,000
Vehicle Charges	3,093	3,000	3,000
Professional Services	1,289	2,200	2,000
Travel & Meeting Expense	0	0	1,500
Dues & Subscriptions	350	400	400
Admin & Overhead	30,800	17,500	17,600
TOTAL HCD BLOCK GRANT ADMIN	89,631	83,700	89,500
SOURCES OF FUNDING			
Federal Grants	89,631	83,700	89,500
TOTAL	89,631	83,700	89,500
DETAIL OF POSITIONS			
Housing Program Manager	0.500	0.500	0.500
TOTAL	0.500	0.500	0.500

2011-2012 Goals

- Encourage economic development.
- Eliminate blight.
- Maintain an attractive appearance throughout the project area.
- Encourage development of the Dry Creek Industrial Park, Wathan Industrial Park and Garfield Business Park.

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 industrial and business parks.
- 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Professional Services	0	200	75,000
State Mandates	427,756	89,400	0
Materials & Supplies	300	0	0
Admin & Overhead	150,800	150,800	150,600
TOTAL HERNDON PROJECT AREA ADMINISTRATION	578,856	240,400	225,600
SOURCES OF FUNDING			
Tax Increment	578,856	240,400	225,600
TOTAL	578,856	240,400	225,600

2011-2012 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Admin & Overhead	25,000	25,000	25,000
TOTAL HERNDON PROJECT AREA AFFORDABLE HOUSING	25,000	25,000	25,000
SOURCES OF FUNDING			
Tax Increment	25,000	25,000	25,000
TOTAL	25,000	25,000	25,000

2011-2012 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	197,339	190,400	204,200
Overtime	1,694	0	1,100
Extra Help	21,539	20,000	46,500
Benefits	77,122	113,800	103,200
Vehicle Charges	6,978	7,000	7,000
Energy	37,084	30,000	30,000
Professional Services	116,284	230,100	239,000
State Mandates	1,308,358	268,100	0
Building & Equipment Rental	77,829	95,800	101,000
Office Supplies	2,120	4,500	6,000
Materials & Supplies	11,499	20,100	20,500
Travel & Meeting Expense	2,944	4,700	4,700
Training	127	4,000	4,000
Dues & Subscriptions	4,645	5,200	5,600
Debt Service	163,485	163,500	164,000
Admin & Overhead	382,788	383,200	394,700
TOTAL ADMINISTRATION	2,411,835	1,540,400	1,331,500
SOURCES OF FUNDING			
Tax Increment	2,021,531	1,074,800	858,500
Federal Grants	50,000	19,000	0
Program Participation	28,485	135,000	163,000
Interfund Charges	310,000	310,000	310,000
Miscellaneous Income	1,819	1,600	0
TOTAL	2,411,835	1,540,400	1,331,500
DETAIL OF POSITIONS			
Business Development Manager	0.750	0.750	0.750
Community & Economic Development Dir	0.375	0.375	0.375
Principal Office Assistant	0.500	0.500	0.500
Redevelopment Technician	1.000	1.000	1.000
TOTAL	2.625	2.625	2.625

2011-2012 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 2011-2012 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 Advisory Committee to enhance business opportunities through tourism.
- Continue to work with the Clovis Hotel Association to attract event and business travelers.

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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Professional Services	0	71,000	71,000
Travel & Meeting Expense	69	200	1,500
Admin & Overhead	700	600	600
TOTAL BUSINESS DEVELOPMENT	769	71,800	73,100
SOURCES OF FUNDING			
Tax Increment	769	71,800	73,100
TOTAL	769	71,800	73,100

2011-2012 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 Down Payment Assistance Program.
- Support Marjaree Mason Center Project to serve domestic violence victims.

Five-Year Outlook

The Housing Program has $1.7 million in tax allocation bond proceeds remaining 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.

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Salaries - Regular	159,584	165,400	174,800
Overtime	141	0	0
Extra Help	303	0	0
Benefits	75,333	79,000	85,900
Vehicle Charges	11,249	11,100	11,500
Energy	44	200	200
Professional Services	59,311	59,400	81,500
Office Supplies	304	400	600
Materials & Supplies	5,081	7,000	8,000
Travel & Meeting Expense	3,707	2,500	6,500
Training	5,167	100	1,000
Dues & Subscriptions	1,099	1,500	1,500
Admin & Overhead	170,708	169,100	169,200
Debt Service	56,255	54,800	59,000
TOTAL AFFORDABLE HOUSING	548,286	550,500	599,700
SOURCES OF FUNDING			
Tax Increment	429,399	468,500	516,700
Program Participation	36,255	57,000	58,000
Interfund Charges	25,000	25,000	25,000
Miscellaneous Income	57,632	0	0
TOTAL	548,286	550,500	599,700
DETAIL OF POSITIONS			
Community & Economic Development Dir	0.375	0.375	0.375
Housing Project Manager	0.500	0.500	0.500
Principal Office Assistant	0.500	0.500	0.500
Redevelopment Technician	1.000	1.000	1.000
TOTAL	2.375	2.375	2.375

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 2011/12 budget is $575,000 in principal and $776,000 in interest.

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

Fiscal Year	Principal	Interest	Total
11/12	$575,000	$776,000	$1,351,000
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	7,083	322,083
Total	$18,020,000	$10,058,036	$28,078,036

	2009-2010 Actual	2010-2011 Revised Estimate	2011-2012 Budget
BUDGET DETAIL			
Principal	530,000	550,000	575,000
Interest	819,704	798,200	776,000
Other Debt Costs	12,275	14,300	15,000
TOTAL DEBT SERVICE	1,361,979	1,362,500	1,366,000
SOURCES OF FUNDING			
Tax Increment	1,361,979	1,362,500	1,366,000
TOTAL	1,361,979	1,362,500	1,366,000

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COMMUNITY INVESTMENT PROGRAM

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

A Clovis Stageline Transit driver assists this passenger with a transfer.

COMMUNITY INVESTMENT PROGRAM
BUDGET SUMMARY

The 2011-2012 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 2011-2012 Community Investment Program are:

- Continued American with Disabilities Act (ADA) accessibility surveying and improvements throughout the City of Clovis.
- Construction of the Animal Shelter housing structure located on Temperance and Sierra Avenues.
- Corporation Yard First Floor Improvements for Public Utilities.
- Facility Improvements at the Lind Yard Fire/Police Training Site.
- Master Plan and ADA Improvements at Sierra Bicentennial Park.
- Development of a park at Sierra and Temperance Avenues.
- Design of the Trail Head/Rest Area at Sunnyside and Shepherd Avenues.
- Design and construction of asphalt overlays and roadway rehabilitation for arterial, collector and local neighborhood streets.
- Continue securing water for current climate conditions and future development in accordance with the General Plan.
- Continued assistance in the repair and rehabilitation of affordable housing.
- Construction of the Liner System (Stage I) for Landfill expansion.

The projects included in the proposed 2011-2012 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.

2011 - 2012 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 2011 - 2012 are:

- Construction of the Animal Shelter housing structure located on Temperance and Sierra Avenues.
- Corporation Yard First Floor Improvements for Public Utilities.
- Facility Improvements at the Lind Yard Fire/Police Training Site.
- Master Plan and ADA Improvements at Sierra Bicentennial Park.
- Citywide survey and master planning of existing City owned public facilities and buildings for compliancy with the American with Disabilities Act (ADA).
- 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 2011 – 2012 fiscal budget year. The proposed government facilities projects should have a minimal affect on the cost of general services and other departmental operations.

SUMMARY

2011 - 2012 COMMUNITY INVESTMENT PROGRAM

GENERAL GOVERNMENT FACILITIES

General Government Facilities: *Section 90000*	PRIOR YEARS	BUDGET YEAR	FUTURE YEARS
Public Safety Services			
Tactical Response Unit Storage Facility	0	40,000	0
Fire/Police Training Site	165,000	110,000	2,705,000
Animal Shelter Design and Construction	800,000	3,250,000	0
Public Services and Utilities			
Civic Center ADA Improvements	60,000	15,000	100,000
Civic Center Plaza	0	40,000	440,000
ADA Master Planning	270,000	230,000	200,000
Letterman Park ADA Improvements	0	70,000	0
Letterman Skate Park Repairs	0	15,000	0
Letterman Park Fencing		73,000	0
Corporation Yard Improvements	0	795,000	1,450,000
Recreation Center ADA Improvements	0	50,000	0
Fiber Security	15,000	25,000	0
	1,310,000	4,713,000	3,445,000

Budget Year Revenues:

Fund Balance	2,713,000
Development Impact Fees	180,000
Donations	1,700,000
Federal/State/Other Agency Grants	120,000
TOTAL	4,713,000

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 final debt service payment for 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 2011 – 2012 include:

- Design and reconstruction of sanitary sewer mains in various alleys and streets.
- 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 2011 - 2012 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

2011 - 2012 COMMUNITY INVESTMENT PROGRAM

SEWER PROJECTS

Sewer Capital Projects - Enterprise: *Section 91000*	PRIOR YEARS	BUDGET YEAR	FUTURE YEARS
Fourth/Gibson Easement	0	150,000	0
Trunk Sewer Inspection	0	60,000	0
Willow Avenue Sewer Main Replacement	0	35,000	0
Subtotal	0	245,000	0
Sewer Capital Projects - Developer: *Section 92000*			
Miscellaneous Extensions	10,000	50,000	200,000
Wastewater Master Plan	7,500	25,000	200,000
Recycled Water System Master Plan	5,000	50,000	0
Bond Handling Charges	36,500	37,000	200,000
2007 Sewer Revenue Bond	3,184,900	4,097,000	119,576,000
2005 Wastewater Revenue Bond	1,282,000	1,587,000	49,873,000
1998 Sewer Revenue Bond	875,600	875,000	22,008,000
1995 Regional Wastewater Treatment Plant	1,018,200	1,025,000	0
Subtotal	6,419,700	7,746,000	192,057,000
TOTAL	6,419,700	7,991,000	192,057,000

Budget Year Revenues:	
Fund Balance	376,000
Sewer Enterprise	5,265,000
Sewer Construction Fees	25,000
Major Sewer Fees	2,325,000
TOTAL	7,991,000

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 2011 - 2012 include:

- Development of the park site at Sierra and Temperance Avenues.
- 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 restroom facility at Thorburn 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. With regards to development of the park site at Sierra and Temperance Avenues, it is anticipated that the Park will not have any General Fund implications for the first couple of years, due to the time it takes for the landscape to establish itself requiring dedicated maintenance from park staff. It is estimated that the maintenance costs will be approximately $60,000 per year when the park site is established.

