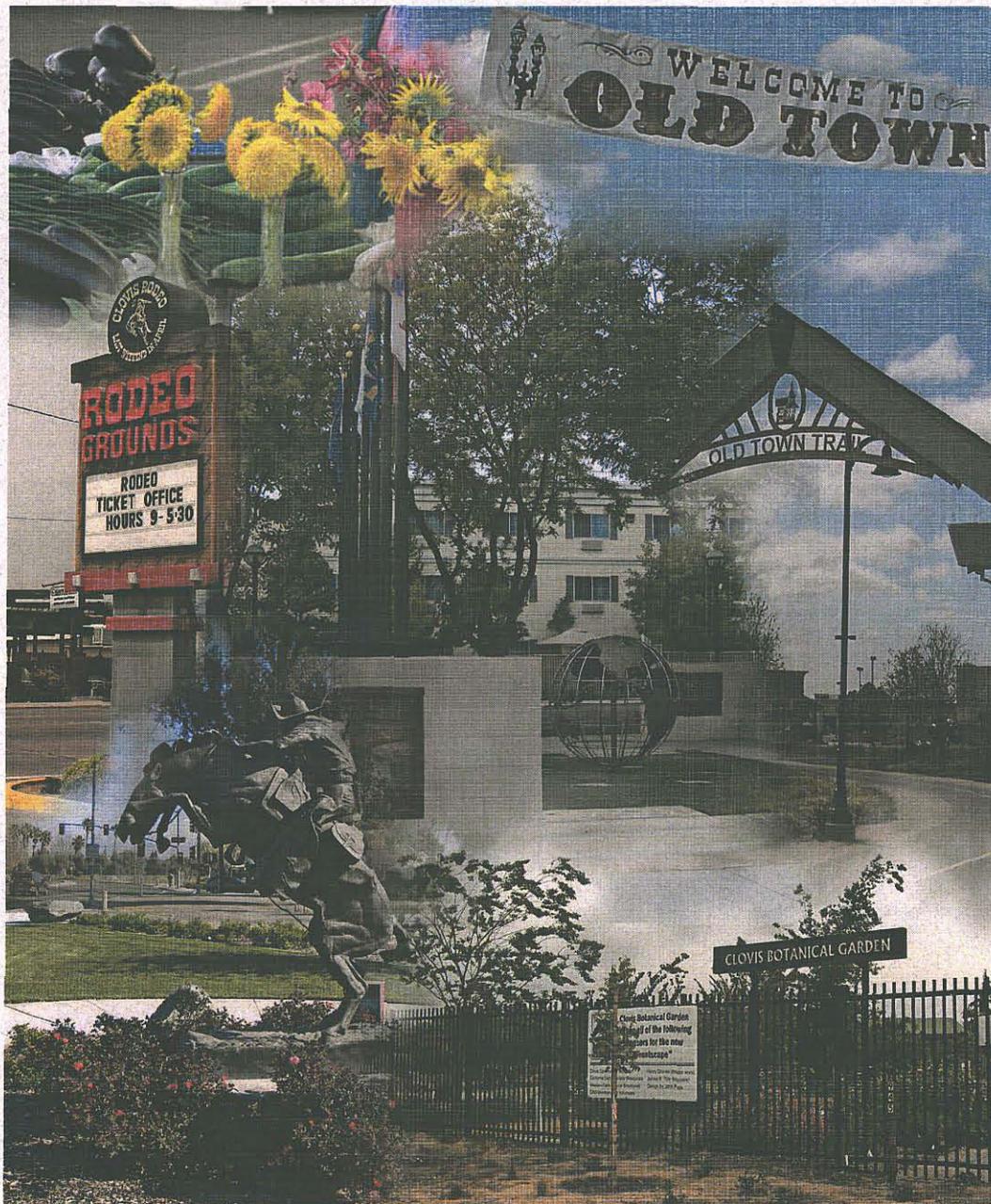


RECOMMENDED
CITY OF CLOVIS
CALIFORNIA

Annual Budget
2008 – 2009



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, 2007

Handwritten signature of Charles S. Cox in cursive.

President

Handwritten signature of Jeffrey R. Egan in cursive.

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, 2007.

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 – Community Partners

The City of Clovis partners with many local non-profit organizations to make the Clovis community a great place to live. Shown are projects completed by the Clovis Memorial District, Clovis Community Foundation, Clovis Botanical Garden Committee, and the City of Clovis.

CITY OF CLOVIS



2008 - 2009 BUDGET

**Submitted to City Council
May 15, 2008**

Robert Whalen
Mayor

Harry Armstrong
Mayor Pro-Tem

Lynne Ashbeck
Council Member

José G. Flores
Council Member

Nathan F. Magsig
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 2008-2009 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 the department's performance measures, which includes budget detail for each activity. Activity narratives include a brief "Five-Year Outlook" that addresses future budget considerations based upon current trends. 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 2008-2009 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 2008-2009 through 2012-2013 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) 324-2000.

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

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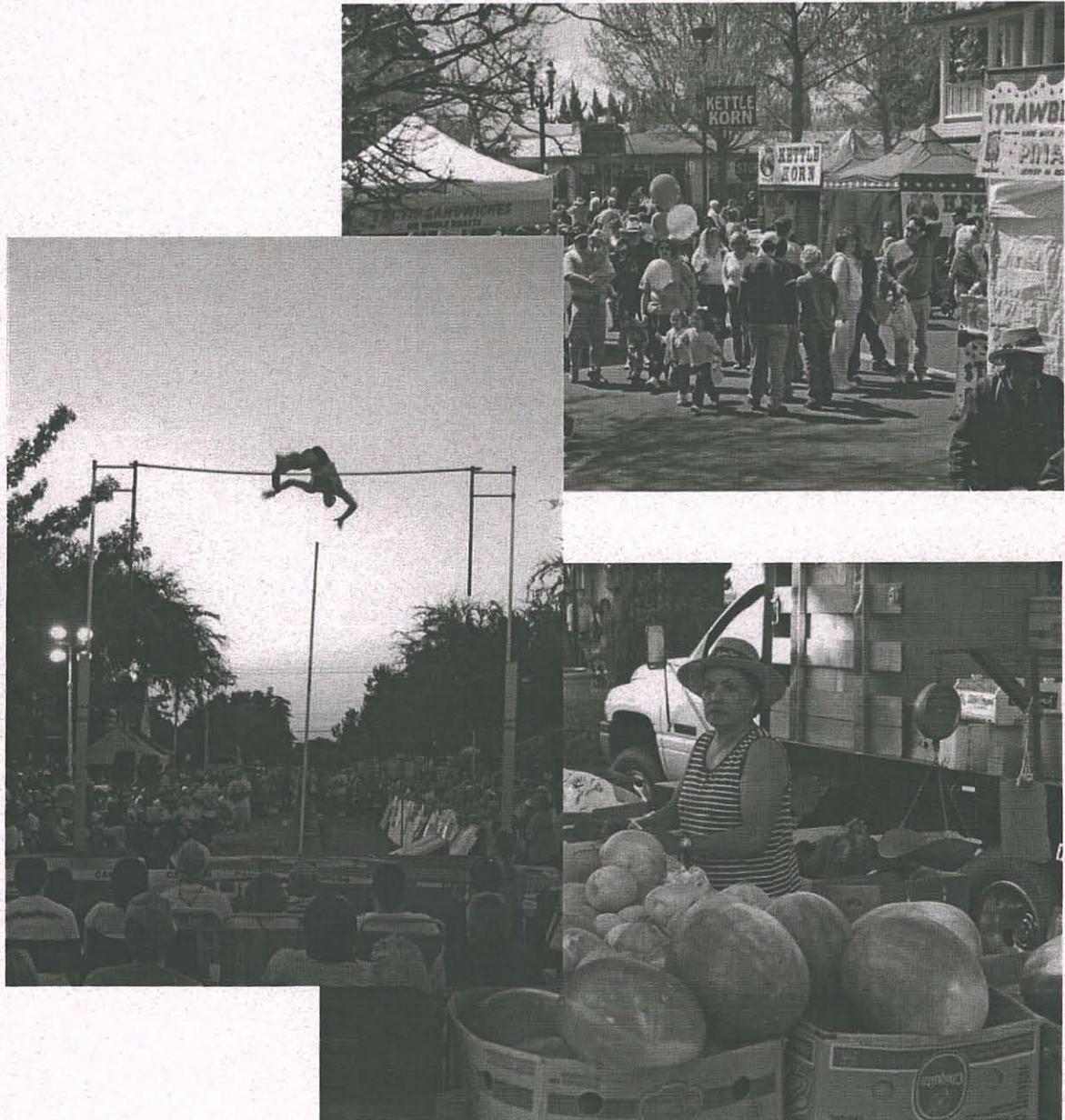


The Clovis Rodeo Association with over 300 volunteers presents the Professional Rodeo Cowboys Association (PRCA) Annual Clovis Rodeo featuring rodeo events such as bull riding and roping, along with a parade, music, and entertainment. The Rodeo is held the last weekend in April of every year and is a very popular family and community event celebrating Clovis' western heritage. The Rodeo is one of the oldest continuously operated rodeos and has been held since 1914

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EXECUTIVE SUMMARY



In Old Town Clovis, the Clovis Chamber of Commerce and the Business Organization of Old Town (BOOT) sponsor many of the local special events. These photos shows the annual Big Hat Days celebration, the Clovis Farmers' Market, which is held every Friday night in Old Town Clovis between May and September, and the annual National Pole Vault Championship.



CITY OF CLOVIS

CITY HALL • 1033 FIFTH STREET • CLOVIS, CA 93612

May 19, 2008

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

EXECUTIVE SUMMARY

In accordance with the Clovis Municipal Code, the 2008-2009 Annual Budget for general operations and capital improvement programs for the City of Clovis and the Clovis Community Development Agency in the amount of \$168 million is hereby submitted. Although significantly reduced from prior years due to declining revenue collections and slower growth in General Fund discretionary revenues and including fewer major capital project investments compared to recent years, it is a balanced budget plan. This plan has been prepared consistent with City Council policies and a program direction derived from early consultation and public workshops, and is recommended by the City Manager for consideration and approval by the City Council.

The Annual Budget is the spending plan for community investment in local services such as public safety, parks and recreation, transit, streets, water and sewer; repairs / maintenance of public facilities, and construction of new public facilities. The 2008-2009 Annual Budget will provide for a full range of public services, focusing on provision of the most essential services, but will not further expand those services. In service areas supported by the General Fund, programs have been cutback and in some cases suspended until such time either volunteers can assist to restore them or private donations are received. The weakening economy in California and the entire country, which financial experts now peg as a recession, have prompted fundamental changes this year to the strategy for defining the most essential services to be funded while leaving some services unfunded. The current General Fund workforce has been reduced by nearly 14% over the past two years as tax revenues have declined and service cutbacks have been made in response to this decline in tax collections.

A need exists to expand essential public safety services, improve landscape maintenance in the older sections of the city, build more parks, and increase spending on rehabilitation of neighborhood streets. These services cannot be achieved without significant growth in current revenues, additional new revenue sources, or reduction in service level standards in the near future. These are key issues that the City Council will tackle this fiscal year. The City's fiscal challenges are not unique to this city, but are presenting to cities across the State and the Nation. Communities are feeling the pinch from the housing "credit crunch" and the effects reach beyond housing into every other facet of daily life and spending habits. This past year a citizens' committee reviewed some of the City's service needs and the available resources to fund them. The range of ideas included more belt-tightening strategies and an increased focus on economic development to increase City tax revenues to special fees, assessments and taxes aligned with the services which they support. The City Council will continue its deliberation of those strategies in the coming fiscal year to determine an appropriate course of action.

As noted, the Annual Budget is significantly reduced from prior years. Overall the budget is 35% less than the prior year. The General Fund budget is 6% less than the prior year owing to the decline in property and sales tax revenue collections and reductions have been achieved from program and service cuts as well as reductions in the workforce. All other funds collectively show more than a 44% reduction. This is primarily attributed to completion of construction of major capital investments such as the Sewage Treatment/Water Reuse Facility and reclamation and methane gas extraction at the landfill. Private development activity particularly in new residential construction and the commensurate reduction in permit activity also contribute to the reduction in revenue collection and spending.

The economic circumstances developing over the past twelve months have required a complete re-examination of spending priorities, departmental operations, and public services. The challenge has been to sustain the most essential public services that the City provides, defer major vehicle replacements and funding, defer maintenance on city facilities, reduce or suspend some public education and outreach until additional resources are obtained, reduce the workforce through attrition and retirements to be able to keep valuable trained employees on staff within the organization wherever funded positions may be available, obtain compensation concessions from all employees in an effort to avoid lay-offs, suspend transfer of funds for future public facilities, and maintain at least a 5% emergency reserve in the General Fund to be prepared for unforeseen expenses that may arise. These goals have been achieved with the 2008-2009 Annual Budget with the exception of employee compensation concessions. Discussions are currently in progress but the talks are promising and employees have stepped up to meet the challenge. Budget highlights include:

- **Staffing and resources for police and fire services will remain a top priority but will be reduced; every effort will be made to sustain reasonable public safety service levels and strive to achieve the five minute response time to priority emergency calls. No new positions will be funded this year and eleven sworn positions currently vacant or pending retirement will have funding suspended. Non-sworn positions will also be reduced by seven positions. A new Volunteers in Police Services (VIPS) program has been started to recruit community volunteers to restore some of the public education programs and to assist police officers with administrative support in records, investigations, and field patrol. Citizen Emergency Response Team (CERT) volunteers will continue to be recruited and the volunteer program will be broadened to include education and community outreach in addition to administrative support. More importantly, in order to meet the standards for staffing discussed in the approved master service plans at least sixteen additional positions are needed to adequately staff patrol and fire service boundaries. It is recommended that increased or new revenue sources be developed to adequately fund these essential services.**
- **Staffing and resources for parks maintenance services will be reduced for nearly half of the acreage within the City because it is supported by the General Fund and schedules for maintenance will be reduced. Broader use of the youth and adult offender work programs will be necessary and community volunteers will be asked to adopt parks and trails for weed and litter removal. Operations will be reduced by two positions. No new parks that would be supported by the General Fund will be built except for additions of hardscape and planned equipment. In order to meet maintenance service levels at least four additional positions are needed for General Fund supported acreage. However, as the community continues to grow with additional green spaces in new neighborhoods, those will be funded by property owners within the Landscape Maintenance District. Further, it is recommended that studies be initiated to consider including the entire City parks and green space acreage within the LMD.**
- **Street lighting has become a large fiscal burden to the General Fund and could be transferred to a special district with fees to pay for the cost of electricity and maintenance. This could make about \$1.2 million available for restoration of essential services. It is recommended that studies be initiated to consider forming such a district.**
- **Street repair, reconstruction, and widening prioritized by use of the updated evaluation system for pavement management with a continued aggressive schedule this year due to asphalt damage from excessive rain in prior years and the aging street system. Deferred maintenance in prior years due to lack of funding is causing greater expense for reconstruction of streets, especially in older neighborhoods. The budget will be a combination of new Measure C Extension funding, gas tax funding, State bond funds, competitive grants, and developer funding in an amount of \$10.8 million.**
- **Installation of new traffic signals at the following locations: Shepherd and Willow intersection (in progress from prior year); Ashlan and Armstrong intersection (in progress from prior year); Clovis and Nees intersection; and Clovis and Third intersection. These changes will significantly improve traffic and pedestrian safety. A major street improvement project on Herndon Avenue will complete widening and pavement from Willow east to Minnewawa.**
- **Completion of construction of the design / build / operate solution for the new sewage treatment-water reuse facility and associated distribution system for conjunctive reuse of reclaimed water for irrigation throughout the east side of the community. Total investment over the past three years of this project amount to a \$70 million investment into state-of-the-art wastewater treatment and water management. The facility will be ready for testing during late-2008 and estimated to begin operations in mid-2009. This project is a key piece of the master plan for conjunctive use of water resources for the community and represents the future of water resource management in California. Clovis' facility will be featured in regional and international water resource management journals**

and will be the subject of training at the League of Cities Annual Conference in fall 2008. Both the DBO contract method and the advanced tertiary treated water for reuse on both edible and non-edible crops are attracting great interest in the project.

- **Completion of the landfill mining demonstration project, full operation and testing of the methane gas extraction system, and initiation of design for a future cell to deposit refuse at the landfill. While the City plans to continue use of the landfill into the future, recycling and greenwaste composting programs will be expanded to help reduce the flow of rubbish reaching the landfill. New, large, blue totes will be distributed on a phased basis to City neighborhoods to encourage even more recycling than has been achieved with the green boxes. Currently City residents divert 59% of their annual waste through recycling rather than burying at the landfill. More coordination and public outreach with regional partners will seek to boost that participation and volume in the coming years.**
- **Continued implementation of the Loma Vista Community in the southeast area with special emphasis on design of the Loma Vista Village Center and the McFarland "Home Place" master-planned community. Loma Vista is projected to build-out over the next 10 years, ultimately becoming home to 27,000 residents. A consolidated effort to update the 1993 General Plan and focus on urban designs and services for the next 20 years will be initiated to guide the planning of the Northwest and Northeast Urban Centers utilizing smart growth principles. A major rural residential area called the 'Dry Creek Preserve' will be master planned and integrated into the program to update the General Plan.**
- **Initiation of the update to the 2000 Sphere of Influence will occur along with the General Plan update. These plans will be in progress over a two year period and will also be made to conform to the Regional Blueprint Planning preferred scenario of growth management for the future of the Central Valley. The Blueprint is still under discussion but should be finalized for the eight-county region before the end of 2008.**
- **Continued implementation of the Southwest Neighborhood Revitalization Plan with a focus on additional street overlays and reconstruction of Ashlan Avenue from Peach to Minnewawa; Shaw Avenue from Peach to Minnewawa. More segments of Shaw Avenue median landscape will also be rehabilitated. Emphasis of efforts will continue to improve community appearance and neighborhood stabilization through owner housing rehabilitation and repair, public street improvement and active code enforcement programs. The southwest area of Clovis is home to the oldest residential neighborhoods in Clovis outside of Old Town.**
- **Continued implementation of economic development strategies for family-wage job opportunities, improved retail diversity, expansion of business parks, and a better jobs-housing balance for the community with more outreach to existing businesses for retention and expansion opportunities. Continued progress for expansion of the Dry Creek Industrial Park and the Research and Technology Business Park, with development of land use strategies and construction of infrastructure to follow as funding and the market demand occurs.**
- **Continued advancement of the Technopolis Clovis initiative, to transform the city into an innovative hub for revenue-generating technology businesses and knowledge based workers, teaming up with partners to encourage entrepreneurship and business start ups. Explore the creation of a private Venture Capital Fund to assist local entrepreneurs. Jointly sponsor periodic symposiums on the subject of innovation and technology throughout the year.**
- **Continued progress on feasibility and design for a new animal shelter and partner with a local non-profit organization that has been formed to raise funds for the shelter. Pursue discussions with Fresno County for expansion of the Clovis Branch Library and explore partnerships to help advance the project. Negotiate a contract for purchase of the existing Library building at the Civic Center Campus for future building and parking space for Fire Administration and Information Services subject to funding availability.**
- **Development of a new affordable housing neighborhood at Ashlan and Fowler Avenues and continued rehabilitation and construction of affordable homes in partnership with Fresno City College, World Changers and University HOPE.**

Each year the City Council reviews, updates, and reaffirms the goals and target actions for the next five years. These goals and target actions combine to direct resources and work efforts throughout the City. A Citizens' Summit is then held every two years to seek feedback from citizens with respect to the stated goals and target actions and to consider new priorities that may be emerging in the community. This program was delayed into

spring 2008 due to injury to key staff and updates next year will be impacted by the loss of a key staff member in the City Manager's Office who has been called to active military duty overseas.