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

SUMMARY

2011 - 2012 COMMUNITY INVESTMENT PROGRAM

PARK IMPROVEMENT PROJECTS

Park Improvements: *Section 93000*	PRIOR YEARS	BUDGET YEAR	FUTURE YEARS
Park Improvements			
Park Property Acquisition	0	500,000	3,500,000
Parks Master Plans	40,000	25,000	0
Miscellaneous Park Improvements	145,000	175,000	400,000
Regional Park Master Planning	25,000	25,000	0
Pedestrian Trails Master Plan Update	50,000	25,000	0
Miscellaneous Trail Improvements	50,000	555,000	3,401,000
Sierra Bicentennial Park Improvements	0	160,000	185,000
Sierra and Temperance Community Park	0	1,075,000	4,842,000
Regional and Area Parks	0	285,000	3,426,000
TOTAL	310,000	2,825,000	15,754,000

Budget Year Revenues:	
Fund Balance	1,808,000
Park Fees	800,000
Federal/State/Other Agency Grants	217,000
TOTAL	2,825,000

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 2011 - 2012 include:

- Continued Citywide survey and improvements of City owned public right of way for compliancy with the American with Disabilities Act (ADA).
- Sealing and rejuvenation programs of the various street surfaces to increase longevity and reduce deterioration.
- Continued installation of pedestrian and bicycle improvements at various locations.
- Design and reconstruction of local streets.
- Construction of traffic signal improvements at various intersections including Clovis/Santa Ana, Peach/Gettysburg, DeWolf/Shaw, and Temperance/Sierra.
- 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

2011 - 2012 COMMUNITY INVESTMENT PROGRAM

STREET IMPROVEMENT PROJECTS

Street Improvements:	PRIOR YEAR	BUDGET YEAR	FUTURE YEARS
Section 95000 Reimbursement			
Miscellaneous Street Widening	275,000	200,000	800,000
Surveys			
Street Lighting and Fiber Optic Plats	40,000	60,000	0
Vertical Control System	10,000	10,000	0
Preventative Maintenance			
Slurry Seals and Reclamite	300,000	290,000	1,410,000
Pedestrian Facilities			
Bicycle, Pedestrian and Handicap Facilities	240,000	405,000	660,000
ADA Survey and Projects	295,000	450,000	1,085,000
Landscaping Improvements			
Landscaping and Irrigation Facilities	5,000	25,000	542,000
Traffic Signal/Intersection Improvements			
Herndon Avenue Traffic Flow Improvements	0	550,000	0
Clovis/Santa Ana	5,000	160,000	0
Peach/Gettysburg	0	330,000	0
Locan/Shaw & Bullard	0	1,175,000	0
Dewolf/Nees	0	800,000	0
Temperance/Sierra	85,000	750,000	0
Fowler/Shepherd	0	2,150,000	0
DeWolf/Shaw	0	564,000	0
Helm & Villa/Gettysburg	0	28,000	0
Reconstruction, Overlay and Widening Projects			
Miscellaneous Repairs & Alleys	155,000	180,000	300,000
Alluvial Avenue Improvements	0	115,000	1,250,000
Clovis Avenue Improvements	820,000	1,140,000	600,000
Herndon Avenue Improvements	180,000	3,535,000	0
Temperance Avenue Improvements	265,000	1,450,000	0
Nees Avenue Improvements	120,000	823,000	0
Shaw Avenue Improvements	0	580,000	1,315,000
Willow Avenue Improvements	0	111,000	588,000
Local Streets	1,150,000	550,000	2,200,000
TOTAL	3,945,000	16,431,000	10,750,000

Budget Year Revenues:	
Proposition 111	500,000
Measure "C" Extension	3,481,000
Transportation Development Act (LTF)	57,000
Developer Participation	5,450,000
Proposition 1B	900,000
LMD	25,000
Federal/State/Other Agency Grants	4,684,000
Fund Balance	1,334,000
TOTAL	16,431,000

The proposed Water Capital Projects budget for 2011 - 2012 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 2011 - 2012 include:

- Investment for Water Development.
- Construction of new water mains, install/replace water services, and make new connections to improve the City's water distribution system at various locations throughout the City.
- Partial reimbursement for construction of the 24" water transmission main in Nees Avenue.
- Construction and improvements at various well sites.
- Continued design of the Southern and Northern Water Intertie.
- Continued examination and development for new well sites throughout the City of Clovis.

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

The new facilities proposed in the 2011 - 2012 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

2011 - 2012 COMMUNITY INVESTMENT PROGRAM

WATER PROJECTS

Water Capital Projects - Enterprise Fund:	PRIOR YEARS	BUDGET YEAR	FUTURE YEARS
Section 96000			
Water Mains			
Various Water Main Replacement	50,000	25,000	100,000
Fourth/Gibson Alley	0	87,500	0
Surface Water Treatment Plant			
Recharge Facility Improvements	0	250,000	0
Well Site Improvements			
Well No. 14	1,000	595,000	0
Well No. 6 Replacement	0	157,500	373,500
Subtotal	51,000	1,115,000	473,500
Water Capital Projects - Developer:			
Section 97000			
Extensions			
Miscellaneous Extensions	50,000	50,000	200,000
Surface Water Treatment Plant Improvements			
Enterprise Canal Improvements	10,000	100,000	0
Nees Transmission Main	0	200,000	950,000
Water Storage Facilities			
Water Revenue Bond - Debt Service	3,249,100	3,255,000	51,972,000
Water Development	0	1,000,000	4,000,000
Water Well Improvements			
Various Well Site Development	25,000	50,000	215,000
Water Main Improvements			
Water Intertie - North	25,000	25,000	950,000
Subtotal	3,334,100	4,680,000	57,337,000
TOTAL	3,385,100	5,795,000	57,810,500

Budget Year Revenues:	
Fund Balance	0
Other Agency Contributions	534,000
Water Enterprise	4,136,000
Water Major Facilities	1,100,000
Water Connections	25,000
TOTAL	5,795,000

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 2011 - 2012 are:

- Construction of the liner system (stage I) for landfill expansion.

The refuse projects for 2011 - 2012 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

2011 - 2012 COMMUNITY INVESTMENT PROGRAM

REFUSE PROJECTS

Refuse Improvements: *Section 99500*	PRIOR YEARS	BUDGET YEAR	FUTURE YEARS
Refuse Improvements			
Clovis Landfill Liner	300,000	4,150,000	14,900,000
TOTAL	300,000	4,150,000	14,900,000

Budget Year Revenues:	
Refuse Enterprise Fund	4,080,000
Developer Capital Fees	70,000
TOTAL	4,150,000

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 2011 – 2012 include:

- Construction of public improvements along Herndon Avenue, attracting new business whereby creating new employment opportunities.
- Purchase of property for the construction of new homes.
- 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

2011 - 2012 COMMUNITY INVESTMENT PROGRAM

CLOVIS COMMUNITY DEVELOPMENT AGENCY PROJECTS

	PRIOR YEARS	BUDGET YEAR	FUTURE YEARS
Community Development			
Section 44100			
Commercial/Industrial Improvements			
Herndon Avenue	300,000	577,500	800,000
Affordable Housing			
Section 44700 - Herndon Project Area			
Site Preparation for Self Help Homes	50,000	200,000	400,000
Ashlan/Fowler Subdivision	700,000	50,000	0
General Administration			
Section 46500			
Old Town Tree Rejuvenation	0	113,000	0
Railroad Corridor Plan Implementation	154,000	320,000	400,000
Business ADA Loan Program	0	100,000	0
Bullard/Fifth Improvements	0	500,000	0
Affordable Housing			
Section 48000 - Central Project Area			
New Home Lots	3,000	250,000	400,000
Neighborhood Stabilization Program	656,000	400,000	0
Loans for Home Repair	300,000	50,000	400,000
Downpayment Assistance Loan Program	0	600,000	1,600,000
Home Improvement Grants	42,000	42,000	168,000
New Home Construction	70,000	160,000	720,000
Affordable Housing Project	76,000	200,000	0
World Changers - Home Improvement	65,000	75,000	280,000
City College Project House	160,000	160,000	720,000
Rialto Rancho Subdivision	50,000	500,000	0
Various Improvements - Subdivisions	0	45,000	0
TOTAL	2,626,000	4,342,500	5,888,000

Budget Year Revenues	
Bond Proceeds	2,210,500
Revenue From Other Agencies	1,552,000
Sale of Property	0
Tax Increment	580,000
TOTAL	4,342,500

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FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

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

Engineering staff oversee the construction of fiber optic facilities on a joint project with the Clovis Unified School District.

FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

TABLE OF CONTENTS

Summary of Five-Year Community Investment Projects C18-C19

General Government Facilities C20-C26

Sewer Capital Projects - Enterprise C27

Sewer Capital Projects - Developer C28-C31

Park Improvements C32-C36

Street Improvements C37-C53

Water Capital Projects - Enterprise C54-C55

Water Capital Projects - Developer C56-C60

Refuse Improvements C61-C63

Clovis Community Development Agency C64-C67

Glossary of Terms, Acronyms, and Abbreviations C68-C69

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:

- Construction of the Animal Shelter/Pet Adoption Center.
- Construction of the park site at Temperance and Sierra Avenues.
- 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

Projects	2011-12	2012-13	2013-14	2014-15	2015-2016 or Later
General Services	4,713,000	1,380,000	501,000	450,000	27,024,000
Sewer	7,991,000	7,348,000	7,241,000	6,955,000	286,396,000
Parks	2,825,000	2,337,000	1,265,000	3,570,000	8,582,000
Streets	16,431,000	11,834,000	20,839,000	7,075,000	35,707,000
Water	5,795,000	5,967,500	4,553,000	5,104,000	55,771,100
Refuse	4,150,000	2,345,000	100,000	200,000	15,355,000
Community Development	4,342,500	1,872,000	1,072,000	1,872,000	1,072,000
TOTAL	46,247,500	33,083,500	35,571,000	25,226,000	429,907,100
Sources of Funding					
Fund Balance	14,200,000	2,725,900	301,000	774,723	15,260,000
Revenue from Agencies	12,393,000	11,771,000	21,246,000	4,890,813	25,016,753
Developer Capital Fees	9,950,000	4,522,000	6,282,000	8,475,000	18,736,200
Enterprise Revenues	6,857,000	10,621,561	6,254,000	4,848,500	1,811,000
Long-Term Financing	2,142,500	300,000	300,000	300,000	40,300,000
Tax Increment	580,000	530,000	530,000	530,000	530,000
Property Sale Proceeds	125,000	0	0	0	0
*Unfunded	0	2,613,039	658,000	5,406,965	328,253,147
TOTAL	46,247,500	33,083,500	35,571,000	25,226,000	429,907,100

*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	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	PUBLIC SAFETY SERVICES						
71057	**Facilities Administration Master Plan**					80,000 d	Master plan for relocation of Fire Administration headquarters. (General Government Services Fund)
71096	**Clovis Explorers/Youth Leadership** Facility Improvements		5,000 d 75,000 c				Building improvements for the Clovis PD Explorer/Youth Leadership facility. (General Government Services Fund)
71097	**Tactical Response Unit** Storage Facility	5,000 d 35,000 c					Construct storage facility for PD tactical response unit. (General Government Services Fund)
71075	**Fire Station 2 Minnewawa, S/O Shaw** Rebuild Fire Station					500,000 d 4,000,000 c 50,000 s	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 d 235,000 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 d 190,000 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					450,000 d 4,000,000 c 50,000 s 100,000 f	Design and construction of a new fire station in the southeast area. (Developer Fees)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
71440	**Fire Station 7 Northwest Area**					350,000 a 500,000 d 4,500,000 c 50,000 s 100,000 f	Design and construction of a new fire station in the northwest area. Adjacent to a major street. (Developer Fees)
	Fire / Police Training Site						
	Phase 1						
71432	Design of training facility Remodel existing building Storage Facility Supplement Measure A Fund	10,000 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)
71434	**Phase 2** Drafting pit facility construction and continued site improvements Supplement Measure A Fund		15,000 d 90,000 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 500,000 c 2,000,000 c	Construct burn building, office space, training tower, classrooms and training props. Phased over multiple years. (General Government Services Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	Police/Fire Headquarters						
71437	Security Fencing					5,000 d 55,000 c	Install 2 feet (additional height) of wrought iron fencing to existing police and fire administration yard for security purposes. (General Government Services Fund)
71380	**Shooting Range**						
	Locate Site					10,000 d 250,000 a	Conduct a feasibility study for a shooting range and acquire land. (General Government Services Fund)
	Site Development Phase I Phase II					175,000 d 1,150,000 c 2,900,000 c	Develop site for shooting range. Phase I: pistol range, Phase II: Civil improvements, shotgun and rifle ranges. (General Government Services Fund)
	Animal Shelter						
71192	Housing Structure	100,000 d 125,000 a 3,025,000 c					Design and construction of a new animal shelter. Reimbursement to Parks for land purchase. (General Government Services Fund and Community Donations)
	Villa Yard Reorganization						
	Police Storage Facilities					120,000 d 1,200,000 c	Design and construction of facilities for impounding and storage of evidence including an area for the Community Service Work Program. (General Government Services Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	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)
	Civic Center Plaza						
71361	Landscape/Irrigation Replacement	25,000 d	150,000 c	150,000 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	10,000 d	75,000 c				Remove/replace all existing pedestrian light bollards w/higher density & efficiency for night security. (General Government Services Fund)
71392	ADA Improvements	15,000 d	100,000 c				Address ADA compliancy standards in the Civic Center campus. (General Government Services Fund)
71363	Tree Planter Rehabilitation Parking Lot	5,000 d	65,000 c				Rehabilitate parking lot tree planters between the library and I.S. building. (General Government Services Fund)
	Corporation Yard						
71356	First Floor Improvements	45,000 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	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	Parking Improvement					1,300,000 a 150,000 d	Improvements to Public Utilities parking facilities. (Sewer, Water, and Refuse Fund)
71397	**ADA Master Planning**	230,000 c	50,000 c	50,000 c	50,000 c	50,000 c	Continue ADA Master Plan compliance and upgrades. (General Government Services Fund)
71407	**Recreation Center** ADA Improvements	5,000 d 45,000 c					Construct ADA improvements for the recreation facility. (CDBG Funded)
	Park Maintenance						
	Sierra Bicentennial Park Sunnyside and Sierra						
75031	Accessibility Improvements		5,000 d 70,000 c				ADA Master Plan Improvements. (Contingent on CDBG Grant)
	Play Field Improvements					35,000 d 250,000 c	Remove and replace existing infield soil with suitable material for maintenance and use. Install drainage for field area. (General Government Services Fund)
75030	Play Field and Lighting					30,000 d 750,000 c	Construct a baseball/soccer field and install sports lighting. (Contingent upon a future grant and General Government Services Fund)
	Parking Lot Lighting					8,000 d 30,000 c	Install 2 additional lot lights to improve security. (Contingent upon a future grant and General Government Services Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	Stadium Lighting					4,000 d 40,000 c	Install additional lighting to existing poles to increase visibility on the playing field. (General Government Services Fund)
	Letterman Park **W/S of Villa, S/O Bullard**						
71411	Accessibility Improvements	10,000 d 60,000 c					ADA and general park Improvements. (CDBG Funded)
71412	Block Fence (South)	8,000 d 65,000 c					Construct a fence on south side of park bordering apartments. (General Government Services Fund)
71413	Wrought Iron Fence (West)		15,000 d 125,000 c				Construct a fence on west side of park bordering canal. (General Government Services Fund)
	Deauville Park Temperance/Shepherd Surfacing Improvements		2,500 d 32,500 c				Replace existing play surface with poured-in-place surfacing material. (LMD Funded)
71373	**Letterman Skate Park** Concrete Repairs	15,000 c					Repair of broken concrete at the Letterman Skate Park. (General Government Services Fund)
	Kiwanis Park **Tenth and DeWitt**						
75540	Irrigation and Lighting					5,000 d 35,000 c	Remove and replace irrigation system and install security lighting. (Community Donations)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	Temperance/Gettysburg					15,000 d	Remove and Replace existing landscape
	Northwest Corner-Greenbelt					125,000 c	and irrigation of greenbelt. (General Government Services Fund)
	Fiber Optics/Communications						
71408	Citywide Public Safety		10,000 d				Installation of fiber and hubs for Public
	Fiber Optics System		150,000 c				Safety connection throughout the City. (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)
	Fire station No.2 to Letterman			15,000 d			Upgrade existing limitation of fiber system
	Park Water Tower			86,000 c			for camera's and City network. (General Government Services Fund)
71399	Lind Yard Connection		15,000 d				Install fiber optic connection to the Lind
			80,000 c				Yard/Pelco for security purposes. (General Government Services Fund)
	Shaw Avenue - Clovis to Fowler					19,000 d	Current system is limited due to all lines
	Clovis Avenue - Shaw to Fourth					183,000 c	being used, a link is needed to Sierra Vista Mall Camera's for public safety. (General Government Services Fund)
	TOTAL- GENERAL GOVERNMENT FACILITIES	**4,713,000**	**1,380,000**	**501,000**	**450,000**	**27,024,000**	

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SEWER CAPITAL PROJECTS - ENTERPRISE FUND