The 2008-2009 Annual Budget is the community investment plan, or blueprint, to implement the short and long-term goals and target actions established by the City Council as a result of these combined efforts. With changes to the method of revenue allocation of property and sales taxes to local government made in late 2004 and the continuous growth of the City, determining the balance between growth in service demand and growth in discretionary revenue is always a challenge. This year, with the economy moving into full recession and with the State Budget projecting a \$20 billion deficit as of this writing, it is almost a certainty that further local revenue will be reduced and a portion of local revenues diverted to help resolve State fiscal issues. It is anticipated that further amendments to this budget could be necessitated by such actions during the first fiscal quarter. It is too early to predict the outcomes of such decisions, but if further revenue losses are sustained, the City will have no choice but to consider workforce reductions, program cessation and facility closure, in addition to further use of emergency reserves which now hover at a level that is considered financially prudent and the minimum amount for a city operation of this size.

Nonetheless, it is important at this time to clearly state the goals and target actions for 2008-2009 and beyond to assure that available tax dollars are spent for the most essential services and most urgent needs. Those goals are summarized and listed in the **Introduction Section** of this budget. This **Executive Summary** provides an overview of the fiscal plans 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 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 May 19, 2008. 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 May 19, June 9 and June 16, 2008, with adoption scheduled at the conclusion of the hearings.

Our Vision, Our Mission and Our Guiding Principles

The vision statement developed in conjunction with the 1993 General Plan provides a statement to articulate the most desirable qualities that will prevail in the City of Clovis of the future, building on the City's values and opportunities, and inspiring 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 at the Leadership and Goal Setting Workshop in 2008, after consultation with citizens at the bi-annual Citizens' Summit, provides a statement to summarize those things that really matter to the City Council in leading 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.*

The goals and target actions for addressing this broader Vision for Clovis are discussed in greater detail in the **Introduction Section** of this document.

Budget Overview

The City continues to grow in population and area although at a much slower rate. Just four short years ago local governments were hopeful with passage of Proposition 1A by an overwhelming approval of 84%, a ballot measure to restore local government revenues and protect local taxpayers and public safety services, that this measure would prevent the State from further arbitrary the borrowing and raids on local treasuries. Unfortunately, since that time, the State has failed to reign in spending to match revenues and this year faces an unprecedented \$20 billion deficit. Local governments continue to live with the "triple-flip" of property and sales tax swaps enacted by the State in order to issue Deficit Reduction Bonds and begin to bring the State's fiscal house in order. Once repaid, the "triple flip" will be rescinded and tax allocations returned to prior formulas. It is estimated to be up to 15 years before that loan is re-paid. This method of revenue allocation, while seemingly complex, does provide for more stability in revenues from year to year for local government derived from local property taxes but does not provide a net increase or decrease in revenues. For local governments, this method actually delays the timing of revenue distribution which is frustrating staff's ability to perform the necessary forecasts needed in time for budget planning. New preparation schedules and forecasting models are under consideration to better assist in reaching financial management goals.

The lack of revenue growth accelerating during this year perpetuates and intensifies the "perfect storm" of financial conditions that results in a very constrained budget this year and certainly the next. During late 2006, and still continuing, the local economy downsized with an abrupt correction in the housing market by fall 2007, and a growth in population at half the rate of prior years which greatly affects fees and per capita revenue collections. In addition, the market correction for housing has also affected property valuation downward and it is expected that the city will experience only a 2% growth in assessed property value for 2008-2009, the amount of growth allowed under Proposition 13. Some recently constructed residential properties are experiencing a 25% reduction in assessed valuation. This constrained growth in assessed valuation and commensurate collection of property taxes for the 2008-2009 fiscal year is in sharp contrast to the double digit growth of previous years. The City's share of property tax, property tax in lieu of motor vehicle license fees and direct motor vehicle license fees, comprising two of the top three discretionary revenue sources for general operations of the City is related to valuation and per capita growth. It represents about 46% of total General Fund discretionary revenue and is expected to be significantly lower in growth than prior years. The third key source of discretionary revenue is sales taxes comprising about 39% of total general discretionary revenue and continues to decline with each quarter reported compared to prior years. The automotive and home building materials sectors account for the greatest amount of declines. With current staging of new retail, hotel, and office developments, we anticipate a leveling of sales taxes. Timing for construction and opening will dictate the full impact of these projects, and some projects have been delayed with uncertainty as to schedule.

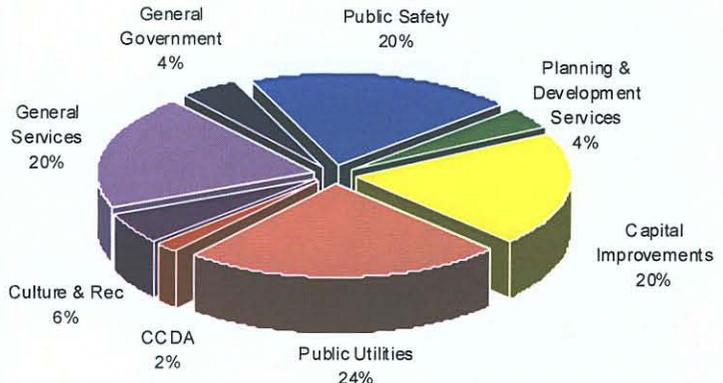
One of the problems encountered with the new method of allocating local taxes is that the method going forward relies on a two-year retrospective analysis of change in demographic and financial condition of each agency, tempered by a statewide averaging of growth trends, and a cash flow adjustment from 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 our revenue and expenditure projections. When dramatic changes to the economy occur that affect property and sales taxes as we are now experiencing, the situation becomes more volatile and difficult to predict. For the past several years, we were able to rely on use of accumulated savings to fund the necessary growth in essential services. Once those savings are depleted the City has to choose to reduce service levels, constrain spending by reducing or eliminating some services, or develop new revenue sources. Funding the costs of increased demand for services with accumulated savings is only a temporary solution. The City has reached that point at which accumulated savings have been spent and only emergency reserves remain. Due to the need to fund essential services the City will also have to defer the opportunity to save for future maintenance and capital needs for general government operations including the suspension of contributions to equipment replacement funds for police and fire vehicles. When the City's fiscal condition improves, it should be a top priority to restore funding to the equipment replacement fund.

New revenues for police and fire services for new growth areas generally located north of Herndon Avenue and east of Temperance Avenue are beginning to be realized from the Community Facilities District assessments enacted in 2004, but those revenues have performed only modestly due to an extended tax enrollment period for properties. Essentially, the revenue to fill the gap in cost of maintaining service levels to new areas trails demand by about 24 months and growth in these assessments will take much longer than originally anticipated due to this enrollment delay. The first collections 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 fiscal 2008-2009 will be about \$376,000.

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 fund is the only enterprise operation with a rate increase of 4% already approved and scheduled for July 1, 2008. This rate increase is necessary to maintain sufficient reserves to meet bond covenants, complete major capital projects, and be able to repay interfund loans in the future. More details may be found in the "Other Funds" paragraph of this letter.

The 2008-2009 Annual Budget for all funds totals \$168 million, is balanced by the use of current revenues, anticipated rate increases, bond sales, and both general and capital reserves, and represents a decrease of \$93.0 million or 36% below the estimated expenditures for the prior year. This decrease in the budget plan is primarily attributed to major capital construction. Most departments, especially those that are funded through the General Fund, are showing decreases. Expenditure decreases were required due to the downturn in the economy, which is having a serious impact on sales and property tax related revenues which accounts for over 55% of the General Fund. There are no staffing increases proposed in this budget. There are also 53 positions, mostly funded by discretionary revenue in the General Fund, which will not be funded this year due to fiscal constraints. Complete details of the allocation of personnel are listed in the Personnel Section. The budget also reflects proposed employee concessions in compensation. Discussions are ongoing with all employee bargaining units in an effort to seek substantial dollar savings. A major concern for the budget year is the increased cost of operations for departments with large fleets and field operations due to the rising price of all fuels. In the last three month period, the price of fuel, oil, and tires increased substantially. Departments have experienced a 20% increase in gasoline costs and a 58% increase in diesel costs. Because City operations involve essential services and driving throughout the service boundary on a 24-hour/7day-a-week basis, it is anticipated that those costs will continue to climb throughout the next fiscal period. Significant vehicle replacements to compressed natural gas (CNG) fuel have been made to light duty service vehicles in recent years and with additional grant funding, heavy-duty vehicle replacement will be completed this year. Currently the cost of CNG equivalents is about one-half the cost of diesel. This however, may change as demand for CNG fuel grows. A summary of expenditures by function is provided below:

General Government	\$7,292,758
Public Safety	34,256,340
Planning & Development Services	6,830,477
Capital Improvements	33,432,000
Public Utilities	40,566,159
CCDA	3,213,662
Culture & Rec.	9,715,661
General Services	33,565,427
TOTAL	\$168,872,484



Fiscal Overview

Economic forecasts for the Central Valley and Fresno County indicate continued slow growth in the economy and the population during the upcoming year, although residential housing construction, which has been very robust in recent years, is expected to be very anemic for the next 12-24 months as foreclosed housing is absorbed by the market. With a housing vacancy factor hovering at 3%, there is still need for housing product in the City. Clovis expects continued growth in both residential and business sectors next year, although very slow compared with recent years of the building boom. The market for housing products will also change with a need for higher density and lower cost units. The recent release of the January 2008 data by the State Department of Finance estimates 94,278 persons reside in Clovis compared to the previous year of 92,269 representing a 2.2% change over the year. Clovis continues to experience housing and business growth, in part, because it is a desirable location to live and work with quality education and neighborhoods, and there exists a pent-up demand for housing and business services in the Clovis area.

New housing permits in Clovis are expected to level out at about 600 units per year next year. Due to market conditions, new housing starts have been lagging. Business growth is occurring with many locations on the Herndon and Shaw Avenue Business Corridors under construction or staging for development during the next year. Significant development occurred this year with the expansion and upgrading of the Sierra Vista Mall. A new, 16-stadium seat theater opened and several new restaurants and eateries opened adjacent to it, creating a pleasant entertainment court in a park-like setting for leisurely days and nights spent at the mall in between shopping and theater excursions. The Target center at Willow and Herndon is nearing completion with the leasing and build-out

of the remaining shopping center bringing Best Buy electronics to the Clovis market. Hotels, restaurants, and office buildings continue to be constructed with the addition of the Marriott Fairfield Inn, Hilton Garden Suites, and Holiday Inn Express. Shaw Avenue sites present a great infill development opportunity and will spark additional restaurants and other services for visitors. Honda North dealership has begun expansion on the corner of Willow and Herndon and will significantly increase the size of the operation. The old site will be remodeled to house additional auto sales, yet to be announced. A second Wal-Mart Store is proposed for the northeast corner of Herndon and Clovis including grocery sales along with new major retailers such as Kohl's department store and a larger Old Navy store, amongst others. The southwest corner of this intersection is also building out with an office/retail complex. In 'n Out Burger is finally under construction at this location and will be completed in time for the summertime burger season. Further east on Herndon Avenue, banks, restaurants, retailers, medical offices, and mixed-use housing projects have been constructed or are in progress along the corridor. New apartment housing and medical offices are also filling in properties along Herndon Avenue near the Clovis Community Medical Center. Four years ago Clovis Community Medical Center completed a \$27 million facility expansion including outpatient surgical services, parking lot renovation, and other remodeling to improve capacity and energy efficiency. Further plans to expand the operating room, emergency room, and patient bed capacity are now underway and expected to be completed by early 2010. If all projects proceed as planned, it will be a robust expansion market along the corridor over the next two-three years.

Willow Avenue north of Alluvial has also witnessed substantial commercial development in recent years. The eastern portion of the arterial lies within the City of Clovis and a strong retail environment has developed or is under construction. The first trail-side commercial center has been constructed at the corner of Willow/Nees and offers trail-users and neighbors several new retail, fitness, and service businesses. Further north, on the west side of Willow in the City of Fresno, the fifth Clovis Unified School District's educational center is now open and a beautiful concert hall recently completed for new performance venues. The new State Center Community College-Willow/International Campus has completed an initial phase of construction and is open to serve the Clovis area and North Fresno. The education activity and services generated by these two campuses are a great addition to neighborhoods in Clovis. The cities of Fresno and Clovis also plan to work jointly for the completed construction of Willow Avenue from International Avenue south to Herndon Avenue this year.

The big story of 2007 was the acquisition of PELCO by French-based Schneider International for \$1.5 billion. This business transaction is expected to retain the Clovis campus and ultimately expand to additional vacant parcels in the business park which are currently held in option by PELCO. PELCO employees over 2,000 at the Clovis headquarters. Anlin Industries began last year with the intent to initiate plans to relocate and expand their campus from 17 acres to 100 acres in the City. Due to the rapid deterioration of the housing market and Anlin's market in supplying replacement windows, those plans have been put on hold for a time. The Dry Creek Industrial Park is beginning to fill the first phase with eight site plans approved for development or constructed. The first 80-acre phase of development of the Research and Technology Business Park at Temperance/Alluvial is sold-out and major projects such as CargoBay, Precision Plastics, APPL, and Portal Sierra are either built or will soon be under construction. The adjacent service retail center has constructed a first phase to include food and beverage services and fuel sales are now under construction at the site. Further food establishments and other services will expand at the site over the next two years. The City also opened a new fire station near the business park along with a Caltrans' sponsored Park and Ride facility. This station is part of the plan for reaching all corners of the Clovis community with a rapid response time for emergencies. Plans for expansion of the business park will continue this year.

The Shaw Business Corridor is not without periodic challenges; however, new developments are filling in vacant and underutilized sites. Two major grocery stores closed along the corridor in recent years due to corporate restructuring. A new grocery chain called Fresh 'n Easy has plans to open two locations along the corridor, one at Willow/Shaw and another at Fowler/Shaw and will provide a valued service to the many residents within easy distance of the stores.

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 City expanded public parking in recent years with the construction of the water tower parking lot and realignment of the Old Town Trail near Clovis/Fifth. The Clovis Memorial District finished a major remodel and expansion of meeting facilities, including a lecture hall, adding to the meeting, museum, and entertainment venues for Old Town Clovis. The City constructed a new fire station at the old headquarters site on Pollasky and the former DMV office/parking site was demolished to make way for redevelopment as a mixed use housing and retail project. DMV offices moved to a larger location at Shaw/Burl Avenues in September 2007.

Community growth continues to be a powerful economic engine. However, the value of this residential growth will not be realized unless the ability to attract more industry and a diversification of jobs improves. The ongoing

challenge for every community is to provide the necessary infrastructure to assure that business sites are available and ready to build and to provide educated and trained employees to attract target industries. The City has planned for future growth with the updating of the General Plan and master planning for transportation, wastewater, and water systems. The City has taken advantage of economic opportunities presented by private businesses to help strengthen the local economy and job base. The City's economic development strategy, that includes a target industry study, remains a vital implementation tool for realizing the City's jobs-economy-housing goals and objectives. Improvement of transportation, land use, and air quality goals remains a vital issue for the overall community and economic health. The City recognizes that the best way to reach a healthier economy is to encourage private sector investment in business and industry that employ our citizens. The economy will be stronger for it and the revenue to support the desired quality of life and supporting amenities in the community will be more sustainable.

The City continues to work with the building industry to maintain a fee-based program to finance the cost of planning and the public infrastructure that serves new development. There has been every effort to follow a policy that new growth and development pay its way and not be a burden to existing residents. To accomplish this, fees are reviewed annually against the actual cost of construction and industry indices to keep fees in line with costs and to allow for reimbursement within a reasonable period of time to those developers who advance studies and major infrastructure improvements.

In November 2006 an extension of Measure C, the ½ cent sales tax dedicated to transportation improvements in Fresno County, was approved by voters and authorized a 20-year extension of the tax expected to raise \$1.7 billion over that time period. Streets, roads, highways, pedestrian facilities, the airport, and public transit will all derive benefit from this proposal. Clovis will receive about \$1.4 million for local and major street maintenance and repair; Clovis Transit will receive about \$1.2 million for more buses, more drivers, and route extensions; and a variety of streets, trails, pedestrian and ADA projects will receive about \$0.7 million for improvements this year from this tax. Statewide, the Legislature and the Governor have crafted a proposal to raise \$37.28 billion in bond funds for the next ten years to improve crumbling infrastructure in the categories of levee improvement and flood control, housing and community development, higher education and K-12 facilities, and transportation. Local communities will benefit directly from additional funding for streets and roads as well as any indirect benefits of the larger projects and ability to compete for categories of funds. Programs to allocate the state bond funds are in progress and direct funding opportunities for Clovis are not confirmed at this time.

As California and the Central Valley continue to experience growth and change, the debate over public programs and spending will continue to be dramatic due to the variety and diversity of interests involved. While significant changes to stabilize funding for local government have been realized, fiscal reform at every level of government will continue to be on center stage. Therefore, it remains important to make sure our citizens and our legislative delegation in Sacramento and Washington, DC understand and are advised of the consequences any actions may have for local services.

General Fund

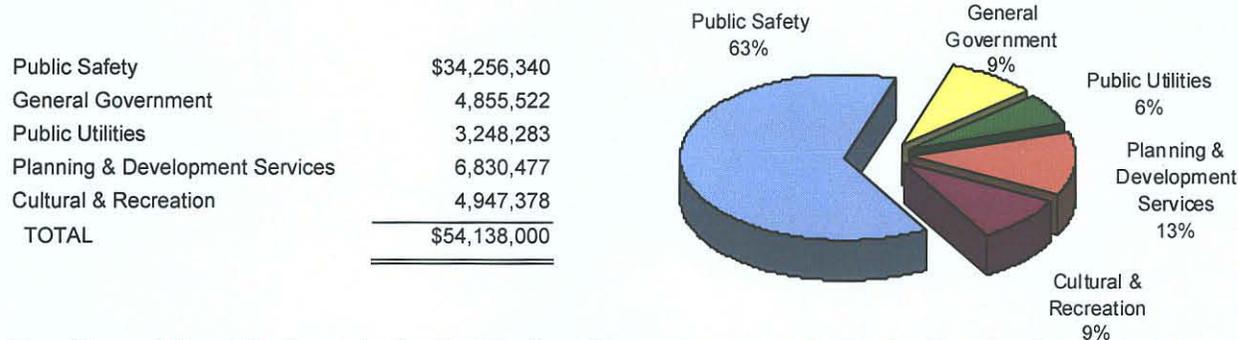
The General Fund, the primary source of discretionary funding for basic government services such as public safety, streets, parks, recreation and senior services, is projected to decrease \$3.5 million when compared to the prior year, seriously impacting services and programs. The fact that all accumulated savings over recent years has now been expended to increase the staffing for essential city services and that revenues are experiencing a slight decline or \$0.6 million over the previous year account for the cutbacks. The decline in revenue is attributable primarily to the slowdown in retail sales tax and permit revenues derived from residential construction activity. Revenue is also being impacted by the declining assessed values and foreclosures due to the credit crunch. Because of these budgetary constraints and the need to maintain essential services, the General Fund is unable to transfer funds for general government capital needs this fiscal year. There is no ability to permit additional spending or cost overruns during the fiscal year without utilizing emergency reserves or unless there is a new source or substantial increase in revenue beyond projections during the year. The mid-year budget review will be a critical checkpoint. There is an amount for emergency reserve set aside that has been accumulated over the years. The emergency reserve or "rainy day fund" has been falling in recent years and is now at the minimum of the 5–10% of expenditures range established by City Council policy. Therefore, it is recommended that the City Council designate \$2.7 million or 5.0% of operating expenditures, as an emergency reserve, when it takes actions to approve the Annual Budget. One thing to watch for is a State raid on the City's "rainy day fund" to allow the State to claim a "rainy day fund." The irony of such actions would be beyond description.

As noted in the opening paragraphs of this message, the City continues to experience some growth which may mean growth in discretionary revenues. However, due to economic conditions, such growth is expected to be netted out by other declines in revenue. One principle to keep in mind as recovery begins is that the full value of

any economic growth reflected in increased property and sales taxes is not fully realized for up to 18 months from the time at which it occurs. This means that resources for essential services to expand to meet the immediate service demand are delayed an equal amount of time. This is the reality of discretionary revenue growth and will affect the trend for revenue projections going forward. This is the trade-off for the new method of revenue allocation approved by voters in late 2004. It was hoped that such a method would provide some stability in the volume of discretionary revenue received each year because it is protected by the State Constitution; however, declaration of fiscal emergency by the State could open the door to more borrowing from local treasuries this year. The best news would be that the borrowing could only happen and it would need to be repaid before anymore borrowing could take place.

For several years, we have been setting aside general government services funds to perform ongoing facility maintenance, equipment maintenance and replacement, facility remodeling and new construction. Once again this year that contribution has been reduced to \$0.00 due to budgetary constraints. City facilities continue to age and will need remodeling and equipment upgrades; deferred maintenance will only serve to increase the cost of necessary repairs. Fortunately, good progress with remodeling and upgrade at the Civic Center in the past several years has had the effect of significantly reducing the backlog of projects. However, with the addition of new facilities, an annual set aside for future preventive maintenance and technology is necessary. The rate of spending this year will be constrained to the completion of critical projects and master planning for future projects. This fund is also the source of revenue for ongoing technology equipment replacements and enhancement, supplemental revenue for park improvements and loan advances for purchase of property for economic development initiatives. It is estimated that planned projects and purchases for the next four years amount to \$4.7 million. An additional \$30 million in parks, animal shelter, police range and fire training, fire station remodel, evidence storage, Civic Center expansion, parking and landscape restoration, and corporation yard additions are planned. Some of these projects will also need funding from other sources if they are to be built in a reasonable time frame. In the future, current reserves need to be increased to meet these needs.

Total current revenue in the General Fund is estimated at \$54.0 million with an additional \$0.1 million added from accumulated savings and expenditures of \$54.1 million are proposed. General Fund expenditures for 2008-2009 are \$3.5 million lower when compared to the prior year. All departments have made substantial reductions in spending for the next year. The summary of expenditures by function is provided below:



The General Fund is the only fund with discretionary revenues to fund all or portions of general government services 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 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 basic government services. Only 22% of the City's general revenues are available for discretionary spending. The remainder of the revenue is designated for specific purposes. A more detailed description of the use of discretionary revenues is provided in the

Introduction Section

The General Fund balance at the end of the 2008-2009 fiscal year is estimated to be \$0.002 million and is undesignated. As noted, there is an Emergency Reserve in the General Fund of \$2.7 million or 5.0% of annual expenditure, which has been accumulated and recommended to be designated to be set aside for emergency or unforeseen expenditures that may be required during the fiscal year.

Other Funds

Although the major focus of the budget discussion is the General Fund because it represents essential services delivered to citizens and supported by general tax funds, the other funds are no less important. These other funds

include the community investment funds, enterprise funds, redevelopment funds, internal service funds, and debt service funds. All of these funds are balanced for 2008-2009 utilizing current revenue and, when appropriate, reserves. The expenditures recommended for all other funds totals \$115 million. These funds are included in the Summary of Fund Balances and other tables in the **Summary of Revenue and Expenditures Section**.

The Annual Budget now before the City Council addresses the goals by which the community will measure its success, continues to meet the basic service needs for the community for the next year with a focus on maintaining essential services within budgetary constraints as requested by the City Council, provides substantial investment in planned maintenance and upgrade of sewer, water, and street facilities, directs resources to economic development and support for job creation, continues the effort to plan for the community to the year 2020, proposes increased partnerships with volunteers and community organizations, and is balanced if the recommendations are followed. For these reasons, I recommend the budget for consideration and adoption by the City Council.

The 2008-2009 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 and staff for their combined diligence in preparing this budget faced with significant budgetary constraints and their attention to meeting those goals. I especially wish to thank the Budget Preparation Task Force for their continued creativity and effort to produce a document that meets or exceeds professional standards of the government finance industry.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "K Millison", with a long, sweeping horizontal line extending to the right.

Kathy Millison
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.



The Clovis Senior Center provides recreation, activities, social events, education, and support to the Clovis senior community.

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 determine 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 construction and maintenance, water services, refuse collection and disposal, sewer services, 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 developed in conjunction with the 1993 General Plan provides a statement to articulate the most desirable qualities that will prevail in the City of Clovis of the future, building on the City's values and opportunities, and inspiring 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 at the Leadership and Goal Setting Workshop in 2008, after consultation with citizens at the bi-annual Citizens' Summit, provides a statement to summarize those things that really matter to the City Council in leading and delivering services to the citizens of Clovis:

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

The City Council periodically conducts goal-setting and 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 2008 - 2013 and target actions are:

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

- Initiate a program to update the general plan to respond to the next 20 years and the Regional Blueprint; ensure that infrastructure and service capacity is in place prior to development;
- Develop new policies to encourage use of "green" building practices; provide trails to link neighborhoods and village centers designed with active people in mind;
- Preserve and reinvigorate older neighborhoods and specifically continue a focus on Southwest Clovis; prepare plans for build out of the "Dry Creek Reserve" residential area;
- Prepare plans for regional and community parks specifically the Big Dry Creek Regional Park and provide solutions for long term funding of parks and green space.

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

- Take a diligent approach to law enforcement and a zero tolerance for criminal activity;
- Take a preventive approach to safety through public education and citizen partnerships;
- Prepare the community for emergencies and disasters with active volunteers;
- Maintain target response times for high priority calls for emergency services;
- Assure safe building designs and occupancies; address ADA compliance issues.
- Create a safe feeling for residents and visitors in the community;
- Enforce neighborhood preservation regulations to preserve and maintain the integrity of neighborhoods and deter crime;
- Provide more opportunities for use of community volunteers in safety services.

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.

- Attract knowledge workers to the community by providing desired amenities;
- Actively pursue business retention, expansion, and attraction throughout the city;
- Identify public and private alliances from local, state, national and international partners that help advance the city's goals;
- Foster development of new business parks so that sufficient inventory of shovel-ready sites is available;
- Seek financial or other incentives to be used for business expansion;
- Ask private businesses to offer views on economy and future forecasts;
- Support transportation connections in the region, specifically State Route 65 and the Metro-Rural Loop;
- Support businesses seeking incubation for jobs and facilitate growth of the workforce;
- Support and advance the Technopolis Clovis initiative.

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

- Explore the possibility of establishing a citywide *Landscape Maintenance District* and a citywide street lighting fee to improve reliability of maintenance of the investment and remove from General Fund support;
- Align fee revenue with specific services;
- Aggressively pursue grants;
- Seek greater use of community volunteers by every department;
- Seek opportunities for new alliances for partnerships with other public agencies to improve, consolidate, restore, and sustain services;
- Seek cost-recovery for services when specific users can be identified;
- Provide a critical evaluation of the city's fiscal condition and identify policies that should be considered for future change to restore the city's fiscal health;
- Revise the City's policy for establishment of emergency reserves to increase the amount consistent with best fiscal practices and the City's needs.

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

- Provide well-maintained, attractive neighborhoods and transit and transportation corridors;
- Initiate discussion of ways to provide a community and cultural arts center;
- Initiate planning for the Big Dry Creek Regional Park;
- Seek ways to increase funding to build and maintain new park facilities;
- Continue working with local schools for educational excellence.

6. Foster regional leadership by maintaining a distinct community identity and pride.

- Lead by example and demonstration of ethical behavior;
- Share best practices and good ideas with other communities;
- Step forward to leadership positions on tough issues for the region;
- Tell the Clovis story and remain authentic to the historic roots of the community;
- Embrace change and opportunities to establish new partnerships.

7. Encourage and promote citizen engagement and community leadership.

- Promote and explore new tools for citizen engagement such as computer blogs to reach younger citizens;
- Enhance community partnerships to achieve programs and amenities for residents;
- Continue offering the Citizens' Academy;
- Promote community volunteerism;
- Continue offering *Connecting With Clovis* magazine;
- Streamline the use of the CRM automated contact service for better effectiveness;
- Improve the website to meet communication needs;
- Support ways to preserve the city's history.

8. Maintain Clovis as a public sector employee of choice.

- Remain competitive in the marketplace for employees;
- Seek training methods through alliances with other agencies;
- Support activities to maintain a customer service work culture;
- Emphasize responsibility and creativity amongst the workforce;
- Do things that matter to our citizens and the future sustainability of the community;
- Continuously renew succession planning strategies.

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

The General Plan is the overall guiding document for the City's future growth. 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 program to update the 1993 General Plan. In the intervening years between major revisions of the General Plan, the city utilizes Specific Plans to focus on defined areas of the Plan for more precise parameters for land use and development. Ideas for consolidating these Specific Plans into the General Plan for better management and implementation of the plans will be considered with the update. The Service and Infrastructure Master Plans provide the implementation details for the General and Specific

Plans and are updated at least each five years. The Five-Year Community Investment Program provides a schedule of capital improvements 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. There is also discussion about strengthening economic development strategies by requiring inclusion in the General Plan as well.

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 adopted General and Specific Plans.
- 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 utilized only when current fees and charges cannot pay for capital improvements within a reasonable period.
- Development of cohesive neighborhoods is encouraged as the community grows.
- User fees should be charged for services provided when appropriate and should cover the full cost of service delivery.

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 5% of the budgeted expenditures with the goal for reserves of 5 - 10% 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. (This policy will be reviewed this year to determine if the goal for reserves should be revised upward.)
- 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. In response to this policy, in 1992 the city began transferring funds each year into the General Government Services Fund (an Internal Service Fund) to address the building space needs for new fire stations, corporation yard consolidation, new animal shelter, regional parks, industrial parks, and major remodeling, repairs, or additions to existing facilities. The fund also provides resources to improve and expand the use of technology for improved productivity and effectiveness. (Due to budgetary constraints this policy has been suspended for the past two years.)

- 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 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 where 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.
- The City will establish development impact fees to ensure that new growth pays the cost of infrastructure improvements.
- 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, lastly, 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 are allowed in any one investment.

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

KEY BUDGET OBJECTIVES

The key budget objectives are consistent with maintenance of facilities and delivery of services at established levels to meet the need of continuous growth in the city. 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 essential services to match available resources.
2. Plan for the future of the City and its residents by updating the 1993 General Plan, including updates to all service master plans.
3. Maintain appropriate service levels with a reduced workforce that will best promote community appearance and the environment and protect the public investment in streetscapes, parks, trails, and street trees.
4. Pursue an economic development strategy that will facilitate the growth of new business and jobs that will improve the overall tax base of the City and the median household income for residents in the community.
5. Pursue an aggressive capital investment program with available funds to provide a safe, clean, and well-maintained community for all residents; complete major public facility projects to treat, recycle, and reuse waste water; and provide preventive maintenance as priority expenditure to avoid greater replacement costs in the future.

DISCRETIONARY VERSUS NON-DISCRETIONARY REVENUES

The distinction between these types of revenues, especially for the General Fund, is the key to understanding the financing of basic government services such as public safety, streets, parks, and general administration. Understanding these types of revenues makes it very clear how decisions that are made at the state or local level, about funding for local government and use of the revenues, can affect the City's basic government services. With shrinking sources of revenue, the terms "discretionary" and "non-discretionary" revenues have taken on greater importance.

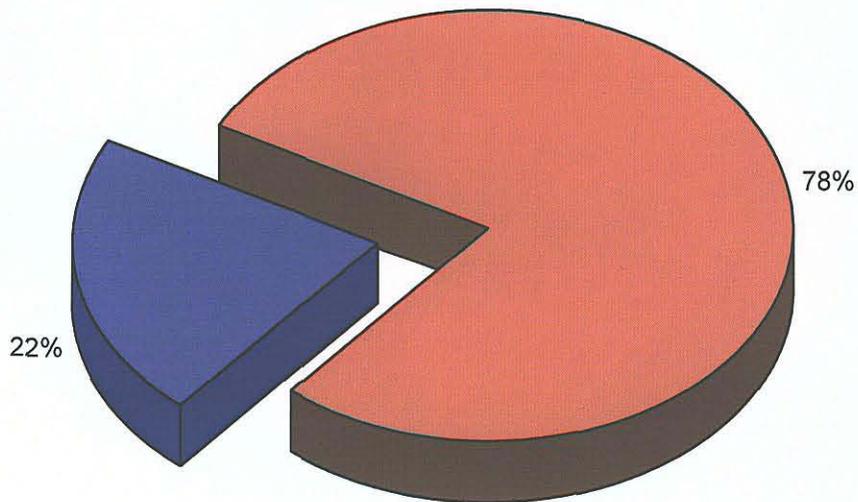
Discretionary revenues are those for which the City can determine the use, without restriction, by deciding how those funds will be expended and on which programs. Examples of discretionary revenues are property taxes, most sales taxes, and vehicle license fees, all of which may be allocated to support 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 and other taxes, which include sales taxes and account for more than 97% of total discretionary funding.

Non-discretionary revenues have restrictions; and the City must spend those 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 entitlement processes or expenditure for public infrastructure associated with development.

The following chart entitled "Summary of Discretionary and Non-discretionary Revenues 2008-2009" illustrates that only 22% of total revenues are discretionary with the remaining 78% non-discretionary. The City's discretionary revenues this year total \$36.6 million. The remaining \$132.3 million of revenue is non-discretionary. Of the discretionary revenues, the chart entitled "Use of Discretionary Revenues 2008-2009" shows that the City will use 87% or \$31.8 million of the total \$36.6 million of discretionary funds for public safety. Included in the \$36.6 million of discretionary funds is \$0.1 million of one-time carryover resources.

SUMMARY OF DISCRETIONARY AND NONDISCRETIONARY REVENUES 2008-2009

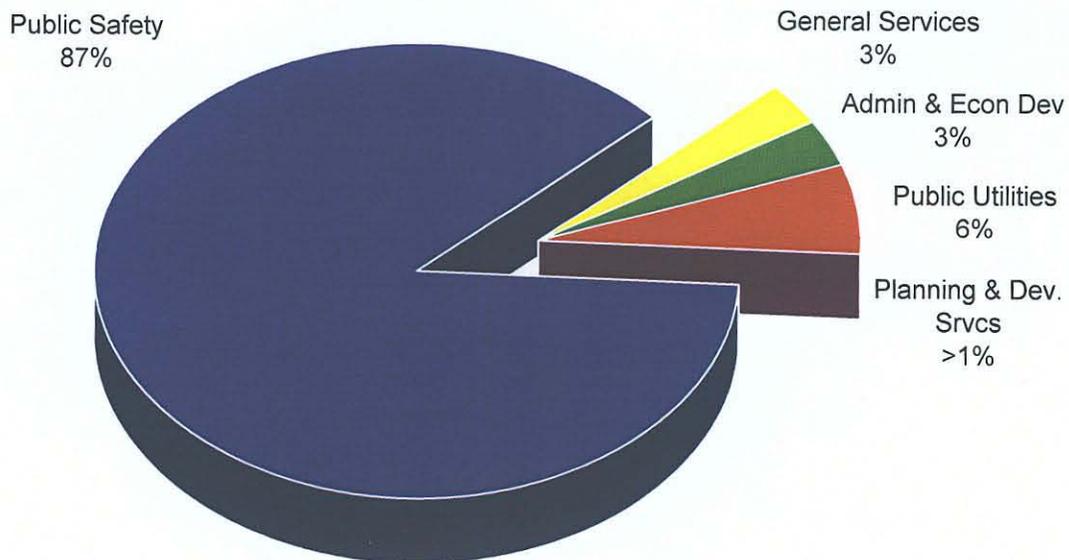
	<u>Discretionary</u>	<u>Non Discretionary</u>	<u>Total</u>
Property Taxes	16,735,000	4,071,000	20,806,000
Other Taxes	18,852,000	50,000	18,902,000
Licenses & Permits	0	1,662,000	1,662,000
Fines & Forfeitures	1,000	269,000	270,000
Use of Money & Property	125,000	3,033,000	3,158,000
Revenue From Other Agencies	736,000	17,292,800	18,028,800
Charges For Current Services	6,000	81,165,000	81,171,000
Other Revenues	0	8,254,150	8,254,150
TOTAL CURRENT FUNDING	36,455,000	115,796,950	152,251,950
Use of Reserves	116,000	16,504,534	16,620,534
TOTAL	36,571,000	132,301,484	168,872,484



■ Discretionary ■ Non-Discretionary

USE OF DISCRETIONARY REVENUES 2008-2009

Departments	Total Expenditures	Non Discretionary Revenues	Use of Discretionary Revenues
City Council	220,916	59,000	161,916
City Clerk	2,698,646	2,521,236	177,410
City Attorney	625,577	303,000	322,577
City Manager	1,321,857	894,000	427,857
General Services	31,852,449	30,716,387	1,136,062
Finance	1,935,647	1,792,000	143,647
Police	22,896,920	1,825,000	21,071,920
Fire	11,359,420	565,000	10,794,420
Public Utilities	52,484,913	50,196,199	2,288,714
Planning & Development Services	6,830,477	6,784,000	46,477
Capital Improvements	33,432,000	33,432,000	0
CCDA	3,213,662	3,213,662	0
TOTAL	168,872,484	132,301,484	36,571,000



ECONOMIC OUTLOOK

The City of Clovis will continue to attract its share of interest from expanding residential development, retail and professional businesses as well as manufacturing companies because it is a desirable community in which to live and do business. Present economic conditions will, however, temper the pace at which these activities will occur. Interest rates and market growth will influence just how rapidly the economy will recover. Such growth is supported by implementation of the City's Economic Development Strategy and action plan for expansion and attraction of target industries. The City's emphasis on economic development programs both locally and regionally continues to be critical for the well being of the community for today and tomorrow. With such a youthful community, current median age pegged at 32 years old, the economy must and will grow to meet the market needs of growing families.

Strategic goals of the City for several years have been to facilitate an increase in the job base and retail sales tax base. This focus also yields increased property tax base and improved median household income. These efforts have paid off. The inventory of industrial sites in Clovis is being utilized by expansion of existing business and industry as well as new businesses wishing to locate here. This has caused the City to reconsider existing land use plans and examine the feasibility of conversion to business park use in some locations. Clovis has also consistently been ranked in the top three cities in Fresno County in per capita sales tax revenue over the past ten years and has ranked in the class of the highest performers in the state. Due to the present economic conditions, that performance has dropped off over 4% this past year with more than half of the decline resulting from poor sales of automobiles and building materials. Despite the economic downturn, these consistently high rankings illustrate the importance of Clovis as a regional marketing location. A major element of the City's continued growth is expansion of manufacturing and tech-support jobs at existing businesses and the development of the Central Valley Research and Technology Business Park which one the way to build out of the first phase. Phase 1 (80 acres) is now committed to development and under construction. Phase 2 (80 acres) is actively marketed with early commitments for development being made. Phase 3 (140 acres) is planned with annexation, street alignment and zoning in progress.