91000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	PREVENTATIVE MAINTENANCE						
72701	**Trunk Sewer Inspection**	60,000 d					Inspect trunk sewers owned by the City.
	Pump Station B		10,000 d				14" force main discharge manhole gas
	Discharge Manhole		75,000 c				reduction.
	ALLEY AND EASEMENT LOCATIONS						
72700	**Fourth/Gibson Alley**	25,000 d					Replace existing 6 inch concrete sewer with
	Renn to Sunnyside	125,000 c					8 inch PVC from manholes 12-28 to 12-59. Coordinate with water main replacement project.
	STREET LOCATIONS						
72702	**Willow Avenue**	5,000 d					Replace 10 inch clay sewer main with
	Rialto to Pico	30,000 c					PVC from manhole 30-28 to manhole 30-30.
	Barstow Avenue		20,000 d				Replace 8 inch clay sewer main from
	Villa to Helm Canal and		268,000 c				manholes 16-45 to 16-17 and 17-18 to 17-
	Sylmar to Tollhouse Road						13. Coordinate with street project.
72582	**Paula Avenue**			31,000 d			Replace 6 inch VCP sewer with 8 inch PVC
	Gettysburg to 530 feet south			83,000 c			and modify MH 30-38 and 31-2.
	TOTAL - SEWER CAPITAL PROJECTS - ENTERPRISE	**245,000**	**373,000**	**114,000**	**0**	**0**	

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	EXTENSIONS						
72010	**Miscellaneous Extensions**	50,000 c	50,000 c	50,000 c	50,000 c	50,000 c	Install sewer mains and laterals at various locations.
	MASTER PLANNING						
73200	**Wastewater Collection System** Master Plan	25,000 d	50,000 d	50,000 d	50,000 d	50,000 d	Master planning for the conveyance of wastewater and required facilities.
73220	**Water Reuse System** Master Plan	50,000 d					Master planning for the conveyance of recycled water and required facilities.
	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.
	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	Herndon 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.

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	RECYCLED WATER SYSTEM IMPROVEMENTS						
	Pump Station No. 1					100,000 d	Construct pump station at ST-WRF.
	Phase 2					700,000 c	Upgrade plant capacity. Construct 2023. (Development Fees)
73320	**Pump Station No. 2**					1,500,000 d	Construct pump station at Temperance and
	Temperance/Sierra					8,500,000 c	Sierra Avenues. Scheduled 2035. (Development Fees)
	Recycled Water Mains						
73370	Sierra Avenue					3,000,000 d	Install recycled water transmission main in
	Temperance to Peach					18,500,000 c	Sierra Avenue. Construct 2035. (Development Fees)
73380	Nees/DeWolf/Teague Pipelines					450,000 d	Install recycled water distribution mains to
						2,650,000 c	supply recycled water to northeast area. (Non-Potable Water Development Fee)
	SEWER SYSTEM IMPROVEMENTS						
	Wastewater Pump Station					100,000 d	Partial construction of pump station and
	Herndon/Clovis					266,000 c	related connection to sewer main. (Development Fees)
	SEWER MAINS						
	Alluvial Avenue	28,400 d					Extension of sewer main in Alluvial from
	Armstrong to ¼ mile east	241,600 c					western limits of Phase 1 of R&T Park to
	of Armstrong						Armstrong Avenue. Coordinate with Alluvial Avenue street improvements.

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	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 180,000 c	Install new 8 inch PVC sewer main and services. (Reimbursement from property owners)
	Enterprise Avenue W/O Locan					15,000 d 180,000 c	Install new 8 inch PVC sewer main and services. (Reimbursement from property owners)
	DEBT SERVICES						
67201	**Bond Handling Charges**	37,000	50,000	50,000	50,000	50,000	Handling Charges.
	2007 Sewer Revenue Bond						
67735	**Principal**	930,000	970,000	1,275,000	1,340,000	64,025,000	Debt Service Principal.
67835	**Interest**	3,167,000	3,129,000	3,077,000	3,012,000	42,748,000	Debt Service Interest.
	2005 Wastewater Revenue Bond						
67731	**Principal**	310,000	320,000	70,000	75,000	24,960,000	Debt Service Principal.
67831	**Interest**	1,277,000	1,267,000	1,260,000	1,256,000	20,665,000	Debt Service Interest.
	1998 Sewer Revenue Bonds						
67718	**Principal**	145,000	150,000	425,000	445,000	12,875,000	Debt Service Principal.
67818	**Interest**	730,000	719,000	700,000	677,000	6,017,000	Debt Service Interest.

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	1995 Regional Waste Water Treatment Plant Expansion						
67716	**Principal**	1,000,000					Debt Service Principal. Ends 2012.
67816	**Interest**	25,000					Debt Service Interest. Ends 2012.
	TOTAL - SEWER CAPITAL PROJECTS - DEVELOPER	**7,746,000**	**6,975,000**	**7,127,000**	**6,955,000**	**286,396,000**	

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
75600	**Park Property Acquisition**	500,000 a	500,000 a	1,000,000 a	1,000,000 a	1,000,000 a	Acquire property for the future development of City park sites and trails.
75010	**Parks Master Plans**	25,000 d					Complete development and update of Master Plans for City of Clovis park sites.
75015	**Misc. Park Improvements**	175,000 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.
	COMMUNITY PARKS *(15 acres or greater)*						
	Sierra Bicentennial Park Sunnyside and Sierra						
75018	Concrete Walkway, Entry Feature, Security Lighting	15,000 d 145,000 c					Construct concrete walkways, entry feature and security lighting per Master Plan.
	Sports Field Area Modifications					25,000 d 160,000 c	Modification and improvement of existing sports field per Master Plan.
	Sierra and Temperance						
75046	Park Site Work, Sidewalks, Turf and other Amenities	50,000 d 1,025,000 c					Continue recreational improvements, including park layout, landscaping and pathways.
	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)

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	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					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 FMFCD Participation)
	Regional Park Northeast area						
75065	Master Plan	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

93000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	AREA PARKS *(3 to 20 acres)*						
	San Gabriel Park **San Gabriel, E/O Willow**						
75050	Security Lighting		22,000 d 95,000 c				Install lighting for security at the basketball court, play lot and picnic sites.
75055	**Thorburn Park** **Coventry / Alamos**						
	Restroom and Park Sign	35,000 d 250,000 c					Construct restroom and install park sign. (Fund Balance)
	BASIN PARKS						
	Basin 1E **Ashlan and Gould Canal**						
75122	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)

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	TRAILS						
75145	**Pedestrian/Trails** Update Master Plan	25,000 d					Update master plan for pedestrian trails. (Measure C Funded)
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 & Measure C Funded)
	Clovis Old Town Trail						
75166	At Hughes Avenue	20,000 d 130,000 c					Improve trail section between Third and Fifth Streets. (Measure C funded)
71415	Restroom			15,000 d 150,000 c			Construct a handicap unisex restroom adjacent to Fire Station 3 for trail users to alleviate use of Station restrooms. (Contingent on a Clovis Community Foundation Grant and Development Fees)
	Dry Creek Trail Willow to Old Town Trail					83,000 d 455,000 a 828,000 c	Complete unfinished portion of Dry Creek Trail. (Contingent upon Grant Funding and Prior Year's Savings)
	Enterprise Canal Trail						
75572	Temperance to Alluvial	245,000 c					Construct a Class I bike and pedestrian trail on acquired property. (TE Grant Funded)

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	Gould Canal Trail						
75580	Fowler to DeWolf					250,000	a Purchase property for the future development of the Gould Canal Trail.
	TOTAL - PARKS	**2,825,000**	**2,337,000**	**1,265,000**	**3,570,000**	**8,582,000**	

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	REIMBURSEMENTS						
74010	**Misc. Street Widening**	200,000 c	200,000 c	200,000 c	200,000 c	200,000 c	City participation in miscellaneous projects and provisions for miscellaneous unforeseen expenses. (Proposition 111 and Proposition 42 Funded)
	SURVEYS						
74127	**Street Lighting Plats**	10,000					Prepare plats of street lights and conduit of City owned street lights as required by Underground Service Alert (USA). (Proposition 111 Funded)
74128	**Fiber Optic Plats**	50,000					Prepare plats of fiber optics and conduit of City owned services. Validate current system for maintenance purposes. (Proposition 111 Funded)
74928	**Vertical Control System**	10,000					Update the City's vertical control system to NAD 83. (Proposition 111 Funded)
	PREVENTATIVE MAINTENANCE						
74020	**Slurry Seals and Pavement Rejuvenation**	15,000 d 275,000 c	15,000 d 300,000 c	15,000 d 325,000 c	15,000 d 350,000 c	15,000 d 375,000 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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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	BRIDGE AND STREAM CROSSINGS						
	Dry Creek/Barstow Bridge					15,000 d 35,000 a 220,000 c	Reconstruction of the bridge. (Street Fee Reimbursement)
	RESEARCH AND TECHNOLOGY PARK						
	Phase 2 **Alluvial, E/O Armstrong**					372,000 a 25,000 d 3,082,000 c	Westerly extension of Phase 1 improvements along Alluvial Avenue, 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)
74210	**Misc. Concrete Improvements**	10,000 d 100,000 c	10,000 d 100,000 c	10,000 d 100,000 c	10,000 d 100,000 c	10,000 d 100,000 c	Curb, gutter, sidewalk improvements and repairs at various locations. Includes ADA compliance. (Proposition 111 Funded)
74211	**ADA Survey**	200,000 d	50,000 d	50,000 d	50,000 d	50,000 d	Citywide survey of City facilities located within the City's public right-of-way. (Proposition 111 Funded)
74886	**Misc. Wheelchair Ramps** Various Locations	250,000 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)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
74016	**ADA Transit**		10,000 d				Improve existing Bus Stop locations to meet ADA compliance. (LTF Article 8)
	Various Locations		75,000 c				
74021	**Stuart Avenue Sidewalk**	10,000 d					Construct sidewalk and ramps for access to Cole Elementary School (SR2S Grant)
	Sylmar to Peach	90,000 c					
74022	**School Radar Signs**	20,000 d					Install radar speed feedback signs at seven locations near Elemntary Schools. (SR2S Grant)
	Various Locations	120,000 c					
	LANDSCAPING IMPROVEMENTS						
74023	**LMD Landscape Improvements**						Modify soil and re-landscape to improve the current median and outside travel lane areas. (LMD Funded)
	Sunnyside - Fwy 168 to Alluvial		25,000 d				
	Alluvial - Clovis to Sunnyside		200,000 c				
74866	**Landscape Maintenance District - Area 2**						Evaluate existing landscaping, design and install new landscaping and irrigation. (General Government Services Fund and LMD Reserves)
	Fowler Landscaping		19,000 d				
	Gettysburg to Ashlan		188,000 c				
74024	**Shaw Avenue Improvements**						Modify soil and re-landscape to improve the current median and outside travel lane areas. (LMD Funded)
	Willow - Clovis	25,000 d					
			110,000 c				

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	TRAFFIC SIGNALS						
	Communication Systems						
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)
	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	550,000 c					Install traffic flow improvements. (CMAQ Grant Funded)
	Traffic Signal/Intersection Improvements						
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	20,000 d 310,000 c					Signal modifications for left-turn phasing in all directions. (HSIP Grant Funded)
74039	**Shaw/Locan** Traffic Signal	15,000 d 160,000 c					Install traffic signal and construct adjacent improvements. (Street Fee Reimbursement)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	Shepherd/Minnewawa		50,000 d				Install traffic signal.
	Traffic Signal		220,000 c	425,000 c			(CMAQ Grant Funded)
74839	**Clovis/Seventh Street**					59,000 d	Install traffic signal and acquire right-of-way.
	Traffic Signal					500,000 a	(Contingent upon Funding)
						430,000 c	
74377	**Clovis/Santa Ana**	22,000 d					Upgrade traffic signal with protective
	Traffic Signal	138,000 c					left-turn phases.
							(HSIP Funded)
74386	**Clovis/Nees**						Install traffic signal. Design completed.
	Traffic Signal			325,000 c			(CMAQ Grant Funded)
74385	**Temperance/Sierra**						Install traffic signal and intersection
	Traffic Signal	750,000 c					improvements.
							(CMAQ and Measure C Funded)
74041	**Bullard/Locan**	75,000 d					Improve intersection and widen travel lanes
	Intersection and widening	925,000 c					outside of intersection.
							(Proposition 1B and Developer Funded)
74042	**DeWolf/Nees**	50,000 d					Improve intersection and widen travel lanes
	Intersection and widening	750,000 c					outside of intersection.
							(Proposition 1B and Developer Funded)
74388	**Dewolf/Shaw**						Install traffic signal and intersection
	Traffic Signal	139,000 a					improvements.
		425,000 c					(CMAQ Grant Funded)
74727	**Fowler/Shepherd**						Improve intersection and widen travel lanes
	Intersection and Culvert	50,000 d					outside of intersection, extend existing
	Improvements	2,100,000 c					culvert.
							(Developer Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	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)
74043	**Helm & Villa/Gettysburg** Solar Powered Stop Signs	4,000 d 24,000 c					Installation of solar powered LED stop signs. (HSIP Grant Funded)
	CENTER LANE RECONSTRUCTION						
	Alluvial Avenue Fowler to Fordham		25,000 d 185,000 c				Reconstruct center travel lane. (RSTP Grant Funded)
74044	**Alluvial Avenue** Fowler to McKelvy	65,000 d	550,000 c	300,000 c			Reconstruct center travel lane. (RSTP and CMAQ Grant Funded)
	Herndon Avenue Locan to Coventry					35,000 d 100,000 a 500,000 c	Reconstruct center travel lane. (Street Fee Reimbursement)
74539	**Temperance Avenue** North and South of Sierra	700,000 c					Reconstruct center travel lane. (RSTP Grant and Measure C Funded)
74532	**Nees Avenue** Sunnyside to Armstrong	823,000 c					Reconstruct center travel lanes and shoulder improvements. (CMAQ and RSTP Grant Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	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						
74045	**Malio Drive Alley**	15,000 d					Alley reconstruction.
	South of Barstow	90,000 c					(CDBG Funded)
	Helm Alley		27,000 d				Alley reconstruction.
	Barstow to Lincoln		126,000 c				(Contingent upon CDBG funding)
	Lincoln Alley						
	Helm to Sylmar						
	Alluvial Avenue Improvements						
74046	**Clovis to Sunnyside**	50,000 d					Overlay Street.
			400,000 c				(RSTP Grant Funded)
	Sunnyside to Whittier				15,000 d		Overlay street.
					150,000 c		(Contingent upon Funding)
	Armstrong Avenue Improvements						
	Ashlan to Gould Canal					13,000 d	Overlay street.
						125,000 c	(Contingent upon Funding)
	Gettysburg to Ashlan					24,000 d	Widen and overlay street.
						372,000 c	(Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	Gettysburg to Shaw		35,000 d 310,000 c				Overlay street. (Contingent upon Funding)
	Shaw to Barstow					22,000 d 243,000 c	Overlay street. (Contingent upon Funding)
	Barstow to Bullard					50,000 d 500,000 c	Reconstruct street. (Contingent upon Funding)
	Polson to Sierra					22,000 d 108,000 c	Reconstruct street. (Contingent upon Funding)
	Tollhouse to Herndon				13,000 d 125,000 c		Overlay street. (Contingent upon Funding)
	Herndon to Alluvial					45,000 d 415,000 c	Reconstruct/overlay street. (Contingent upon Funding)
	Alluvial to Nees				30,000 d 300,000 c		Overlay street. (Contingent upon Funding)
	Ashlan Avenue Improvements						
	Willow to Peach		35,000 d 375,000 c				Overlay Street. (RSTP Grant Funded)
	Temperance to Locan					43,000 d 425,000 c	Overlay street. (Contingent upon Funding)
	Barstow Avenue Improvements						
	Minnewawa to Harvard				13,000 d 125,000 c		Overlay street. (Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	Helm Canal E/O Peach					86,000 d 440,000 c	Remove constriction at the Dry Creek crossing and the hump at the Helm Canal crossing. Coordinate with sewer project. (Contingent upon Funding)
	Bullard Avenue Improvements						
	Armstrong to Temperance				15,000 d 150,000 c		Overlay street. (Contingent upon Funding)
	Villa to Minnewawa					33,000 d 325,000 c	Overlay street. (Contingent upon Funding)
	Clovis Avenue Improvements						
	Shaw to Pico				20,000 d 385,000 c		Reconstruct/overlay street. (Contingent upon Funding)
74501	**Jefferson to Third**	50,000 d 900,000 c					Reconstruct/overlay street. (Relinquishment Funds)
74506	**Santa Ana to Gettysburg**	130,000 c					Install curb and gutter and paving on the east side of Clovis Avenue. (CMAQ Grant Funded)
74047	**Alluvial to Herndon**	60,000 d		600,000 c			Reconstruct/overlay street. (RSTP Grant Funded)
	Nees to El Paso		18,000 d 165,000 c				Overlay street. (Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	Escalon Avenue Improvements						
	E/O Tollhouse					10,000 d	Overlay street.
						87,000 c	(Contingent upon Funding)
	Fifth Street Improvements						
	Woodworth to Clovis					15,000 d	Overlay street.
						120,000 c	(Contingent upon Funding)
	Fowler Avenue Improvements						
	Alluvial to El Paso					15,000 d	Overlay street.
						120,000 c	(Contingent upon Funding)
	Vartikian to Escalon				21,000 d		Overlay street.
					77,000 c		(Contingent upon Funding)
	Barstow to Shaw		25,000 d				Overlay street.
			250,000 c				(Contingent upon Funding)
	Gettysburg to Ashlan					33,000 d	Reconstruct street.
						515,000 c	(Contingent upon Funding)
	Gettysburg Avenue Improvements						
	Temperance to Armstrong					18,000 d	Overlay street.
						196,000 c	(Contingent upon Funding)
	Sierra Vista Pkwy to Clovis					30,000 d	Overlay street. Joint project with Fresno
						290,000 c	County.
							(Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	Herndon Avenue Improvements						
74048	**Temperance to Locan**	100,000 d 2,300,000 c					Widen, relocate traffic signal at Coventry and install other improvements. (Developer & Regional Measure C Funded)
	Fowler to Tollhouse				25,000 d 295,000 c		Thick overlay. (Contingent upon Funding)
	Sunnyside to Fowler					40,000 d 375,000 c	Thick overlay. (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	Widen, install dual lefts, traffic signal, sidewalk and other improvements. (Regional Measure C Funded)
	Holland Avenue Improvements						
	Winery to Willow and National Avenue Winery to Willow					24,000 d 147,000 c	Overlay streets. (Contingent upon Funding)
	Locan Avenue Improvements						
	Bullard to Browning				15,000 d 109,000 c		Thick overlay. (Contingent upon Funding)
	Robinwood to Barstow				10,000 d 63,000 c		Thin overlay. (Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
74872	**Gettysburg to Alamos**					25,000 d 200,000 c	Overlay street. (Contingent upon Funding)
74873	**Gettysburg to Richert**					25,000 d 187,000 c	Thin overlay. (Contingent upon Funding)
	Minnewawa Avenue Improvements						
	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)
	Nees Avenue Improvements						
	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)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	Peach Avenue Improvements						
	HWY 168 to Sierra				50,000 d 409,000 c		Street reconstruction and widening, curb and gutter, wheelchair ramp, and paving. (Street Fee Reimbursement)
	Shepherd to Powers		10,000 d 95,000 c				Thin overlay. (Contingent upon Funding)
	Powers to Teague		13,000 d 116,000 c				Thin overlay. (Contingent upon Funding)
74729	**Ashlan to Dakota**				18,000 d 175,000 c		Overlay east side of street. (Contingent upon Funding)
	Pollasky Avenue Improvements						
	Third to Sierra					19,000 d 161,000 c	Overlay street. Coordinate with water main construction. (Contingent upon Funding)
	Shaw Avenue Improvements						
	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)
74844	**Armstrong to Temperance**					55,000 d 585,000 c	Thick overlay. (Measure C Funded)
	***Temperance* to Carson**					25,000 d 225,000 c	Thin overlay. (Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	Carson to Locan					35,000 d 350,000 c	Overlay and pulverize-in-place. (Contingent upon Funding)
74049	**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)
	Sierra Avenue Improvements						
	Villa to Clovis				30,000 d 342,000 c		Thin overlay. (Contingent upon Funding)
	Sunnyside Avenue Improvements						
	First to Third					18,000 d 155,000 c	Thin overlay. (Contingent upon Funding)
	Highway 168 to Alluvial					15,000 d 159,000 c	Reconstruct street. (Contingent upon Funding)
	Herndon to Highway 168					10,000 d 125,000 c	Reconstruct street. (Contingent upon Funding)
	Los Altos to Herndon					12,000 d 167,000 c	Reconstruct street. (Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	Bullard to Jefferson				18,000 d 232,000 c		Thick overlay. (Contingent upon Funding)
	Temperance Avenue Improvements						
	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**	750,000 c					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)
	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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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	Tollhouse Improvements						
	Herndon to 300' E/O Burgan					18,000 d 160,000 c	Thick overlay. (Contingent upon Funding)
	Fowler to 300' E/O Burgan					20,000 d 220,000 c	Thick overlay. (Contingent upon Funding)
	Herndon to Temperance					13,000 d 138,000 c	Thick overlay. (Contingent upon Funding)
	Villa Avenue Improvements						
	Bullard to Barstow					25,000 d 245,000 c	Thin overlay. (Contingent upon Funding)
	Herndon to Minnewawa					15,000 d 143,000 c	Thin overlay. (Contingent upon Funding)
	Shaw to Barstow				40,000 d 390,000 c		Reconstruct/overlay street. (Measure C Funds)
	Gettysburg to Swift					18,000 d 145,000 c	Reconstruct street. (Contingent upon Funding)
	Willow Avenue Improvements						
	Sierra to Herndon					28,000 d 267,000 c	Thin overlay. (Contingent upon Funding)
74051	**North of Alluvial**	111,000 d	209,000 a 379,000 c				Complete outside travel lane north of Alluvial. (Regional Measure C Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15 or Later	2015-16 or Later	DESCRIPTION
	Shepherd to Copper		625,000 d				Construct additional northbound lanes,
				1,500,000 a			traffic signal, and other improvements.
				4,100,000 c			(Regional Measure C Funded)
	Local Streets						
74995	**Local Street Improvements**	50,000 d	50,000 d	50,000 d	50,000 d	50,000 d	Overlay various streets in local
	Various Streets	500,000 c	500,000 c	500,000 c	500,000 c	500,000 c	neighborhoods as programmed through the
	Cape Seal Program						Pavement Management System (PMS) -
	Rehabilitation Program						per separate document.
	TOTAL - STREET IMPROVEMENTS	**16,431,000**	**11,834,000**	**20,839,000**	**7,075,000**	**35,707,000**	