Long-range projects that will have a positive effect on the local economy in the next five years include: 1) continued expansion of businesses in the City's Pelco Business Park, continued expansion of the privately held Dry Creek Industrial Park, and attraction of business to the Research and Technology Business Park; 2) opportunities for continued expansion of manufacturing facilities at Pelco and Anlin Industries; 3) pursuit of two blocks of mixed use commercial and housing development at the old DMV site; 4) new medical offices, retail centers and expanded auto sales along the Herndon business corridor; 5) new business offices, neighborhood grocery sales, and hotel/restaurant development along the Shaw business corridor; 6) new office, hotel, eatery and commercial development at the large parcels at the Clovis and Herndon intersection; 7) pursuit of full occupancy of the Main Street expansion of the Sierra Vista Mall; 8) pursuit of a major mixed use retail, commercial, and entertainment venue and reuse of the historic Italian Swiss Winery property; and 8) bids for new tourist destination events such as a statewide bicycle tour and statewide track meet in the City.

The current economic conditions are unstable and there is weak performance of tax revenues that support City services. State and Federal budget deficits and failure to properly control the persistent of the problem will continue to have a negative effect on private investment in California and its regions as well as the major sources of public investment funding for streets, roads, and public transit. Long term economic forecasts for the Central Valley offer positives about the opportunities for job growth but continue to cite the lack of diversity in the mix of industries, lack of ready to build industrial sites, and the inability to match or upgrade worker skill with jobs as major challenges.

To the credit of leaders in the region, business and government have joined forces to advance a regional agenda for improving opportunities for job creation and for education and preparation of the workforce. It is a constructive effort and the City and community should continue to support these efforts. Continued population growth, a youthful demographic, growth in household income, relatively low rates of inflation except for fuel and now food, significant depreciation of housing values, and slow rising interest rates will help contribute to a continued demand for homes and other goods and services.

This year the Central Valley has the distinction of reaching a population that is equal to the San Francisco Bay Area and will continue to emerge as a respected political and economic force in California's future. The Central Valley must continue to position itself to receive its share of economic development. Growing population and households must be paired with job growth if the region is to continue to improve its economy. Clovis is well positioned to take advantage of and capture its share of the expected economic growth in the region and must continue to review and evaluate its strategies for successful community and economic growth.

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 type (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 capital improvement program is determination of the logical order of construction of projects included in the master plans. Public service programs and the master plans are the principal bases 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, or needs of other jurisdictions. 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.

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.

This year the preparation of the five-year forecast for the General Fund has been delayed until after the budget is prepared. 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. This revision has been time-consuming and staff resources have not been sufficient to perform these analyses concurrently. However, delay in preparing the forecast for the General Fund will yield a more useful report for examining future fiscal trends because it will utilize more accurate data.

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 of more than \$5,000 in appropriations and \$2,500 in reserves require Council action.

BUDGET CALENDAR

Departmental Submittal (including CIPs)	March 3, 2008
City Manager Budget Review	March 3 – April 25, 2008
Introduction of Recommended Budget to City Council	May 19, 2008
Council Budget Review and Public Hearings	June 9 and 16, 2008
Adoption of Budget	June 16, 2008

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 2.66% from 2007. The Department of Finance reports that the PCI was 4.29%. The change in non-residential construction was 8.79%. Therefore, the change in non-residential construction is used.

Appropriations Limitation 2007-2008	\$111,661,561
Add: Change in Population (2.66%)	<u>2,970,198</u>
	\$114,631,759
Add: Change in NRC (8.79%)	<u>10,076,132</u>
Appropriations Limitation 2008-2009	\$124,707,891
Less: Proposed Expenditures Subject to Limitation in 2008-2009	<u>36,526,025</u>
Amount of Unused Authorized Appropriations	<u>\$ 88,181,866</u>

It is recommended that the Council's adoption of the Budget include the establishment of the City's Appropriations Limitation for the 2008-2009 fiscal year at \$124,707,891.

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.

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 Grant 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 Bond Fund

This fund accounts for the Park Projects Fund share of the Lease Revenue Bond annual debt service. Funding for the annual debt service is a transfer from the Park Projects Fund. The source of funding is developer fees.

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.

Refuse Service 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.

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.

Sierra Vista Assessment District

This fund accounts for the annual debt service for the Sierra Vista Assessment District bonds. Funding for the annual debt service is derived from assessment charges to the benefiting property

owners and the Clovis Community Development Agency through an owner participation agreement.

Street Cleaning Fund

This fund is an enterprise fund and was established when the City implemented the street sweeping fee. This fund accounts for the street sweeping operations and is self-supporting from user fees.