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WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
76010	**Various Water Main Replacement**	25,000	25,000	25,000	25,000	25,000	Replace water mains within the City that need to be upsized, relocated, or replaced.
	WATER MAINS						
76625	**Fourth/Gibson Alley** Purdue to Sunnyside	7,500 d 80,000 c					Replace steel water main that is in poor condition. Coordinate with sewer project.
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.
	SURFACE WATER TREATMENT PLANT ENHANCEMENTS						
76621	**Quick-Dry Filter Beds**						Install drying beds at the surface water treatment facility to accelerate sludge drying.
76626	**Maintenance Building**						Construct metal maintenance building for repairing equipment.
	SURFACE WATER SUPPLY						
	Rotary Park Pump, Motor, Electrical and Piping					25,000 d 225,000 c	Install pump, motor, electrical facilities and purple piping to provide surface water for park irrigation from Dry Creek.
76615	**Railroad Park (Peach/Alluvial)** Pump, Motor, Electrical and Piping					30,000 d 350,000 c	Extend purple piping from Cottonwood to Peach/Alluvial Park.

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WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	Cottonwood Park & Dry Creek Trail						
	Pump, Motor, Electrical and Piping					25,000 d 225,000 c	Install pump, motor, electrical facilities and purple piping to provide surface water for irrigation from Basin 7C at Alluvial and Clovis Avenues.
76616	**Rechage Facility Improvements**						Improvements to increase percolation
	Sunnyside and Alluvial	250,000 c					rate at recharge facility.
	WELL SITE IMPROVEMENTS						
77572	**Well 14 - Peach N/O Sierra**	45,000 d					Install GAC facilities.
	GAC	550,000 c					(DBCP Settlement Fund)
	WELL REPLACEMENT						
77650	**Well 6 Replacement Willow/Barstow Avenues**						
	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.
	TOTAL - WATER CAPITAL PROJECTS - ENTERPRISE	**1,115,000**	**398,500**	**25,000**	**570,000**	**905,000**	

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	EXTENSIONS						
76010	**Miscellaneous Extensions**	50,000	50,000	50,000	50,000	50,000	Install water mains and services at various locations.
76184	**Nees Tie-in** Clovis to 500' East					50,000 c	Connect existing 12 inch water main in Nees and install fire hydrant, check valve and air release valves.
	WATER STORAGE FACILITIES						
	Water Revenue Bond Debt Service						
67729	**Principal**	1,495,000	1,555,000	1,600,000	1,670,000	30,625,000	Debt Service Principal.
67201	**Bond Handling Charges**	6,000	10,000	10,000	10,000	10,000	Handling Charges
67829	**Interest & Handling Charges**	1,754,000	1,694,000	1,643,000	1,579,000	11,566,000	Debt Service Interest.
	Water Storage Reservoir #2 Villa N/O Barstow					25,000 d 450,000 c	Install a 500 GPM pump station to boost water pressure during peak hour demands. Install 18 inch water main in Villa to Bullard Avenue per Water Master Plan.
77725	**Water Development**	1,000,000 c	1,000,000 c	1,000,000 c	1,000,000 c	1,000,000 c	Secure water to serve areas within the City of Clovis General Plan.

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

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	SURFACE WATER TREATMENT PLANT IMPROVEMENTS						
77715	**Enterprise Canal** Improvements	100,000 c					Funding to be paid to Fresno Irrigation District for Enterprise Canal 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.
77538	**Nees Transmission Main** Locan to DeWolf	200,000 c	150,000 c	150,000 c	150,000 c	500,000 c	Install 24 inch main from Locan to Harlan Ranch. Reimbursement in accordance with the approved Reimbursable Agreement. Remaining reimbursement is $1,150,000.
	SWTP Expansion					420,000 d 4,500,000 c	Expand capacity of plant from 15 MGD to 22.5 MGD. Project need established in the Urban Water Management Plan.
	WELL IMPROVEMENTS						
77605	**Landscape Improvements** Well 29, 31, 36, 38, 42 and Reservoir 4					125,000 c	Install water service, backflow devices, irrigation valves and landscaping at Reservoir 4, Well 29, 31, 36, 38 and 42.
77587	**Well 34 - Teague/Willow** Auxiliary Power		10,000 d 85,000 c				Install auxiliary power.
77670	**Well 36 - Nees E/O Willow** Auxiliary Power					75,000 c	Install auxiliary power.
77600	**Well 35 - DeWitt/Santa Ana** Drill and Develop					7,500 d 125,000 c	Drill and develop well.

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later		DESCRIPTION
	Pump and Motor					15,000	d	Install pump and motor, water main and site
						285,000	c	improvements.
	Chlorination					13,500	d	Install chlorination facilities.
						60,000	c	
	Auxiliary Power					15,400	d	Install auxiliary power.
						122,400	c	
77680	**Well 39 - Willow/Magill**							
	Pump and Motor					15,000	d	Install pump and motor, water main and site
						285,000	c	improvements.
	Chlorination					13,500	d	Install chlorination facilities.
						60,000	c	
	Southeast Area Well							
	Drill and Develop					7,500	d	Drill and develop well.
						125,000	c	
	Pump and Motor					15,000	d	Install pump and motor, water main and site
						285,000	c	improvements.
	Chlorination					13,500	d	Install chlorination facilities.
						60,000	c	
	Well at Armstrong/Hwy 168							
	Drill and Develop					7,500	d	Drill and develop well.
						125,000	c	
	Pump and Motor					15,000	d	Install pump and motor, water main and site
						285,000	c	improvements.