Street Construction Fund

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

Transit Fund

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

Water Construction-Developer Fund

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

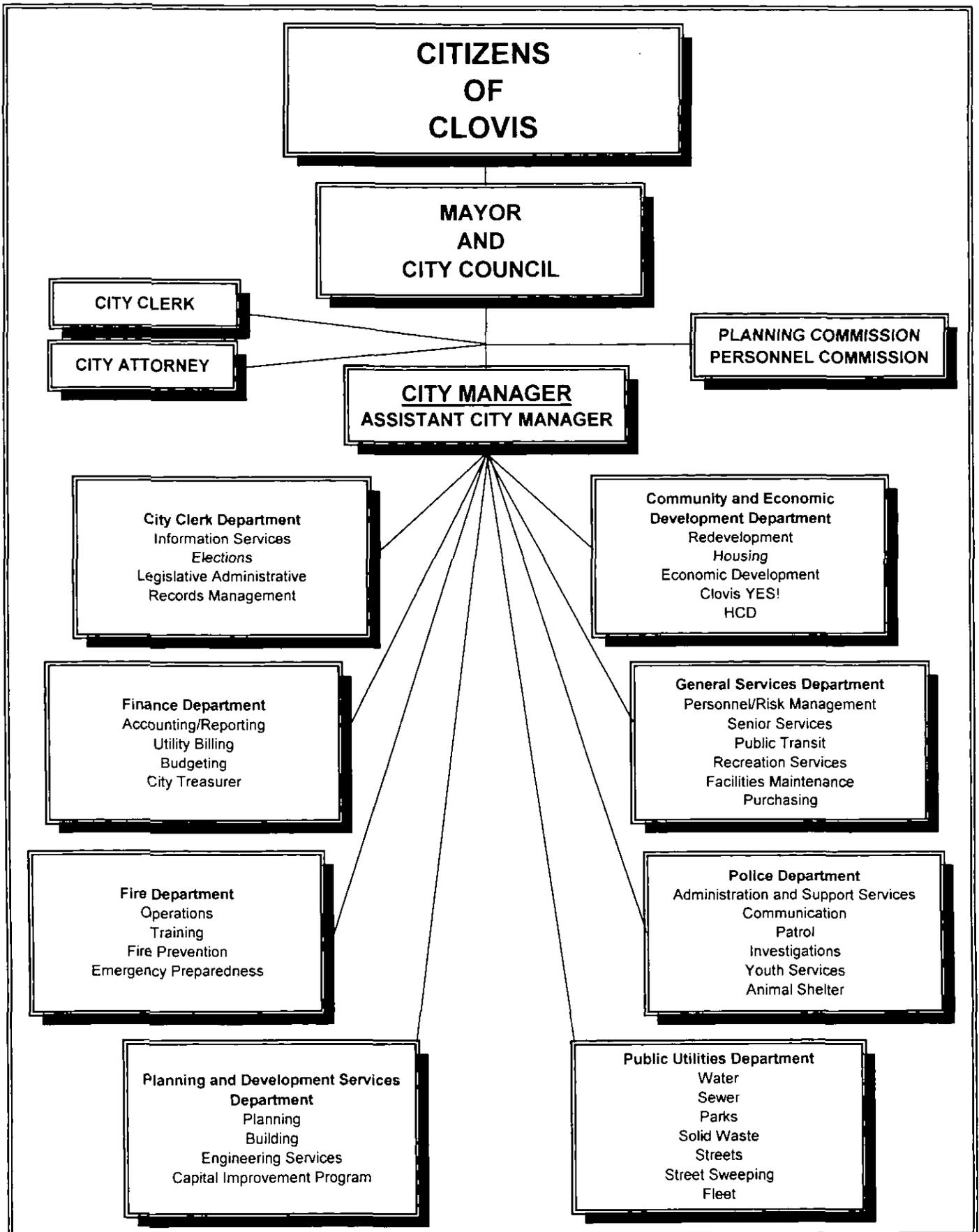
Water Construction-Enterprise Fund

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

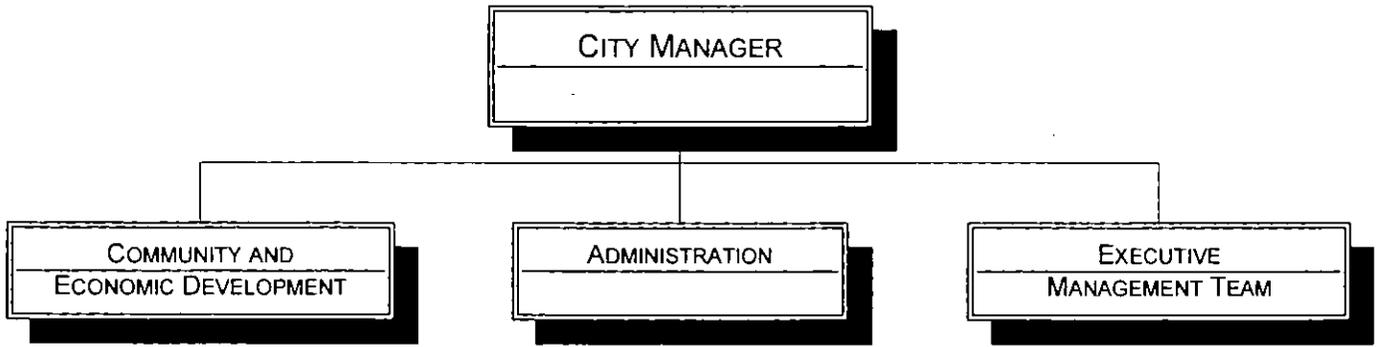
Water Service Fund

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

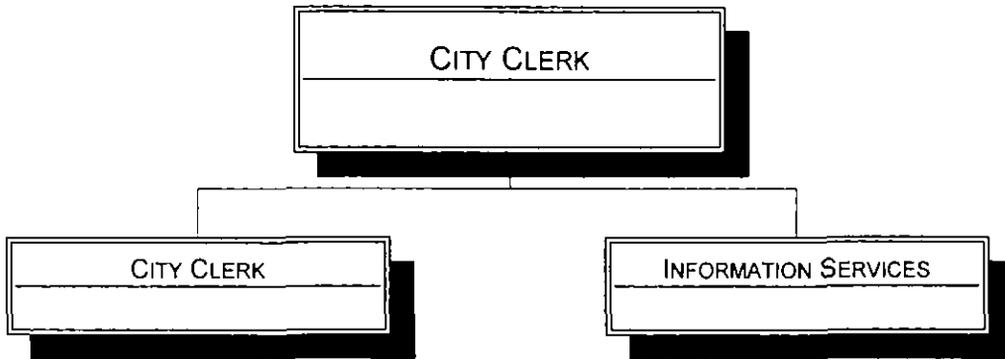
CITY OF CLOVIS ORGANIZATION CHART



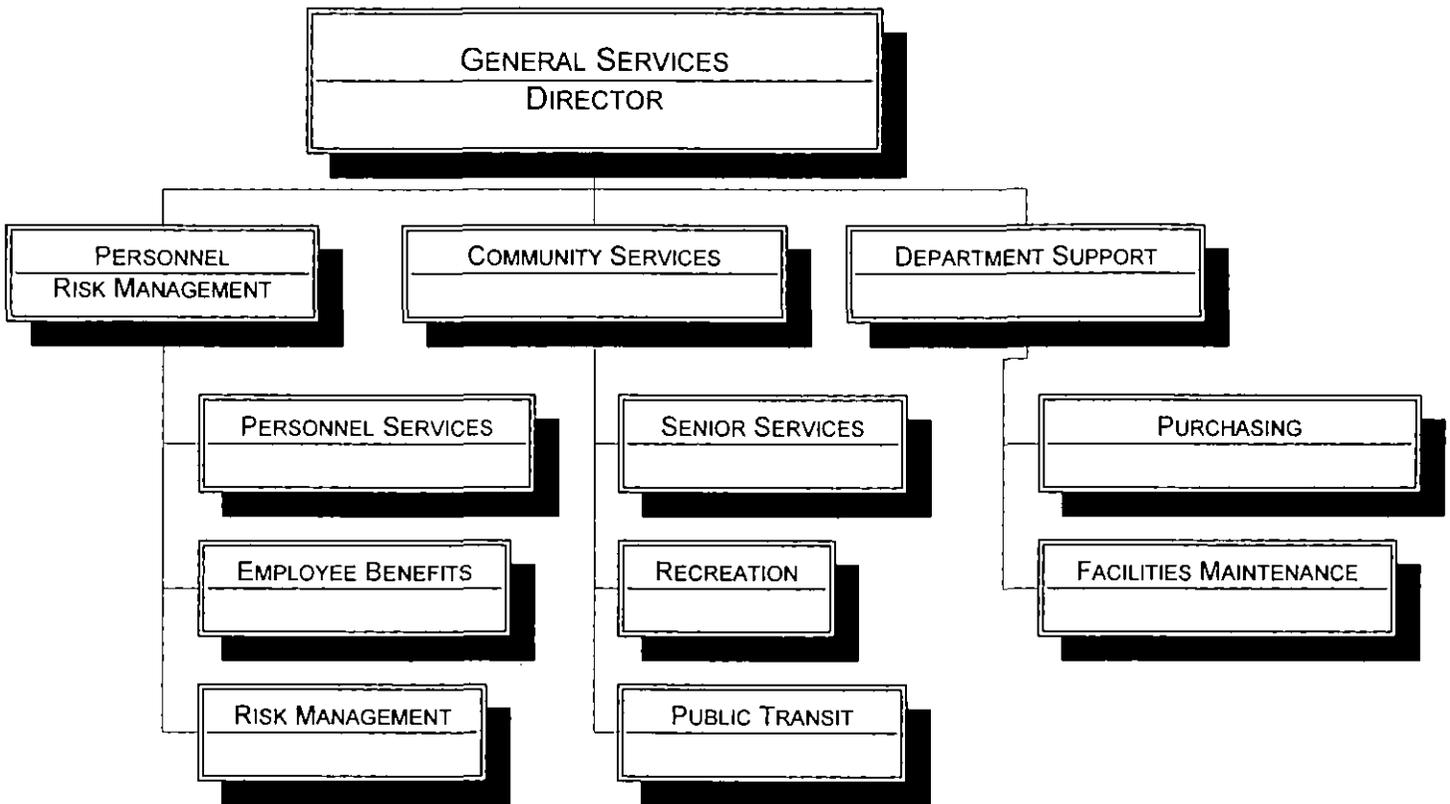
City Manager Department



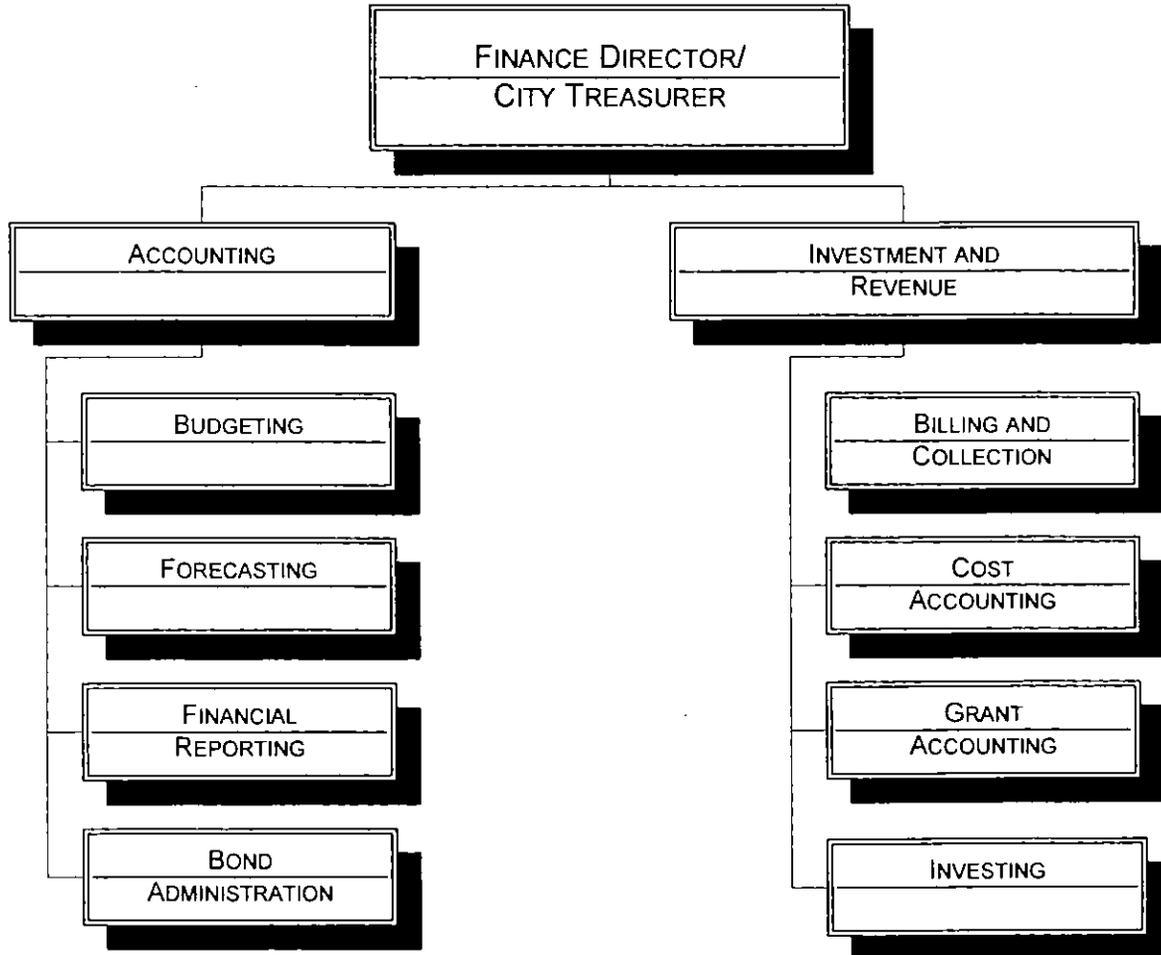
City Clerk Department



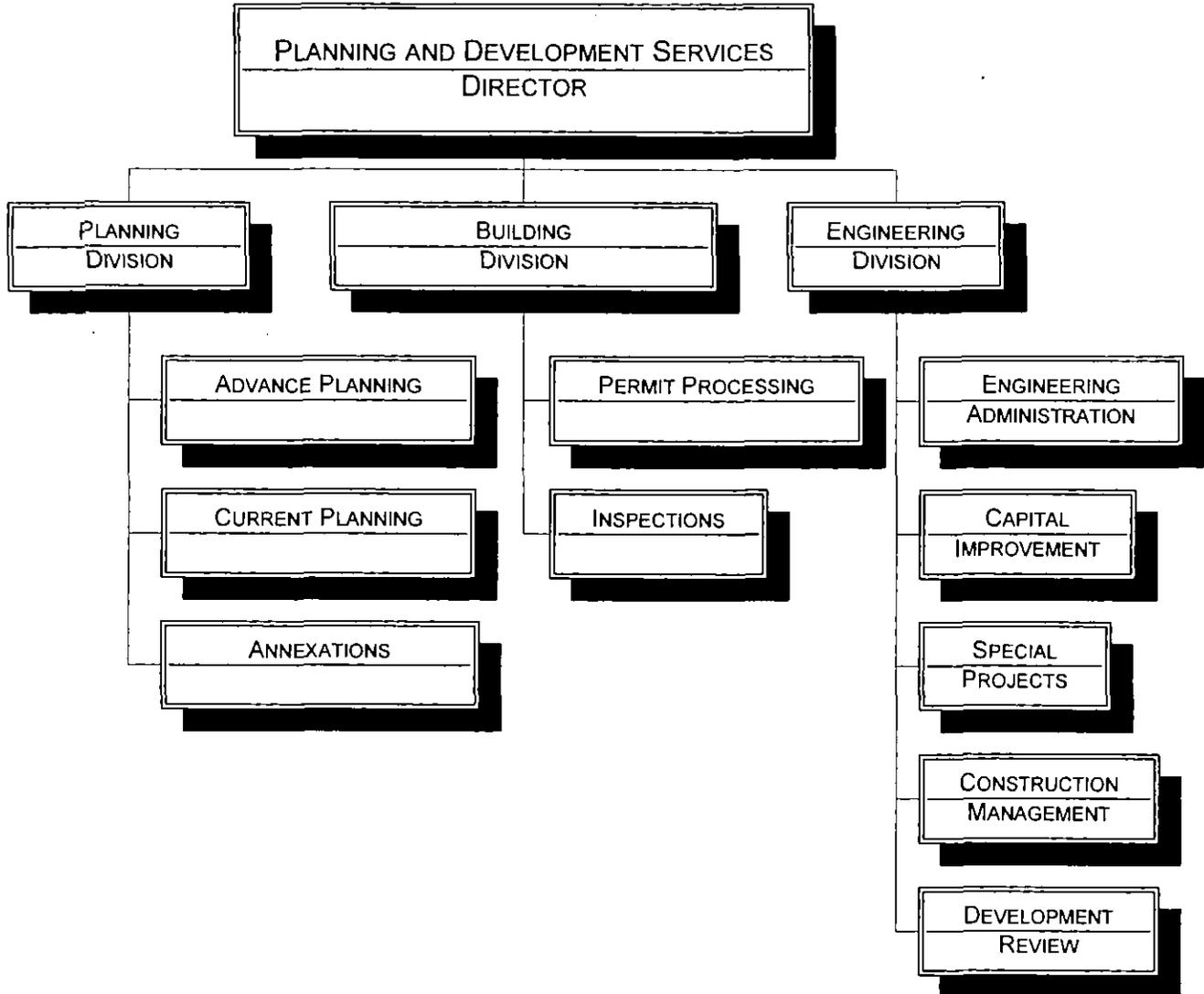
General Services Department



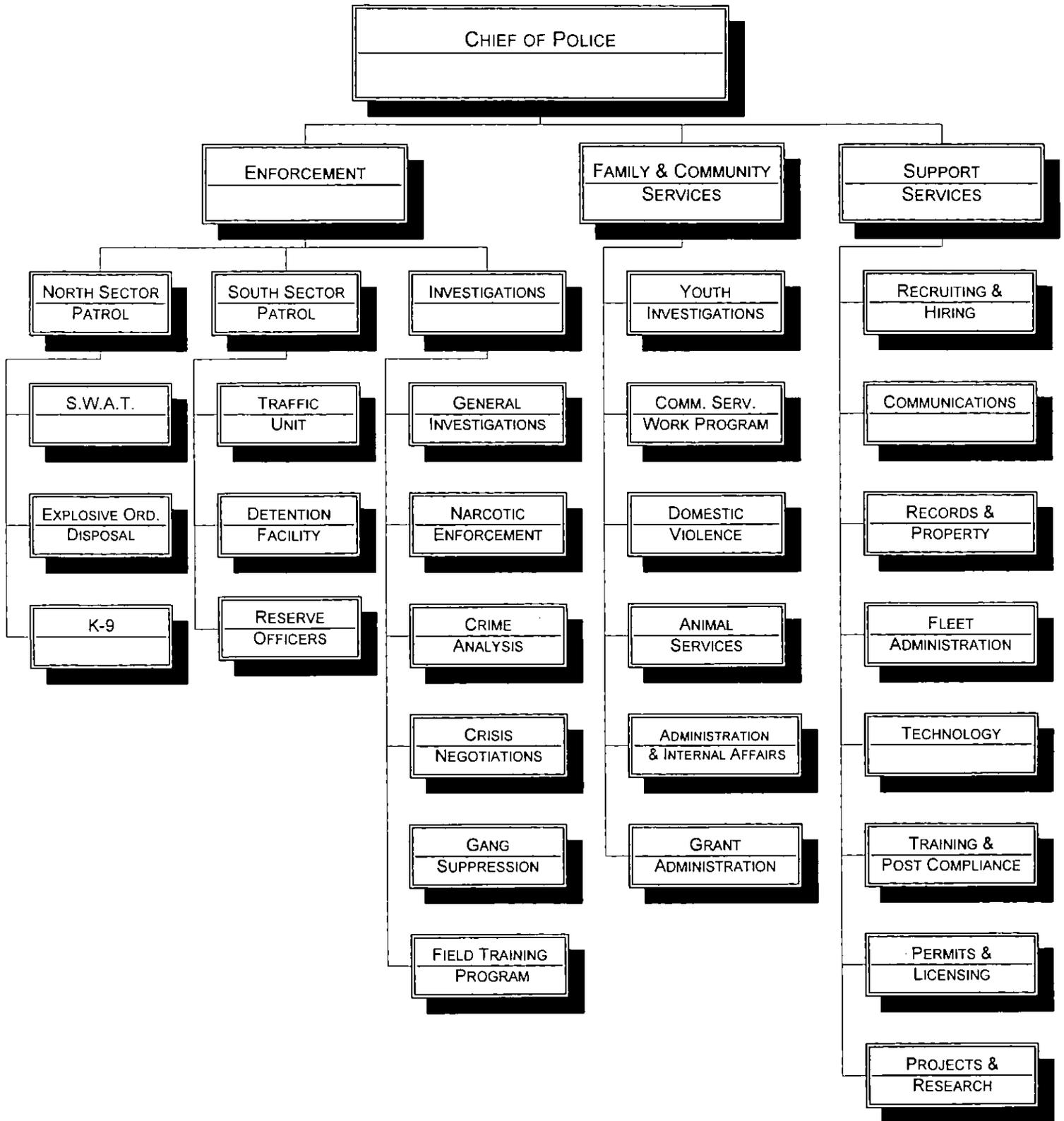
Finance Department



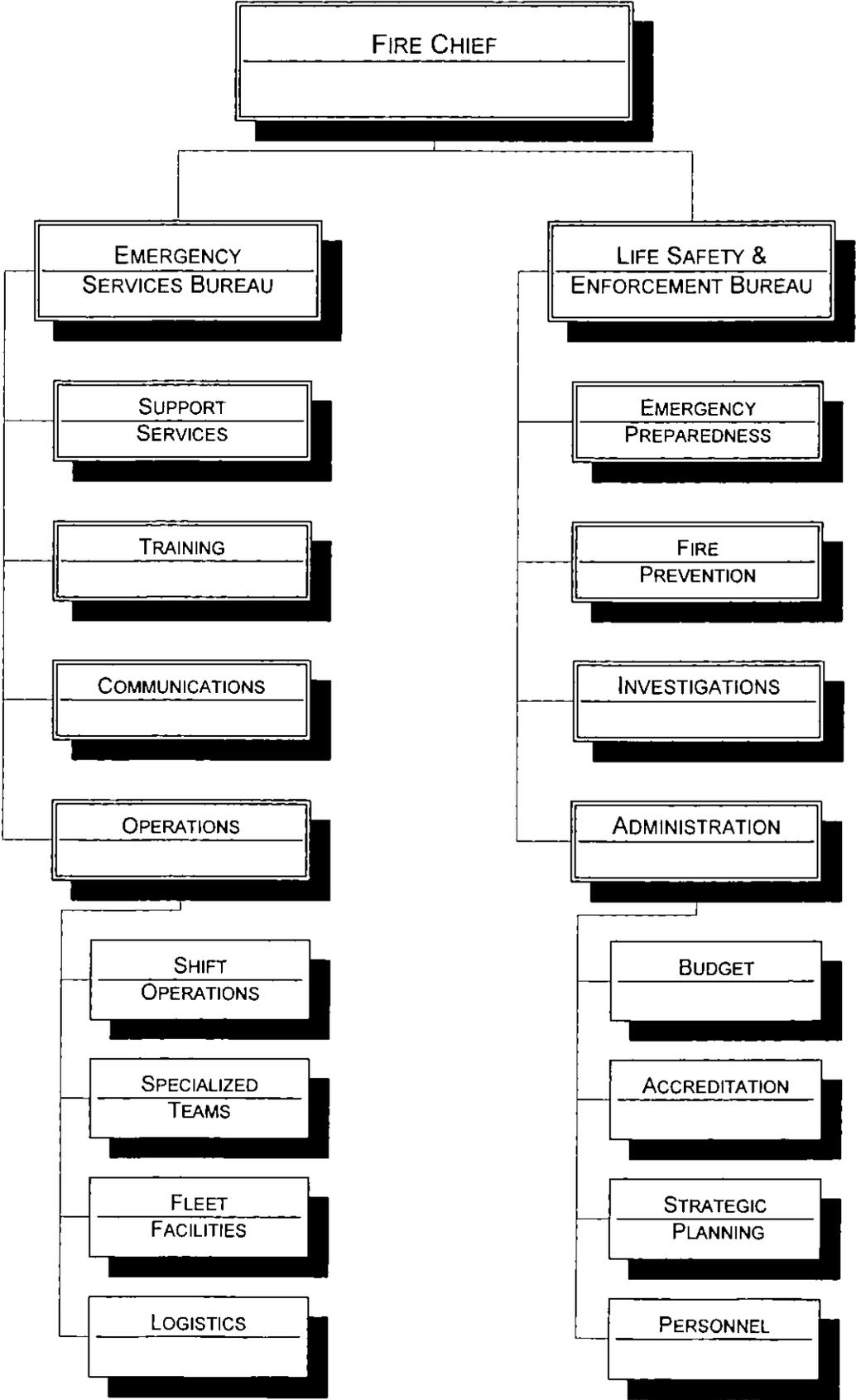
Planning and Development Services Department



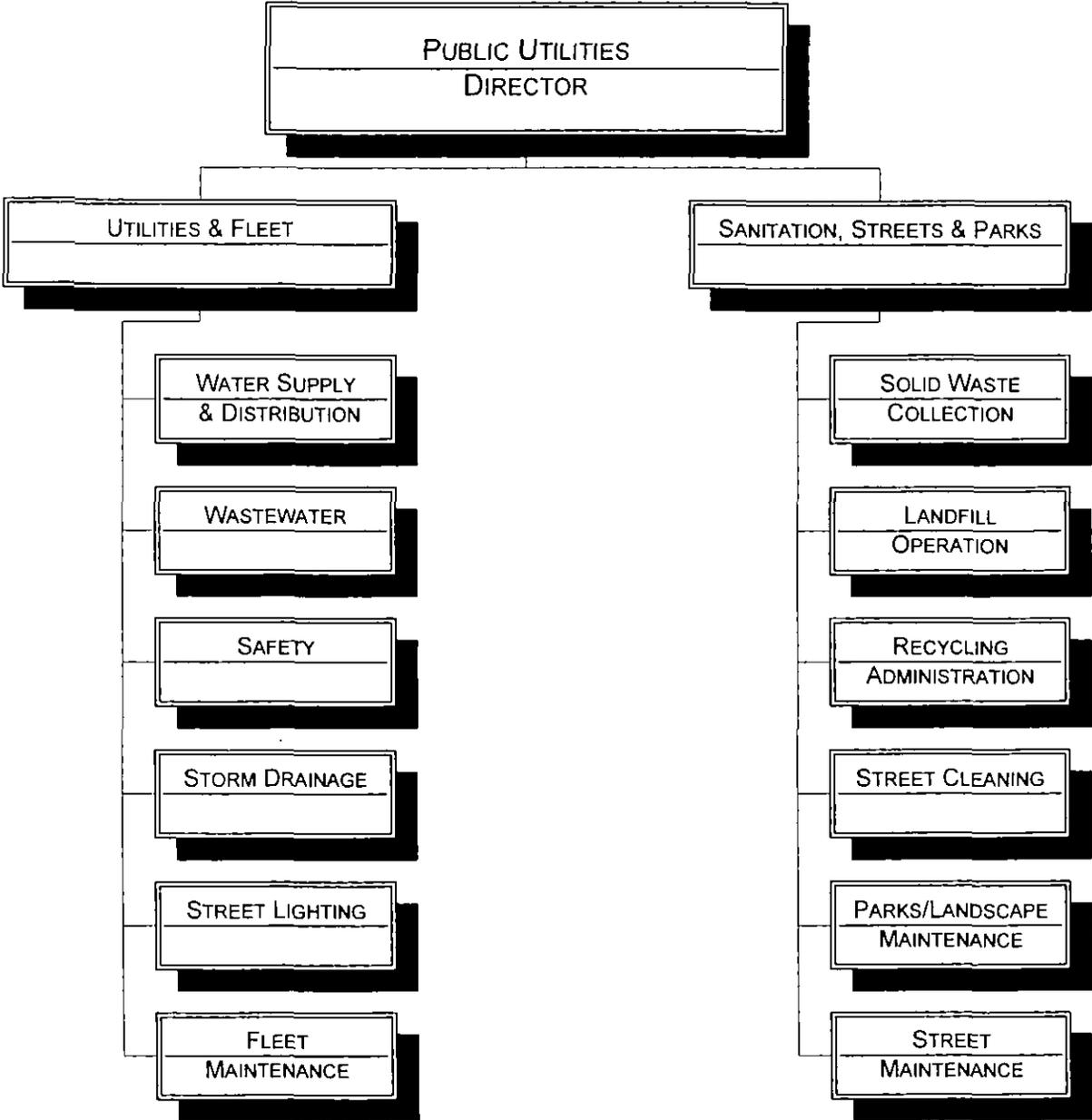
Police Department



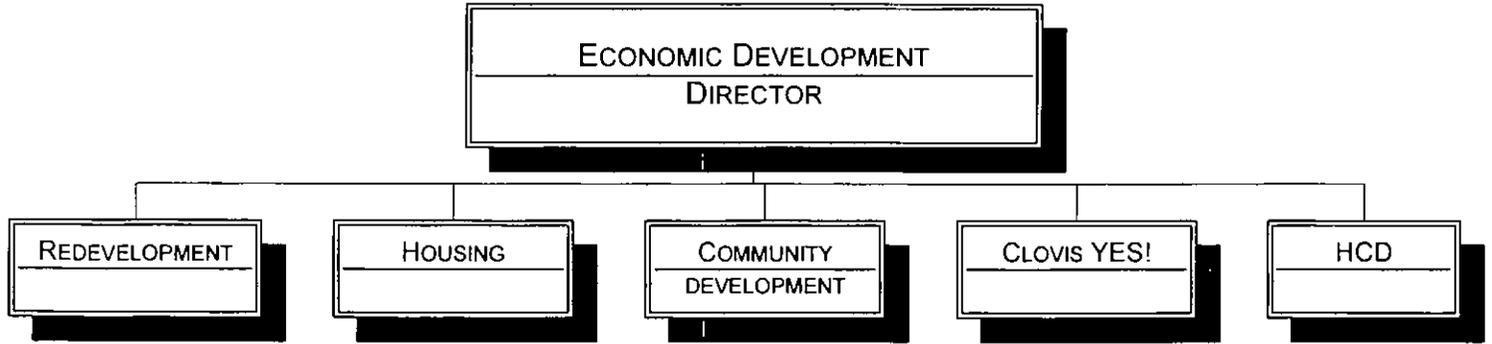
Fire Department



Public Utilities Department



Clovis Community Development Agency



**CITY OF CLOVIS
2008-2009 MANAGEMENT STAFF**

Kathleen A. Millison, City Manager
Jeffrey Witte, Assistant City Manager
Robert Ford, General Services Director
Michael Leonardo, Public Utilities Director
Janet Davis, Police Chief
Michael Dozier, Community and Economic Development Director
Robert Woolley, Finance Director/Treasurer
Mark Aston, Fire Chief
Jeffrey Witte, Acting Planning & Development Services Director
John Holt, City Clerk/Information Services Director
David Wolfe, City Attorney

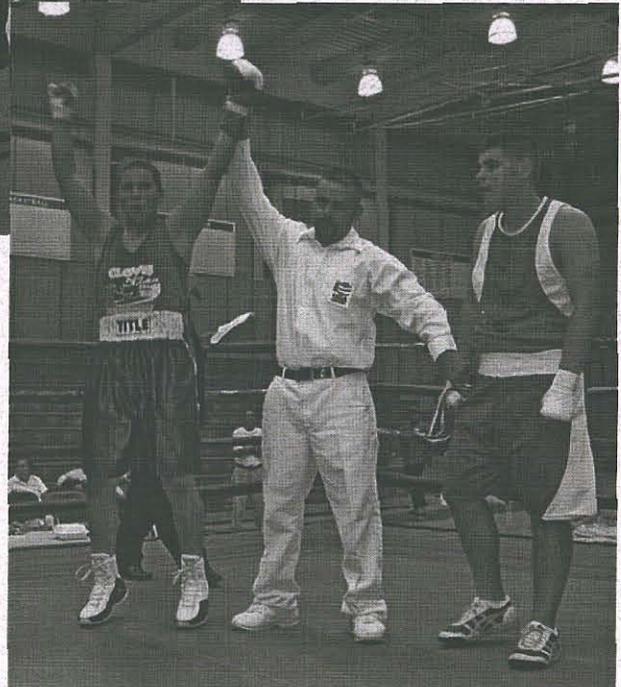
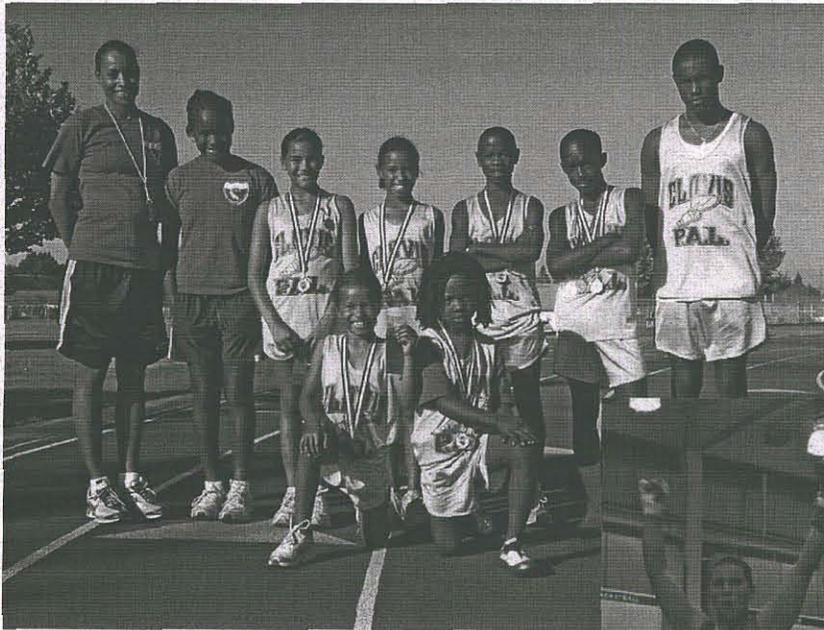
**AD HOC BUDGET
PREPARATION TASK FORCE**

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

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

SUMMARY OF REVENUES & EXPENDITURES

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 Clovis Police Activities League (PAL), a recreation oriented crime prevention program, provides many activities and team sports for the community's youth. PAL is operated by police officers and community volunteers.

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, 2008; the total estimated revenue for 2008-2009; the total proposed budget expenditures for 2008-2009; and the projected ending fund balance for each fund as June 30, 2009.