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

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	Chlorination Facilities					13,500 d 60,000 c	Install chlorination facilities.
	WATER MAINS						
77750	**Water Intertie - North** Willow - Shepherd to Behymer	25,000 d	950,000 c				Install a 24 inch water main and flow meter and tie into City of Fresno's water system to increase the security and reliability of the water supply.
	Barstow Avenue Peach to Minnewawa					8,000 d 125,000 c	Upgrade to 12 inch main including valves in accordance with the Water Master Plan.
76635	**Villa Avenue** Barstow to Ninth					7,500 d 75,000 c	Install 12 inch main in accordance with the Water Master Plan.
	Heritage Avenue E/O Temperance					15,000 d 160,000 c	Install 8 inch water main and services. (Reimbursement from property owners)
	Enterprise Avenue W/O Locan					15,000 d 160,000 c	Install 8 inch water main and services. (Reimbursement from property owners)
	Saginaw Avenue W/O DeWolf					15,000 d 159,000 c	Install 8 inch water main and services. (Reimbursement from property owners)

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
77090	**Various Well Site Development**						
	1. Test Hole	15,000 d 35,000 c	15,000 d 35,000 c	15,000 d 35,000 c	15,000 d 35,000 c	20,000 d 45,000 c	Drill test hole.
	2. Land Banking					130,000 a	Land acquisition of acceptable sites.
	3. Well Construction					20,000 d 300,000 c	Construct well.
	4. Construct Chlorination Facilities					13,500 d 60,000 c	Construct chlorination unit and building.
	5. Auxiliary Power					15,400 d 122,400 c	Install generator.
	TOTAL - WATER CAPITAL PROJECTS - DEVELOPER	**4,680,000**	**5,569,000**	**4,528,000**	**4,534,000**	**54,866,100**	

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

REFUSE IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 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 d 150,000 c	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 d 20,000 c			Install wireless communication from City network capable of receiving/transmitting phone, fax and internet services. (Refuse Enterprise Fund)
81120	**Landfill Site Acquisition**					20,000 a	Purchase remnant parcel to avoid private development in close proximity to vicinity of landfill. (Refuse Enterprise Fund)
81125	**Landfill Left Turn Lane** Entrance Northeast Bound on Auberry Road at Landfill Entrance		50,000 a 15,000 d 130,000 c				Acquire approximately 1.5 acres of right-of-way and widen street for left turn lane eastbound with storage for two solid waste trucks. (Refuse Enterprise Fund)
	Landfill Access Road Pave Bridge Access Road			10,000 d 65,000 c			Pave access road with asphalt concrete from bridge approach to landfill property line. (Refuse Enterprise Fund)

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

REFUSE IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	Landfill Security System Install Chain Link Fence, Interior Lighting and Video				15,000 d 185,000 c		Install chain link fence, interior lighting and video to prevent unauthorized entry and protect equipment and facilities from vandalism. (Refuse Enterprise Fund)
	Landfill Office		50,000 d 425,000 c				Construct office building on the western side of landfill near weigh station. (Refuse Enterprise Fund)
	Landfill Equipment Parking and Storage Facility		25,000 d 150,000 c				Construct metal shed, enclosed on three sides with roof, and six stalls upon completion of the Landfill Master Plan Update. (Refuse Enterprise Fund)
	Landfill Transfer Station Green Waste		1,000,000 a 50,000 d 450,000 c				Acquire land and build green waste transfer station. (Refuse Enterprise Fund)
81200	***Villa Corporation Yard*** Master Plan					5,000 d 80,000 c	Develop short and long range Master Plans for the ongoing use of the corporation yard and make grading and drainage improvements. (Refuse Enterprise Fund)
81147	**Clovis Landfill Liner** Liner System (Stage I)	4,150,000 c					Landfill expansion as needed for City growth. (Refuse Enterprise Funds)

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

REFUSE IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	Liner System (Stage II)					300,000 d 3,000,000 c	Landfill expansion as needed for City growth. Expansion estimated to occur in 2025 - 2026. (Refuse Enterprise Funds)
	Liner System (Stage III)					100,000 d 1,000,000 c	Landfill expansion as needed for City growth. Expansion estimated to occur in 2043 - 2044. (Refuse Enterprise Funds)
	Clovis Landfill Closure					300,000 d 7,200,000 c	Place impermeable cover over entire landfill, complete drainage system, and install gas vents. Estimate closure to occur in 2050. (Landfill Closure/Post Closure Reserve)
	Clovis Landfill Post Closure					3,000,000 c	30-year post closure monitoring and maintenance. Estimate post closure to occur in 2050. (Landfill Closure/Post Closure Reserve)
	TOTAL - REFUSE	**4,150,000**	**2,345,000**	**100,000**	**200,000**	**15,355,000**	

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

CLOVIS COMMUNITY DEVELOPMENT AGENCY

44100 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	COMMUNITY DEVELOPMENT						
	Commercial/Industrial Improvements						
74174	Herndon Avenue Sidewalk	7,500 d					Construct sidewalk west of Sunnyside, on
	West of Sunnyside	70,000 c					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)
	TOTAL - COMMUNITY DEVELOPMENT	**577,500**	**200,000**	**200,000**	**200,000**	**200,000**	

44700 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
80170	**Affordable Housing Project** Herndon Area	200,000	100,000	100,000	100,000	100,000	Site preparation for new self-help homes. (Tax Increment)
80210	**Ashlan/Fowler Subdivision** Infrastructure	50,000 c					Construction of site/civil improvements for the Ashlan/Fowler subdivision. (Tax Increment and CalHome)
	TOTAL - AFFORDABLE HOUSING HERNDON PROJECT AREA	**250,000**	**100,000**	**100,000**	**100,000**	**100,000**	

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CLOVIS COMMUNITY DEVELOPMENT AGENCY

46500 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	GENERAL ADMINISTRATION						
71364	**Old Town Tree Rejuvenation**	18,000 d					Rebuild tree wells on west side of Clovis Avenue. Add tree lights and new irrigation. (Tax Increment)
	Clovis Avenue - Fourth to Fifth	95,000 c					
80060	**Clovis Avenue Corridor Plan Implementation**	320,000	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 compliancy with ADA. (50% CDBG and 50% Tax Increment)
80135	**Bullard/Fifth Improvements**	25,000 d					Renovate abandoned Department of Motor Vehicle (DMV) site. Improve alley, streetscape and utilities. (2008 Tax Allocation Bonds)
		475,000 c					
	TOTAL - GENERAL ADMINISTRATION	**1,033,000**	**100,000**	**100,000**	**100,000**	**100,000**	

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CLOVIS COMMUNITY DEVELOPMENT AGENCY

48000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 or Later	DESCRIPTION
	AFFORDABLE HOUSING - CENTRAL PROJECT AREA						
80090	**New Home Lots**	250,000	100,000	100,000	100,000	100,000	Purchase residential lots for affordable housing.(CDBG and Tax Increment)
80095	**Neighborhood Stabilization Program**	400,000					Purchase foreclosed homes for affordable housing.(NSP-Economic Stimulus)
80100	**Home Repair Loans**	50,000	100,000	100,000	100,000	100,000	Agency participation in the repair and rehabilitation of affordable housing. (CalHome)
80101	**Downpayment Assistance Loan Program**	600,000	800,000	0	800,000	0	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**	160,000	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**	200,000					Senior Rental Housing. (2008 Tax Allocation Bonds)
80180	**World Changers-Home Impr**	75,000	70,000	70,000	70,000	70,000	Home improvement and repair. (Tax Increment)

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

CLOVIS COMMUNITY DEVELOPMENT AGENCY

48000 ACCT	PROJECT LOCATION	2011-12	2012-13	2013-14	2014-15	2015-16 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 275,000 c					Tract Map improvement plans for the Rialto Rancho subdivision. (2008 Tax Allocation Bond)
80205	**Nees/Clovis Subdivision** Southeast Corner	25,000 d					Tract Map improvement plans for the subdivision. Prepare tentative map. (2008 Tax Allocation Bond)
80220	**Sierra/Fwy 168 Property**	20,000 d					Tract Map improvement plans for the subdivision. Prepare tentative map. (2008 Tax Allocation Bond)
	TOTAL - AFFORDABLE HOUSING CENTRAL PROJECT AREA	**2,482,000**	**1,472,000**	**672,000**	**1,472,000**	**672,000**	
	GRAND TOTAL - CLOVIS COMMUNITY DEVELOPMENT AGENCY	**4,342,500**	**1,872,000**	**1,072,000**	**1,872,000**	**1,072,000**	

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

COMMUNITY INVESTMENT PROGRAM
GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS

a	Property Acquisition
c	Construction
d	Design
f	Development Fees
s	Construction Supervision
u	Underground Service Alert
n/o	North of
s/o	South of
e/o	East of
w/o	West of
ADA	Americans with Disabilities Act. A federal act requiring accessibility for the disabled to all facilities.
BTA	Bicycle Transportation Account
CalHome	A program to enable low and very-low income households to become or remain homeowners.
CCDA	Clovis Community Development Agency
CDBG	Community Development Block Grant. A source of federal funding for improvements in low income or blighted areas.
CIP	Community Investment Program
CMAQ	Congestion Mitigation and Air Quality Program. A federal source of funding under "SAFETEA-LU" for projects that reduce air pollution emissions caused by transportation activities through increased efficiency of transportation systems.
CUSD	Clovis Unified School District
DBCP	Dibromochloropropane Pesticide used in the past by farmers for Nematodes. Has now been found in the groundwater.
FID	Fresno Irrigation District
FMFCD	Fresno Metropolitan Flood Control District
GAC	Granular Activated Carbon. Large (20,000 gallon ±) vessels filled with Granular Activated Carbon for removal of DBCP.
GPM	Gallons per Minute
Hardscape	Landscaping such as patios, sidewalks, and paths
HSIP	Highway Safety Improvement Program
HBRR	Highway Bridge Rehabilitation and Repair. A federal funding source for repair and replacement of bridges.
HOPE	Housing Opportunities through Education
LMD	Landscape Maintenance District