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 - General Fund expenditures are being funded through current year revenues and use of the Emergency Reserve. Revenues are experiencing a slight decline of \$0.6 million over the previous year while proposed expenditures are declining \$3.5 million, when compared to the previous year's estimated expenditures. The decline in revenue is attributable primarily to the slowdown in retail sales tax and residential construction activity. Revenue is also being impacted by the declining assessed values and foreclosures due to the credit crunch. Expenditures overall are declining, but some expenditures categories are increasing necessitating a reduction in others. Reductions are occurring in overtime, extra help and travel and training and capital expenditures. Salary and benefit costs are also reflecting declines due to un-funding several positions and employee concessions. This budget reflects the un-funding of 33 (27 recommended in the proposed budget) previously approved and funded positions. All these positions are currently vacant. In addition the city has identified minimum staffing requirements for several departments. These positions are also unfunded bringing the total general fund unfunded positions to 53 or 14%. These unfunded positions are in; the Police Department, eight police officers; Fire Department, eight firefighters; and Parks Division, four utility workers; and are necessary to meet minimum staffing requirements. A complete listing of recommended positions and unfunded positions is included in the **Personnel Section**. In addition the General Fund has \$2.7 million, or 5.0% of expenditures, designated to be set aside as an emergency reserve. The General Fund is also transferring \$38,000 to the Clovis YES program.

Special Revenue Funds - The fund balance for the Clovis Community Development Agency is decreasing when compared to the previous 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 Assessment District Fund shows a projected fund balance of \$2.4 million for 2008-2009. This amount is being accumulated for a reserve and future equipment replacement requirements.

Internal Service Funds - All of the City's Internal Service Funds have adequate revenues or reserves to cover current operating requirements. All the City's Internal Services funds are funded primarily by charges to user departments. It has been a practice 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. There are sufficient reserves in the General Government Facilities Fund to fund a limited number of projects and all future needs are identified in the Five-Year Community Investment section under the General Government Facilities heading.

Enterprise Funds - All of the City's Enterprise Funds show sufficient revenue and working capital to meet current operating requirements. The Refuse Enterprise is the only operation with a rate increase in 2008-2009, with a currently approved 4% increase effective July 1, 2008. This increase will allow the City to continue to make the required improvements at the landfill and maintain required bond coverage.

Capital Improvements - Several major projects are included in the 2008-2009 budget and are listed in the Community Investment Program Section. The City has identified several major projects in the Five-Year Community Investment Program Section for years beyond 2008-2009 that do not currently have funding sources identified.

Debt Service Funds - All debt service requirements are being met in 2008-2009. The remaining fund balances represent debt service reserve requirements.

SUMMARY OF RESOURCES AND APPROPRIATIONS 2008-2009

Fund	Beginning Balance	Transfers	Current Resources	Expenditures	Ending Balance
GENERAL					
General Fund	141,400	(38,000)	54,037,000	54,138,000	2,400 *
SPECIAL REVENUE FUNDS					
Clovis Com Dev Agency	11,677,147	(747,400)	121,000	2,045,133	9,005,614
Clovis YES	(37,824)	38,000	418,800	418,543	433
HCD Block Grant	(5,908)	0	113,000	106,986	106
Landscape Assessment District	2,410,941	0	2,759,000	2,762,000	2,407,941
Total Special Revenue	14,044,356	(709,400)	3,411,800	5,332,662	11,414,094
INTERNAL SERVICE FUNDS					
Liab & Prop Ins	589,556	0	876,000	1,175,875	289,681
Employee Benefits	712,838	0	16,349,000	16,545,896	515,942
Fleet Maintenance	3,570,279	0	7,632,000	8,362,323	2,839,956
General Govt Services	4,115,553	0	8,108,500	9,918,569	2,305,484
Total Internal Service	8,988,226	0	32,965,500	36,002,663	5,951,063
ENTERPRISE FUNDS					
Refuse Disposal	3,100,062	(423,000)	13,119,000	12,778,664	3,017,398
Sewer Service	7,246,143	1,143,000	8,011,500	9,829,943	6,570,700
Street Cleaning	26,610	0	966,000	991,707	903
Water Service	6,198,145	(811,000)	9,880,000	10,955,562	4,311,583
Transit	1,653,774	0	4,303,000	4,768,283	1,188,491
Total Enterprise	18,224,734	(91,000)	36,279,500	39,324,159	15,089,075
CAPITAL IMPROVEMENT FUNDS					
Sewer Construction	16,827,975	(539,600)	4,613,400	8,889,000	12,012,775
Park Projects	1,353,389	0	2,035,000	2,780,000	608,389
Street Construction	1,397,241	0	10,160,000	10,772,000	785,241
Water Construction	4,287,315	811,000	3,291,750	5,592,000	2,798,065
Clovis Com Dev Agency	0	0	4,380,000	4,380,000	0
Refuse Construction	0	0	821,000	821,000	0
General Govt Facilities	0	0	198,000	198,000	0
Total Capital Improvement	23,865,920	271,400	25,499,150	33,432,000	16,204,470
DEBT SERVICE FUNDS					
Clovis Comm Dev Agency	265,878	644,000	59,000	643,000	325,878
Lease Revenue Bonds	42,753	0	0	0	42,753
Assessment Dist Bonds	14,000	0	0	0	14,000
Total Debt Service	322,631	644,000	59,000	643,000	382,631

* The General Fund maintains a designation of \$2,707,000 or 5.0% 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.

<u>Amount</u>	<u>From</u>	<u>To</u>	<u>Amount</u>	<u>From</u>	<u>To</u>
\$ 644,000	CCDA	CCDA Debt Service ...to pay debt service	\$ 38,000	General	Workforce Investment ...contribution to Clovis YES! Program
373,000	Sewer Capital-Dev	Sewer Service ...to pay debt service	77,000	Comm Sanitation*	Refuse Disposal ...acquisition of refuse containers and
270,000	Sewer Capital-Dev	Sewer Service ...for sewer plant improvements	103,400	CCDA	Sewer Cap-Dev ...repay property acquisition loan
811,000	Water Service	Water Capital-Dev ...to pay debt service	500,000	Refuse Disposal	Sewer Service ...repayment of interfund loan

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 an unbudgeted fund 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 2008-2009 revenues and expenditures. The schedule on the following page combines all the City's funds into one summary schedule while the 2008-2009 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 "2008-2009 Budget Summary-All Funds" includes all funding sources and expenditures for all Governmental and Proprietary Funds. A review of the revenue shows that "Charges for Current Services" is the largest revenue source followed by "Charges to Other Departments". Included in "Charges for Current Services" are the charges for the City's Enterprise Funds (water, sewer, refuse, etc.). This revenue source makes up 33% of the total funding sources. The source "Charges to Other Departments" reflects interfund charges, or revenue derived, by the City's Internal Service Funds such as General Services, Employee Benefits, Fleet Services, and Liability and Property Insurance to other operating funds for services received from the Internal Service Funds. This funding source reflects 20.3% of the total. (Please read the note at the bottom of the Budget Summary about the affect Internal Service Fund charges have on the City's revenues and expenditures). Property Taxes, which includes motor vehicle license fees which are now classified as property tax, is showing only very modest growth due to the foreclosures and declining property values. Property taxes account for 13.6% of the city's revenue. The revenue source "Sales & Use Tax" which accounts for 9.4% of total revenue, has been declining recently, but is expected to show some growth as new retail outlets open.

Overall the City budget is down when compared to the prior year. Capital outlays/improvements account for 19.5% of the total budgeted expenditures in 2008-2009, and reflects the largest reduction when compared to the previous year due to several large capital projects that were started during the previous year. The City continues to devote personnel resources to accelerate the construction of City capital projects, reflected in the continuing high level of capital improvement expenditures. The combined totals for all salaries and benefits, which accounts for 31.3% of the total expenditures, is showing a decrease from the previous year due to projected employee wage and benefit concessions along with the reduction of 27 positions no longer funded in the budget year. Reflected in the category "Administrative and Overhead," which makes up 7% of the total, is the expenditure side of the interfund charges by the City's Internal Service Funds. This expenditure reflects costs such as computer services, communications, energy, liability insurance, and office supplies. The expenditure category "Employee Related ISF Charges" which accounts for 9.5% 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.

2008-2009 BUDGET SUMMARY - ALL FUNDS

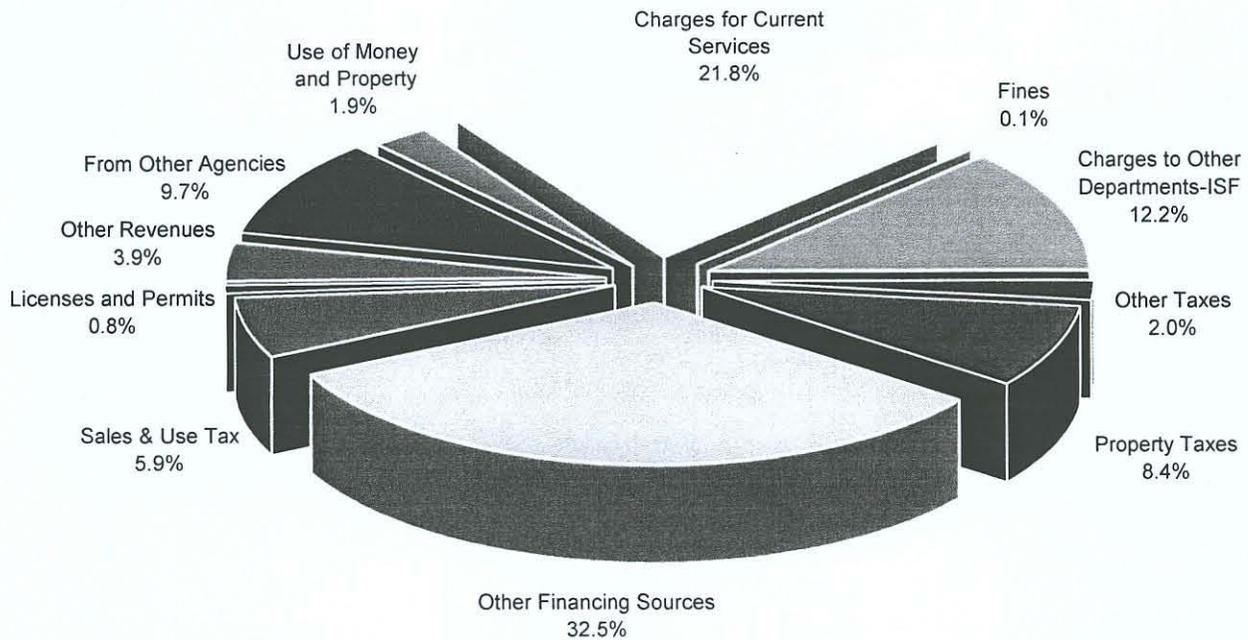
Included in the schedule below are items that are not considered revenue/expenses for financial reporting purposes. These items are:
 Contributed Capital (included in "Charges for Current Services") – Reported as equity for financial reporting
 Long-term Debt (COPs and loans; included in "Other Financing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

	<u>2006-2007</u>	<u>2007-2008</u>	<u>2008-2009</u>
	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>BUDGET</u>
<u>FUNDING SOURCES</u>			
Property Taxes	19,083,257	20,371,000	20,806,000
Sales & Use Tax	15,146,424	14,318,000	14,371,000
Other Taxes	4,416,180	4,828,000	4,531,000
Licenses and Permits	2,050,759	1,938,000	1,662,000
Fines	306,622	310,000	270,000
Use of Money & Property	6,291,524	6,458,400	3,158,000
From Other Agencies	12,216,197	23,734,817	18,028,800
Charges for Current Services	52,832,612	53,015,700	50,209,000
Other Revenues	15,266,169	9,467,281	8,254,150
Charges to Other Departments-ISF	29,585,555	29,810,530	30,962,000
Other Financing Sources	0	79,238,200	0
Total Revenues and Other Financing Sources	157,195,299	243,489,928	152,251,950
Beginning Fund Balances	92,106,141	82,377,065	65,587,267
Total Available Resources	<u>249,301,440</u>	<u>325,866,993</u>	<u>217,839,217</u>
<u>EXPENDITURES/EXPENSES</u>			
Salaries-Regular	31,409,459	32,639,362	32,740,121
Overtime	2,972,823	3,268,782	2,961,240
Extra Help	2,537,085	2,901,160	2,886,946
Benefits	14,810,357	15,729,650	14,298,733
Vehicle Charges	7,115,338	6,422,511	6,822,301
Energy	4,253,844	4,635,547	5,235,541
Communications	500,203	574,273	528,278
Professional Services	11,424,691	12,898,629	14,384,225
Repair and Maintenance	2,052,157	3,874,178	3,197,930
State Mandates	550,530	528,000	561,000
Special Events	124,050	46,900	50,900
Building and Equipment Rental	71,721	103,000	106,000
Office Supplies	707,451	718,259	785,845
Materials and Supplies	3,645,133	4,323,435	4,526,887
Travel and Meeting Expense	249,062	238,557	212,000
Training	561,037	472,500	525,650
Dues and Subscriptions	97,430	126,572	119,950
Administration and Overhead	11,793,324	12,147,877	12,436,435
Employee-Related ISF Charges	14,274,540	15,674,088	16,083,000
Liability Insurance Prog-ISF	804,156	970,560	1,052,700
Debt Service	15,718,392	18,564,400	16,492,000
Capital Outlays/Improvements	42,816,092	125,141,986	32,864,802
Total Expenditures/Expenses and Other Uses	168,488,875	262,000,226	168,872,484
Net Operating Transfers *	1,564,500	1,720,500	77,000
Ending Fund Balances	<u>82,377,065</u>	<u>65,587,267</u>	<u>49,043,733</u>

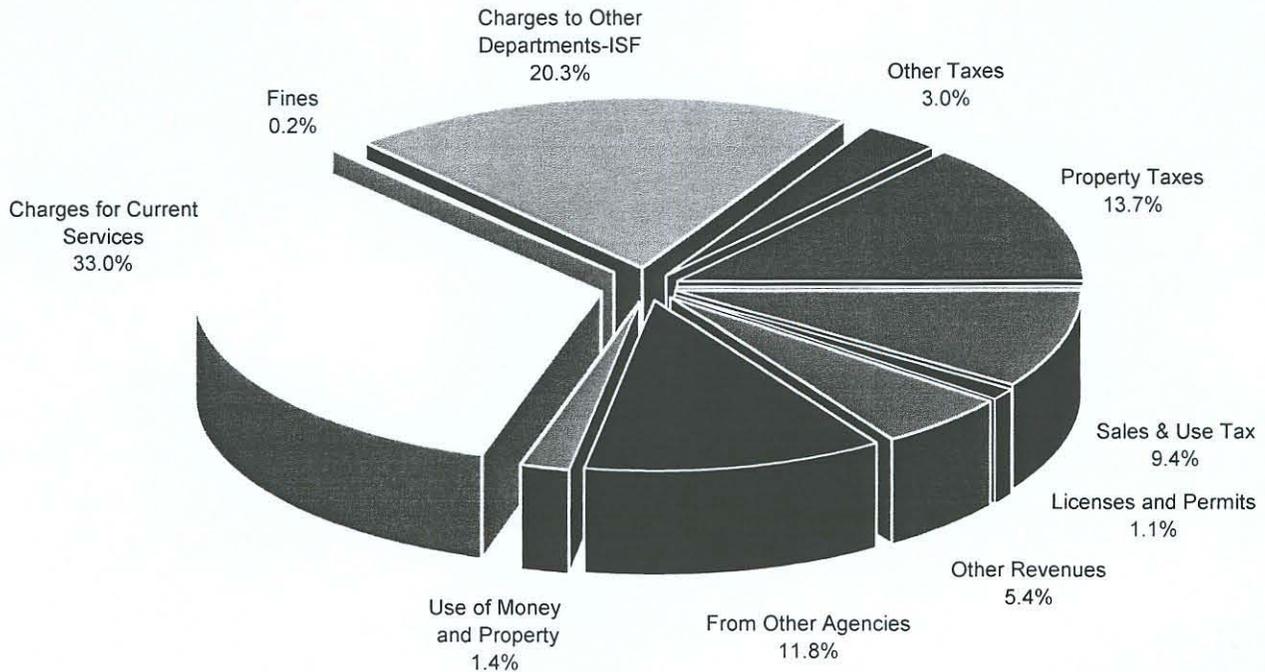
The numbers presented above include revenue and expenses for the City's Internal Service Funds. These funds act as cost allocation departments in that they accumulate the cost of goods and services and distribute these costs to the various other user departments. The user departments in turn record an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

2007-2008 ESTIMATED REVENUES



2008-2009 BUDGET REVENUES



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

2008-2009 BUDGET SUMMARY - BY FUND

	<u>Special Revenue Funds</u>				<u>Internal Service Funds</u>				
	General	Clovis Community Development Agency	HCD Block Grant	Clovis YES	Landscape Assessment District	Liability and Property Insurance	Employee Benefits	General Services	Fleet
<u>FUNDING SOURCES</u>									
Property Taxes	17,111,000	3,695,000							
Sales & Use Tax	14,371,000								
Other Taxes	4,531,000								
Licenses and Permits	1,637,000							25,000	
Fines	270,000								
Use of Money & Property	153,000	170,000				55,000	100,000	121,500	150,000
From Other Agencies	3,197,000	192,000	113,000	418,800				20,000	920,000
Charges for Current Services	6,083,000				2,759,000			585,000	
Other Revenues	6,684,000	503,000				75,000	150,000		
Charges to Other Departments-ISF						746,000	16,099,000	7,555,000	6,562,000
Total Sources	<u>54,037,000</u>	<u>4,560,000</u>	<u>113,000</u>	<u>418,800</u>	<u>2,759,000</u>	<u>876,000</u>	<u>16,349,000</u>	<u>8,306,500</u>	<u>7,632,000</u>
<u>EXPENDITURES/EXPENSES</u>									
Salaries-Regular	24,299,962	368,262	54,485			76,261	169,928	1,160,816	943,843
Overtime	2,620,755	1,000						43,000	17,000
Extra Help	1,488,738	22,000		219,000				150,000	27,888
Benefits	10,371,080	116,175	20,493	85,228		22,239	53,597	453,290	401,948
Vehicle Charges	2,366,385	20,905				4,368	12,558	82,090	97,852
Energy	1,379,500	30,600						889,500	
Communications	199,400							283,000	750
Professional Services	3,363,633	366,500		55,800	2,762,000		100	183,500	47,000
Repair and Maintenance	300,500							1,665,500	460,900
State Mandates									6,000
Liability Insurance Prog-ISF						1,052,700			
Special Events	1,900						49,000		
Building and Equipment Rental	1,000	80,000						10,000	
Office Supplies	121,950	5,100		4,100				590,000	350
Materials and Supplies	994,850	19,000						75,700	2,545,300
Travel and Meeting Expense	157,900	14,000	1,000	4,000		2,000	1,200	6,800	8,500
Training	410,000	2,500		7,000		10,700	1,750	34,200	7,500
Dues and Subscriptions	102,050	6,450	350			1,000	600	1,150	600
Administration and Overhead	5,284,547	775,641	30,658	41,415		6,607	24,163	212,521	695,542
Employee-Related ISF Charges							16,083,000		
Debt Service		860,000						3,067,000	625,000
Capital Outlays/Improvements	673,850	4,380,000		2,000			150,000	1,208,502	2,476,350
Total Uses	<u>54,138,000</u>	<u>7,068,133</u>	<u>106,986</u>	<u>418,543</u>	<u>2,762,000</u>	<u>1,175,875</u>	<u>16,545,896</u>	<u>10,116,569</u>	<u>8,362,323</u>

2008-2009 BUDGET SUMMARY - BY FUND

<i>Enterprise Funds</i>					<i>Capital Projects Funds</i>				<i>Total</i>
Refuse Disposal	Sewer Service	Street Cleaning	Transit	Water Service	Sewer	Park Projects	Streets	Water	
									20,806,000
									14,371,000
									4,531,000
									1,662,000
									270,000
212,000	392,500		21,000	358,000	775,000	185,000	160,000	305,000	3,158,000
			4,099,000			185,000	8,884,000		18,028,800
13,728,000	7,616,000	966,000	178,000	9,178,000	3,735,000	1,665,000	1,116,000	2,600,000	50,209,000
	3,000		5,000	344,000	103,400			386,750	8,254,150
									30,962,000
<u>13,940,000</u>	<u>8,011,500</u>	<u>966,000</u>	<u>4,303,000</u>	<u>9,880,000</u>	<u>4,613,400</u>	<u>2,035,000</u>	<u>10,160,000</u>	<u>3,291,750</u>	<u>152,251,950</u>
2,029,062	572,514	323,713	924,990	1,816,285					32,740,121
141,885	11,700	8,600	30,300	87,000					2,961,240
212,320	10,000	3,000	714,000	40,000					2,886,946
973,259	274,687	144,914	521,782	860,041					14,298,733
2,587,015	162,207	404,665	744,437	339,819					6,822,301
35,000	350,000			2,550,941					5,235,541
9,128	2,500	1,000	16,000	16,500					528,278
2,633,465	3,737,500		288,580	946,147					14,384,225
15,430	19,000	600		736,000					3,197,930
555,000									561,000
									1,052,700
									50,900
15,000									106,000
37,845	11,500			15,000					785,845
77,737	40,500	6,500		767,300					4,526,887
6,000	2,000		5,100	3,500					212,000
6,000	5,300		8,000	32,700					525,650
1,600	650		700	4,800					119,950
1,710,118	1,473,585	96,715	264,394	1,820,529					12,436,435
									16,083,000
1,030,000	1,084,000				6,569,000			3,257,000	16,492,000
1,523,800	2,072,300	2,000	1,250,000	919,000	2,320,000	2,780,000	10,772,000	2,335,000	32,864,802
<u>13,599,664</u>	<u>9,829,943</u>	<u>991,707</u>	<u>4,768,283</u>	<u>10,955,562</u>	<u>8,889,000</u>	<u>2,780,000</u>	<u>10,772,000</u>	<u>5,592,000</u>	<u>168,872,484</u>

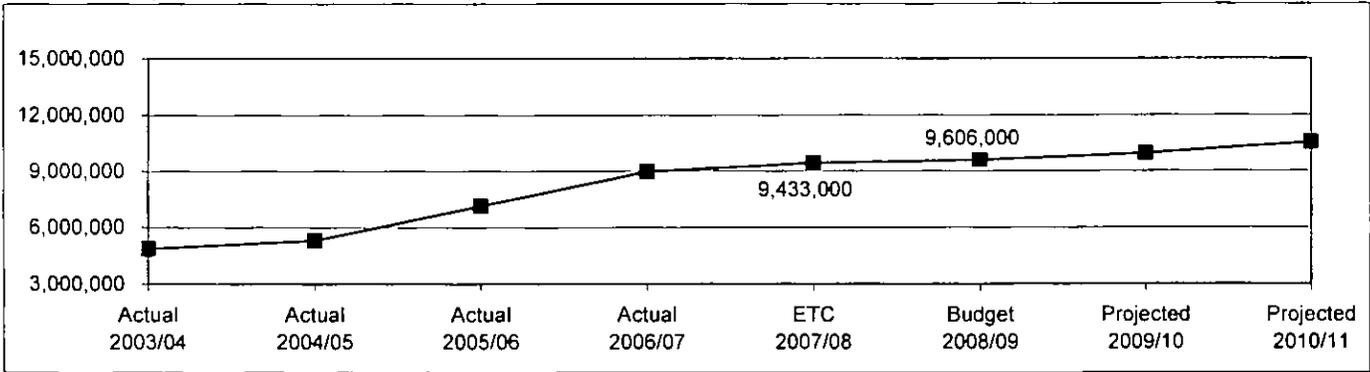
REVENUE BY SOURCE

Property Taxes-General Fund

Property tax revenues have taken on a larger role in the General Fund's revenue structure due to actions taken at the state level. Beginning in 2004/05, one-quarter of the City's sales tax revenue is swapped for an equal amount of property tax. Also, Vehicle License Fees (VLF) that were 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 about 18.72%. In 2007/08, the City of Clovis is expecting to receive about \$9,433,000 in property taxes, which includes current year, prior year, and supplemental taxes on real and personal property. Growth in this revenue source is affected by several factors. Among them are increased property 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 revenue from property tax is about 28.7% of General Fund revenue. As a result of building activity, the City is projecting that gross property taxes (before the reduction for the Educational Revenue Augmentation Fund - ERAF) will increase approximately 7% in 2007/08 and 1% in 2008/09. The average annual growth is approximately 8%.

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

2003/04	\$3,959	2005/06	\$5,553	2007/08	\$7,685	2008/09	\$8,555 est
2004/05	\$4,708	2006/07	\$6,627	2008/09	\$7,995 est	2009/10	\$9,068 est

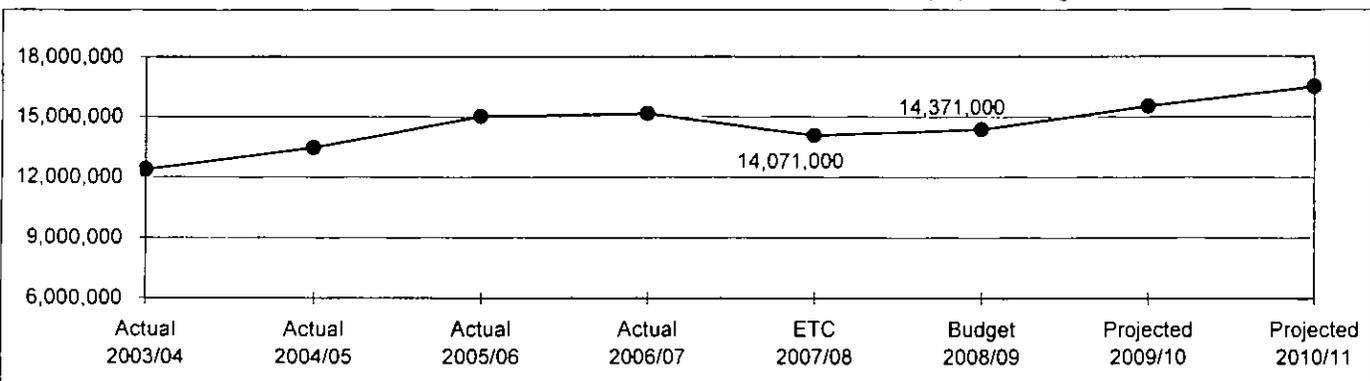


Sales Tax-General Fund

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% of the City's 1%.

Major Segments:	Percentage
Department Stores	22%
Auto Sales	18%
Building Materials	9%
Restaurants	9%
Misc Retail	7%
Service Stations	7%

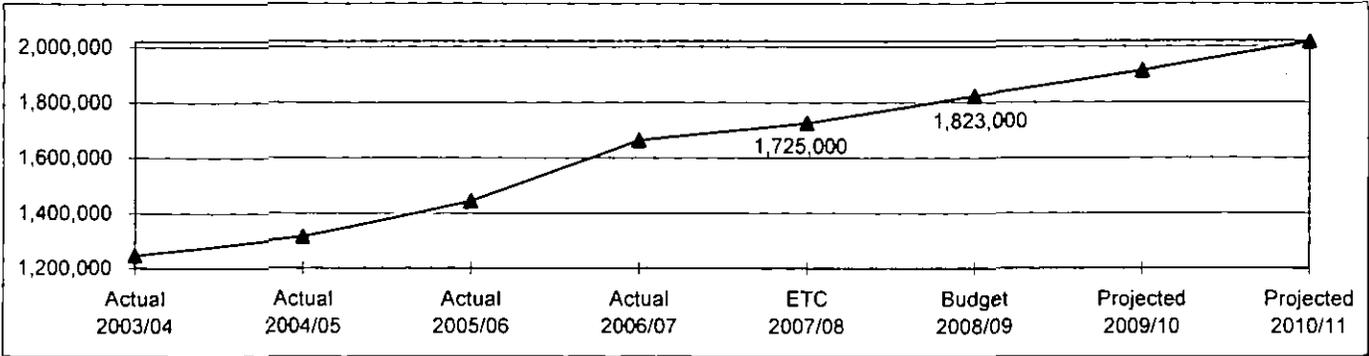
The top ten retailers generate 39% of the sales tax and the top 100 retailers generate 80% of the sales tax in Clovis. For the first time, sales tax experienced a decline in 2007/08 as the result of factors such as higher food and gas prices, housing market troubles, and unease in consumer spending. Growth is projected to be flat with the exception of the new Best Buy in 2008/09 and in 2009/10 the increase is due to business and population growth.



REVENUE BY SOURCE

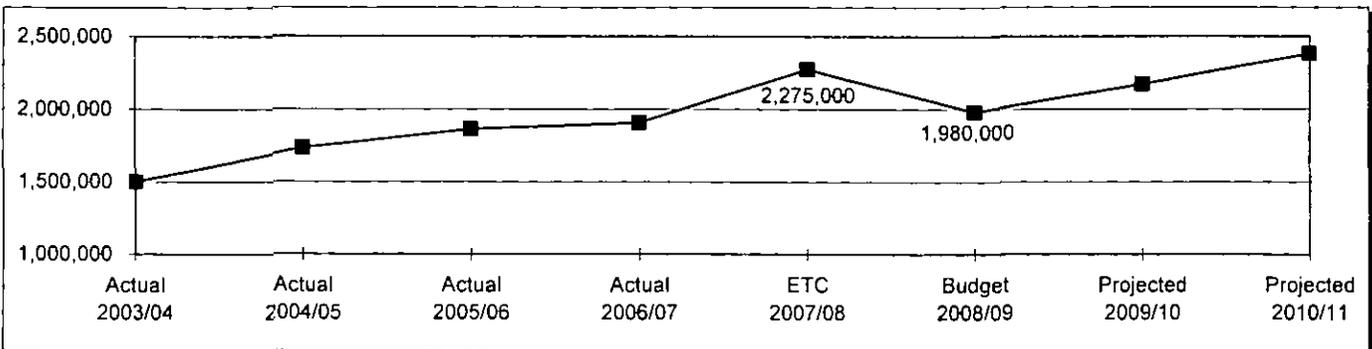
Franchise Fees-General Fund

The City receives a Franchise Fee from Pacific Gas and Electric and Comcast Cable based on their gross receipts in Clovis. The revenue is expected to increase at a per capita rate as the population increases, adjusted for their rate increases. This revenue source provides approximately 3% 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 2008/09 revenues are projected to return to a normal revenue growth trend at the rate of inflation adjusted for new businesses.

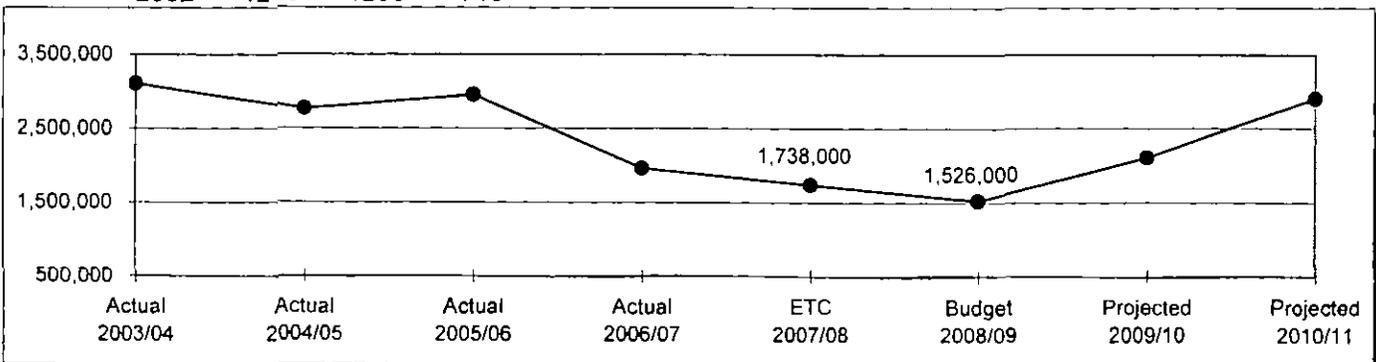


Building Permits-General Fund

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 peaked in 2003/04 and in 2006/07 declined due to the housing market downturn, resulting in decreased revenues for new construction and remodeling projects. This slow down is reflected in the 2008/09 budget but is expected to return to normal grow in future years.

Building permit activity for dwelling units: Total building valuation for 2007 was \$275,057,000.

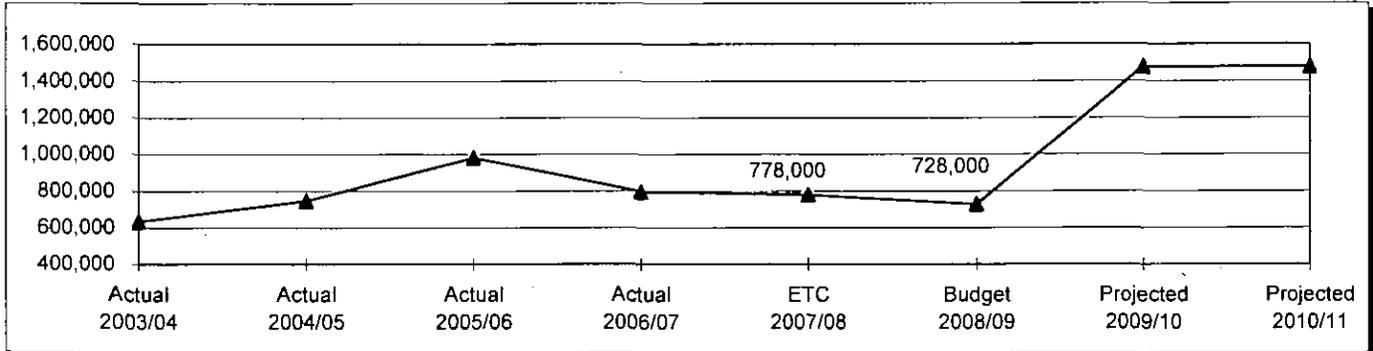
2004	2005	2006	2007
2032	1249	1256	718



REVENUE BY SOURCE

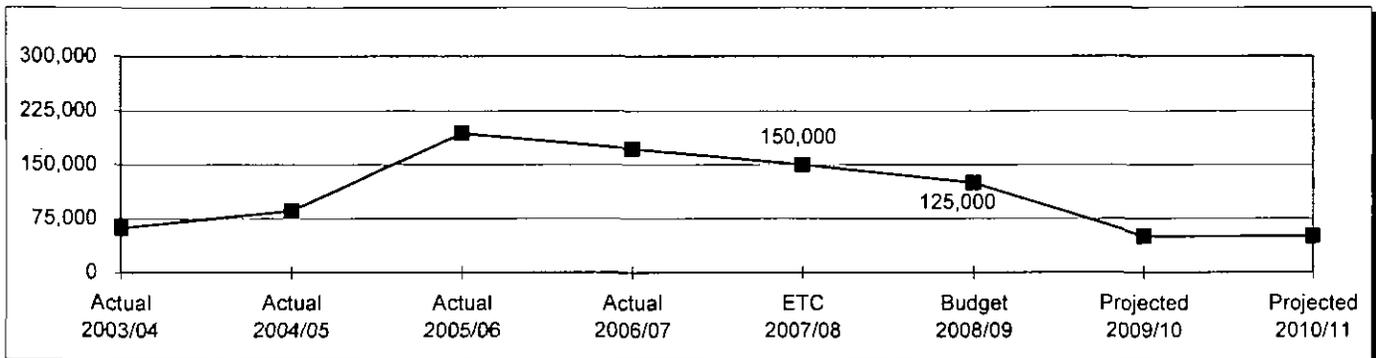
Other Taxes-General Fund

This category includes transient occupancy tax and real property transfer tax. This revenue is projected to experience a decline in real property transfer tax due to the housing market downturn. The significant increase in 2009/10 is due to the opening of several new hotels.



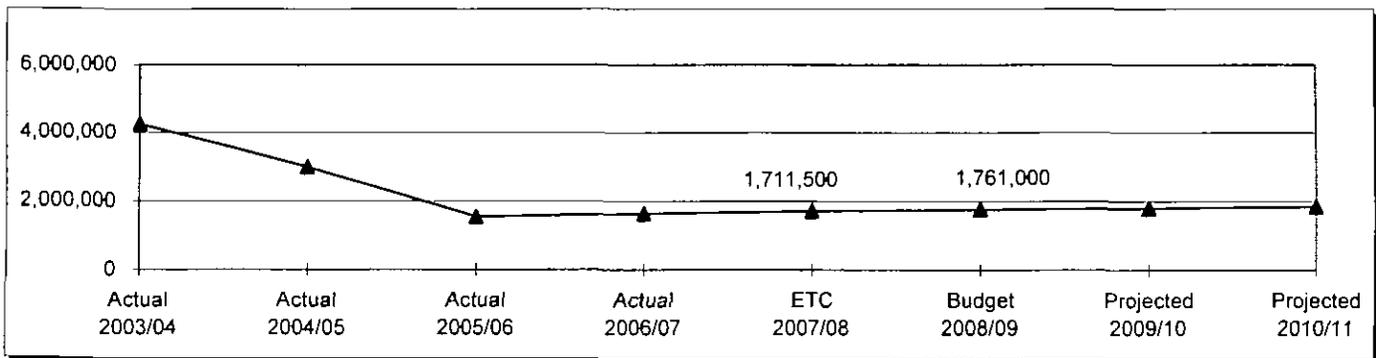
Interest Revenue-General Fund

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 2007/08 and 2008/09 are 5.15% and 3.3%, respectively.



State Subventions-General Fund

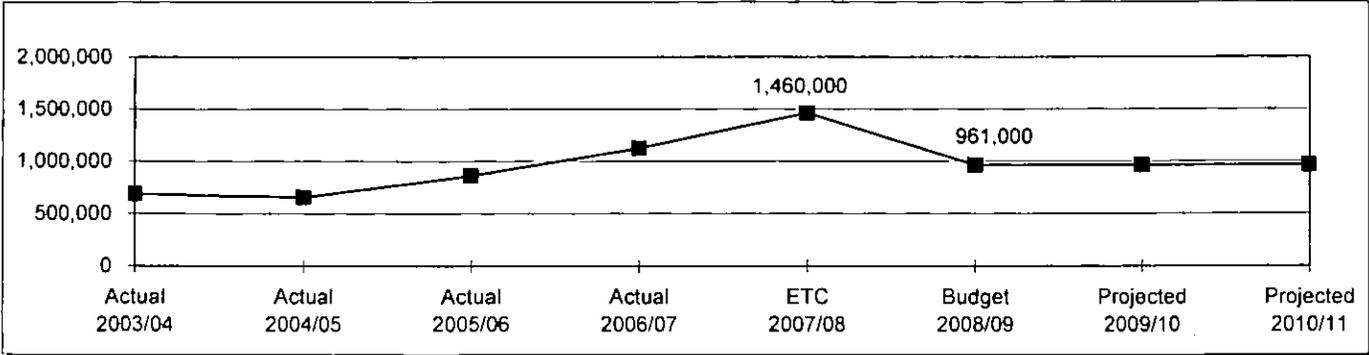
This category includes revenue collected at the state level and redistributed back to local agencies on a per capita basis. Revenue sources include vehicle license fees and gas tax. Beginning in 2004/05, vehicle license fees are now classified as property taxes.