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

NSP	Neighborhood Stabilization Program. A source of federal funding under the Housing and Economic Recovery Act of 2008 for assisting in the redevelopment of abandoned and foreclosed homes.
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.
MH	Manhole
MCC	Motor Control Center
MGD	Million Gallons per Day
NFPA	National Fire Protection Association
PCI	Pavement Condition Index
PD	Police Department
PDS	Planning and Development Services Department
PMS	Pavement Management System. A computer-based pavement management and inventory system, which helps staff, identify street project priorities.
PVC	Polyvinyl Chloride. A pipe material used for sewer and water main construction.
REMOVE	Reduce Motor Vehicle Emissions. A state source of funding for projects that reduce motor vehicle emissions.
R&T Park	Research and Technology Park
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.
ST-WRF	Sewage Treatment and Water Reuse Facility
TE	Transportation Enhancement Activity. A federal source of funding under "SAFETEA-LU" for enhancement of transportation facilities through beautification or restoration of historic facilities.
UGOH	Underground Overhead. The undergrounding of overhead facilities such as electric, phone and cable.
VCP	Vitrified Clay Pipe. A pipe material used for sewer main construction.

APPENDIX

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

A Clovis police officer shows this child how to properly wear her bicycle safety helmet.

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.

José Flores, Mayor
Josef@cityofclovis.com

Lynne Ashbeck, Mayor Pro Tem
lynnea@cityofclovis.com

Nathan Magsig, Council Member
nathanm@cityofclovis.com

Bob Whalen, Council Member
bobw@cityofclovis.com

Harry Armstrong, Council Member
harrya@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)
Linda Halderman
6245 N. Fresno St., Suite 106
Fresno, CA 93710
(559) 446-2029

SENATOR

(14th District)
Tom Berryhill
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	2002	72,808	826,550
1960	5,546	365,945	2003	75,977	841,400
1970	22,133	413,329	2004	80,884	862,642
1980	33,021	514,621	2005	86,015	883,537
1990	49,300	667,490	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	95,480	923,373
2001	70,834	823,900	2011	97,218	940,220

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

CLIMATE

	Average Daily Temperature (Degrees)			Precip.
	Maximum	Minimum	Average	(Inches)
January	63.0	33.0	46.6	1.72
February	75.0	30.0	49.1	1.60
March	81.0	36.0	55.4	3.46
April	86.0	37.0	57.9	0.32
May	92.0	43.0	65.1	0.21
June	108.0	53.0	77.6	0.00
July	107.0	60.0	83.0	0.00
August	110.0	57.0	79.9	0.00
September	103.0	54.0	76.9	0.00
October	96.0	43.0	68.0	0.44
November	90.0	31.0	53.8	1.80
December	67.0	30.0	50.9	5.92
YEAR	110.0	30.0	70.0	15.47

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

AREA (SQUARE MILES)

Year	City of Clovis	Year	City of Clovis
1950	1.05	2001	17.67
1960	2.88	2002	18.40
1970	4.22	2003	18.60
1980	9.02	2004	19.20
1990	14.34	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
2000	17.28	2010	23.14

Source: City of Clovis

RETAIL SALES INFORMATION

2009 RETAIL SALES (In Thousands of Dollars)

Type of Business	City of Clovis	Fresno County
Motor Vehicle and Parts	173,291	1,115,948
Furniture and Home Furnishings	0	170,479
Electronics and Appliances	0	184,453
Home Furnishings and Appliances	40,594	0
Bld. Matrl. And Garden Equip. and Supplies	94,662	582,911
Food and Beverage	73,029	575,885
Health and Personal Care	0	181,736
Gasoline Stations	84,388	846,900
Clothing and Clothing Accessories	46,768	399,631
Sporting Goods, Hobby, Book and Music	0	216,240
General Merchandise	271,241	1,196,947
Miscellaneous Store Retailers	0	314,749
Nonstore Retailers	0	44,228
Food Services and Drinking Places	130,446	905,513
Other Retail Group	112,581	0
Retail Stores Total	1,027,000	6,735,620
All Other Outlets	131,887	3,230,829
TOTAL ALL OUTLETS	1,158,887	9,966,448

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

ANNUAL TAXABLE SALES (In Thousands of Dollars)

Year	City of Clovis	Fresno County	Year	City of Clovis	Fresno County
1970	25,012	883,810	2001	987,182	8,592,575
1980	165,377	3,131,515	2002	1,039,125	9,038,725
1989	382,518	5,141,372	2003	1,089,523	9,742,637
1990	448,565	5,739,359	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
2000	930,608	8,472,055	2009	1,158,887	9,966,448

Source: State Board of Equalization

MISCELLANEOUS BUILDING INFORMATION

DWELLING UNITS

Year	City of Clovis	Year	City of Clovis
1970	4,347	2001	26,315
1980	13,357	2002	27,404
1988	17,705	2003	29,001
1989	18,585	2004	31,003
1990	19,379	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
2000	25,494	2010	35,701

Source: City of Clovis, County of Fresno

NEW DWELLING UNITS AUTHORIZED

	City of Clovis		
Year	Single	Multiple	Total
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
2010	474	0	474

Source: City of Clovis

BUILDING PERMITS --- VALUATIONS

Year	City of Clovis
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
2010	193,394,000

Source: City of Clovis

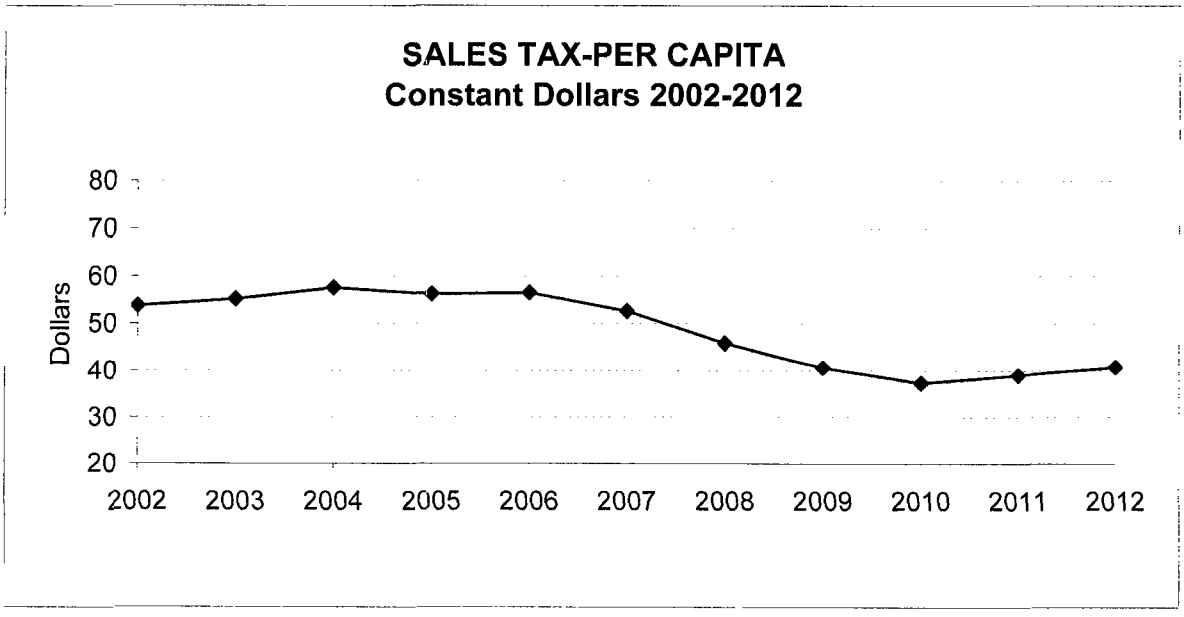
REVENUE BY CATEGORY
GENERAL FUND
PROPERTY TAXES

	AMOUNT RECEIVED	% OF TOTAL REVENUE	PER CAPITA	PER CAPITA (ADJUSTED FOR INFLATION)
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	9,118,596	18.02%	94.13	27.44
2010-11 (EST)	9,301,000	17.72%	95.04	27.71
2011-12 (EST)	9,442,000	17.53%	95.50	27.84

PROPERTY TAXES-PER CAPITA
Constant Dollars 2002-2012

REVENUE BY CATEGORY
GENERAL FUND
SALES TAX

	AMOUNT RECEIVED	% OF TOTAL REVENUE	PER CAPITA	PER CAPITA (ADJUSTED FOR INFLATION)
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	12,404,058	24.51%	128.05	37.33
2010-11 (EST)	13,091,000	24.93%	133.76	39.00
2011-12 (EST)	13,822,000	25.66%	139.80	40.76



CITY OF CLOVIS
PRINCIPAL EMPLOYERS
JUNE 30, 2010

Employer	Approximate Number of Employees
Clovis Unified School District	5,200
Pelco	2,029
Clovis Community Hospital	1,023
City of Clovis	781
Target	420
Savemart	268
Wal-Mart	239
Costco	205
Von's	202
Lowe's	176

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.

SAFER – Staffing for Adequate Fire and Emergency Response Grant. A source of federal funding provided directly to fire departments to help them increase their number of trained, "frontline" firefighters.

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.