REVENUE BY SOURCE

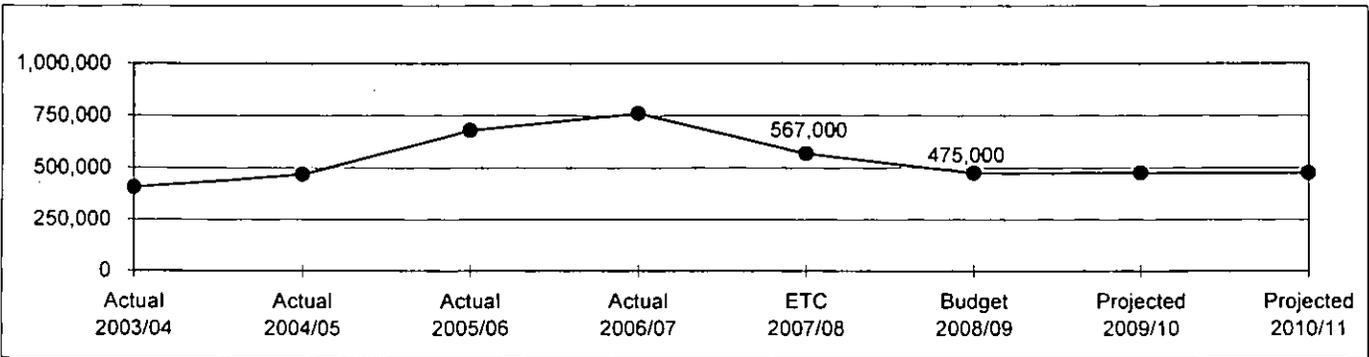
Grants-General Fund

The sources of this revenue are from the state and federal governments. Revenues from programs such as Housing & Community Development, Older Americans Act, Peace Officers Standards and Training depend on availability and approval of funds for qualified city projects.



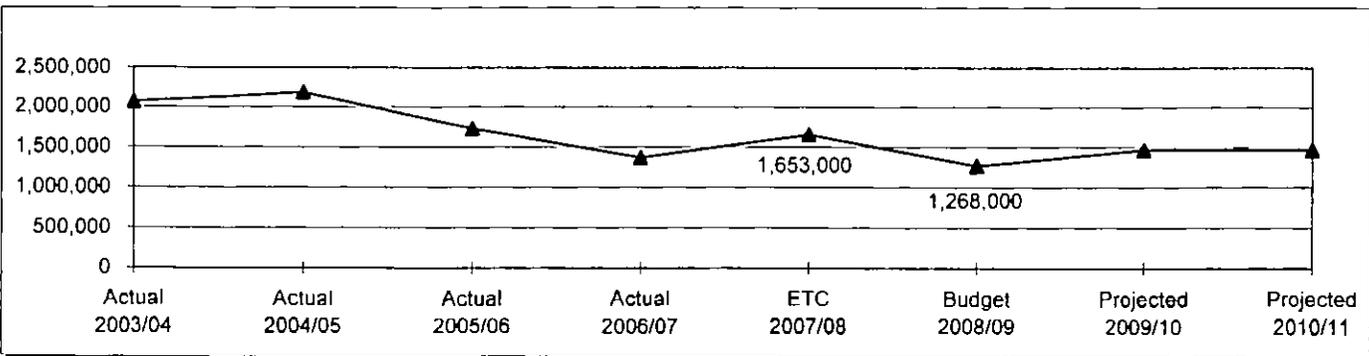
Revenue From Other Agencies-General Fund

This category includes revenue from other public agencies as a result of a cost-sharing agreement with Fresno County for the county library and court and for reimbursement of the homeowners property tax exemption. Continuing budget concerns with the State of California have resulted in decreased revenues from this source.



Planning Fees-General Fund

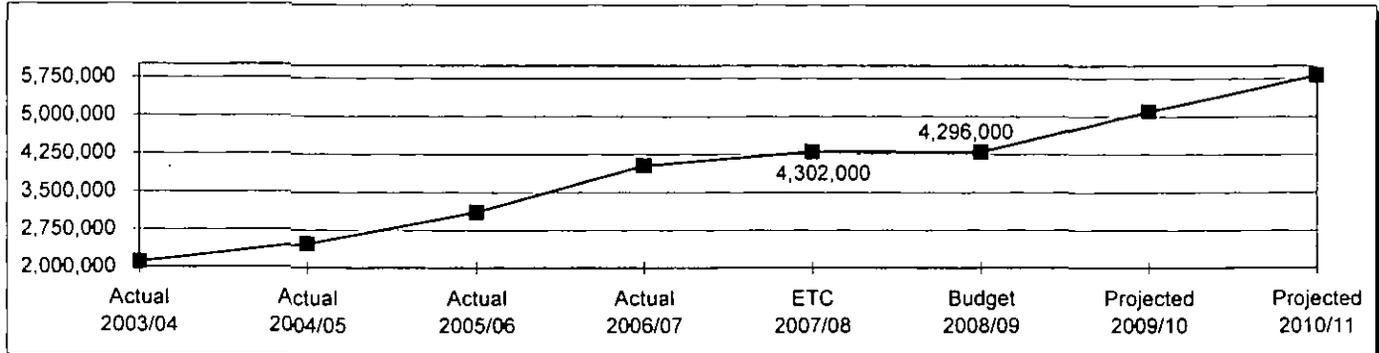
Planning fees are charged for processing requests for use permits or entitlement permits. This includes conditional use permits, zone changes, subdivision maps, and general plan changes. The amount of revenue is directly related to the amount of advance development activity. Additional revenue is generated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



REVENUE BY SOURCE

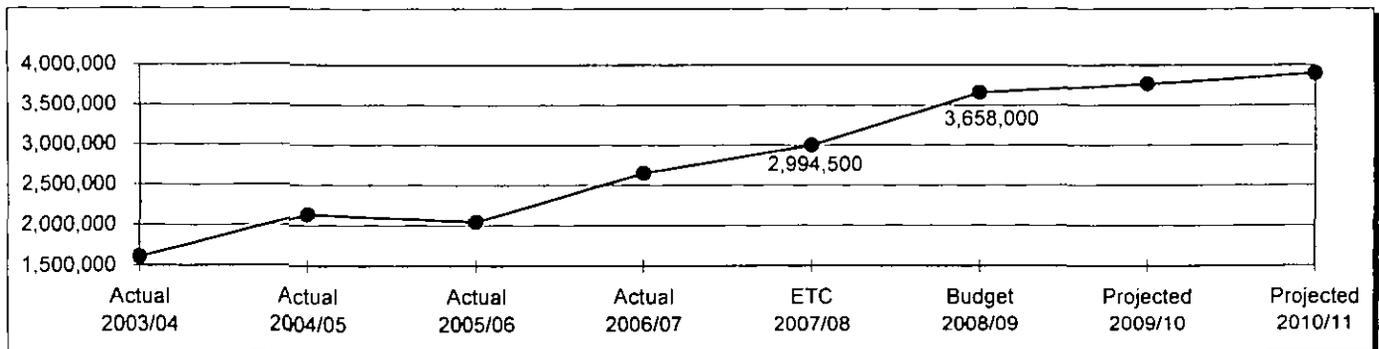
Engineering Fees/Charges-General Fund

Fees are charged for the processing of private development plans and for inspection of public improvements required of the development. Revenue varies with the amount of development activity for subdivisions and public infrastructure projects. This category also includes charges for services to the City's capital improvement program.



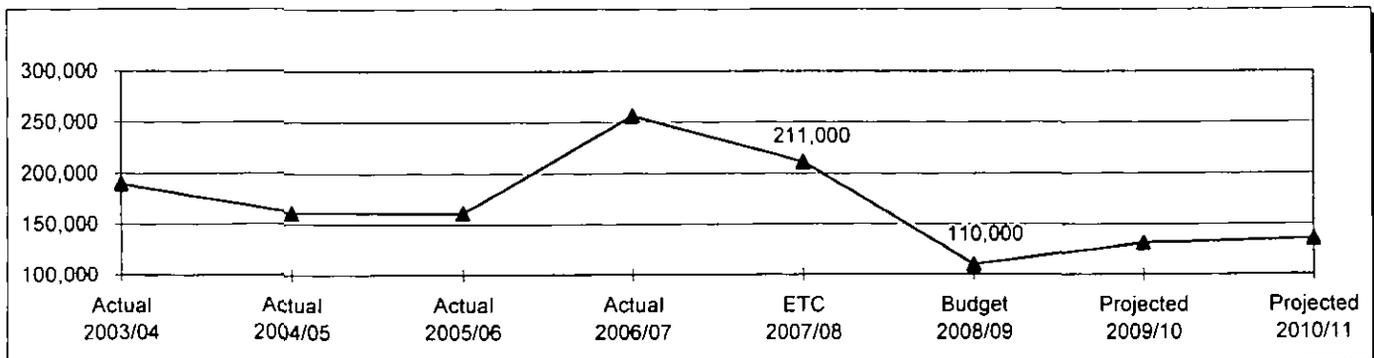
Revenue for Current Services-General Fund

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



Other Revenue-General Fund

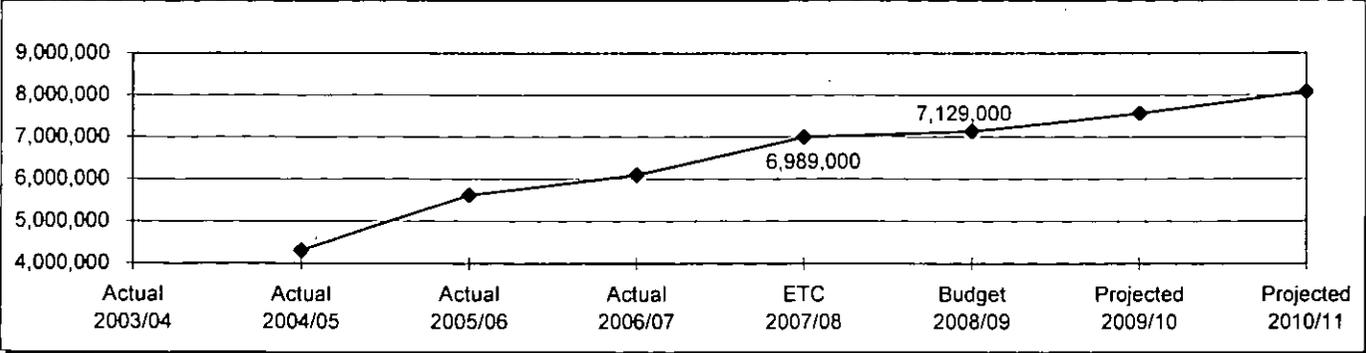
This category includes revenue from the sale of equipment as well as asset forfeiture revenue. Normally asset forfeiture amounts are appropriated throughout the year and are not included during the budget process.



REVENUE BY SOURCE

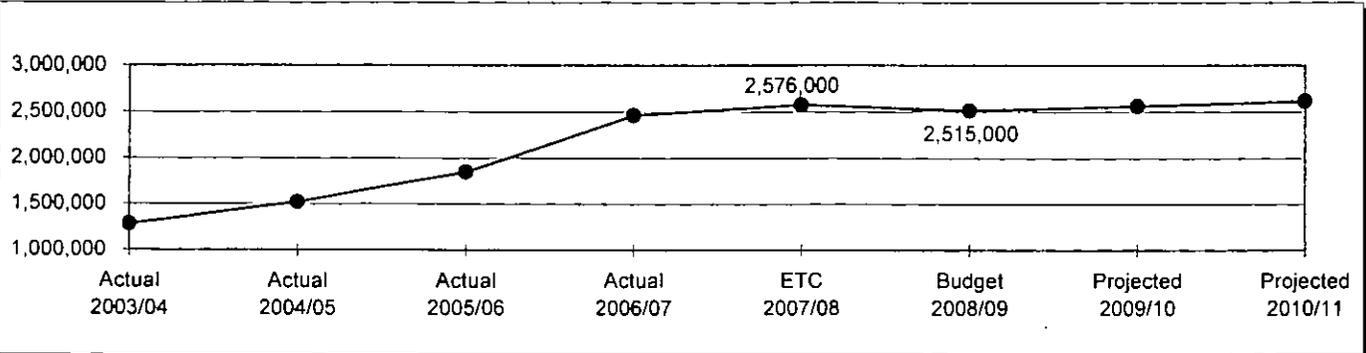
Property Tax in lieu of Vehicle License Fees

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



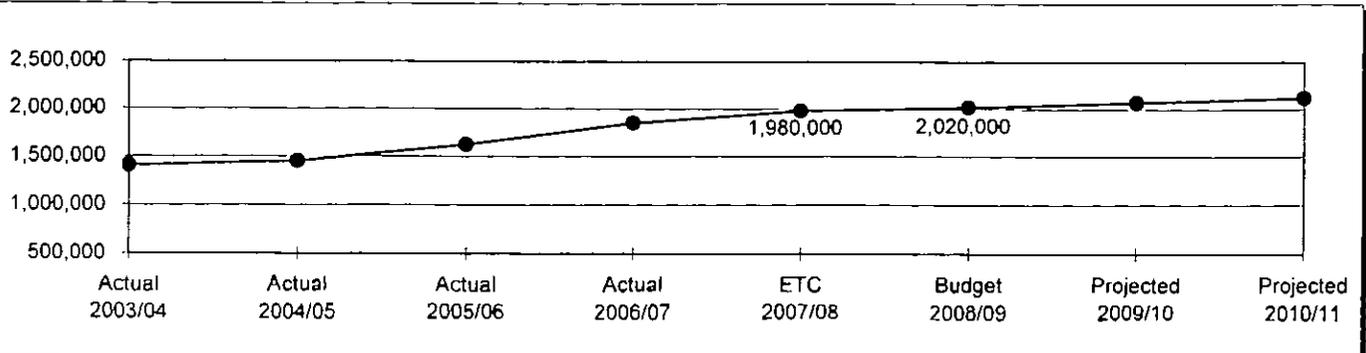
Administrative Charges-General Fund

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



Tax Increment-Clovis Comm Dev Agency

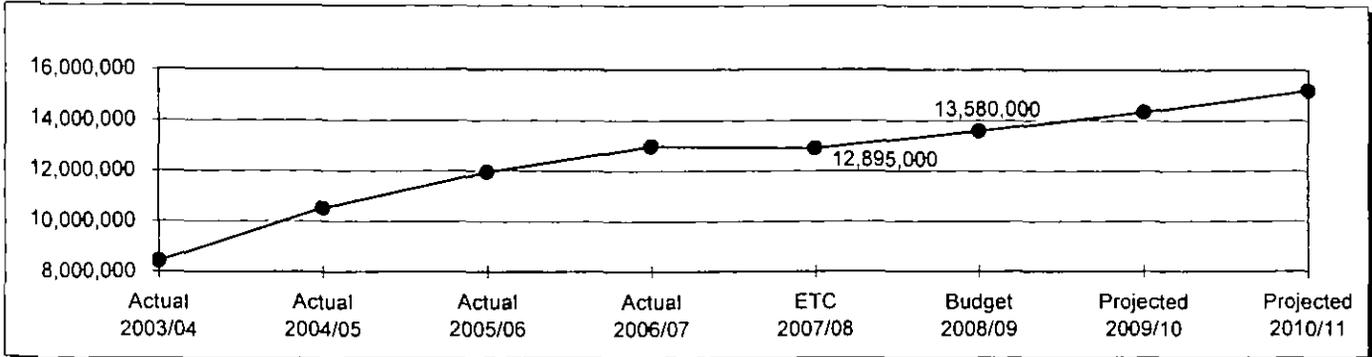
Tax Increment is derived from property taxes that are the result of increased property valuation and growth occurring in the two project areas of the Agency.



REVENUE BY SOURCE

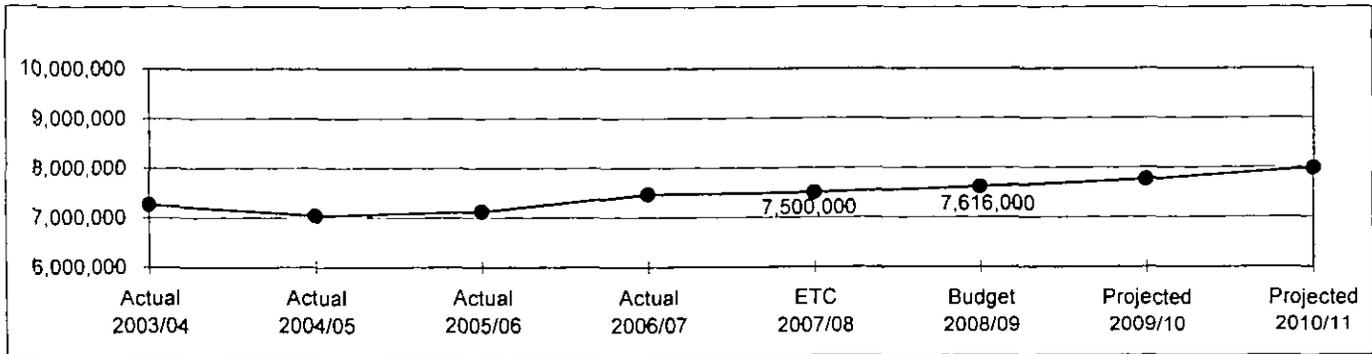
Refuse Charges-Refuse Disposal Fund

Refuse charges are collected from both residential and commercial users based on different rates depending on type of service and frequency of service. Also included in the refuse revenue are charges for the City's greenwaste and recycling programs provided by private contract. The City Council approved rate increases in refuse charges; 10% effective July 1, 2004 and an additional 12.4% effective January 1, 2005 with an increase of 4% July 1, 2005 and every July 1 thereafter.



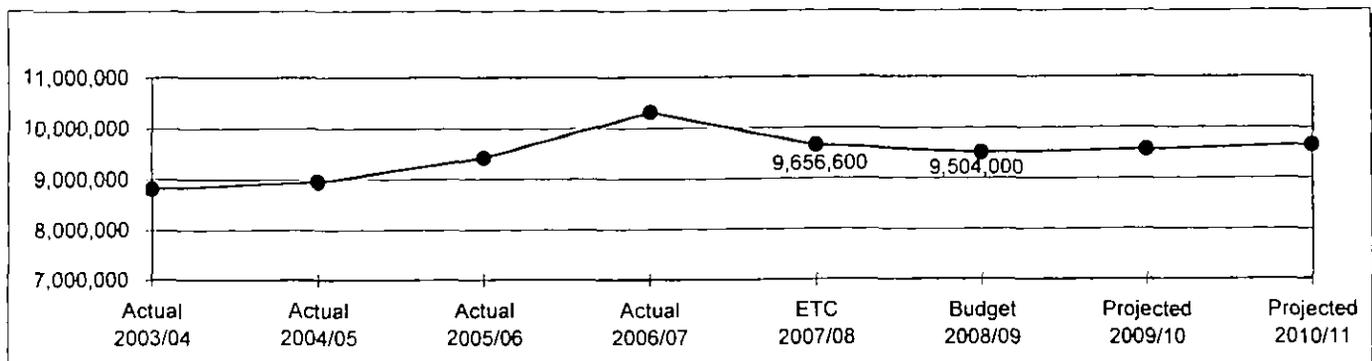
Sewer Charges-Sewer Service Fund

Using various methods of calculation, users are charged for the maintenance of sewer lines, treatment of waste water, and renovation of the Fresno-Clovis Regional Waste Water Treatment Plant. Revenue is expected to grow proportionately to population growth except when a rate increase or decrease is anticipated.



Water Charges-Water Service Fund

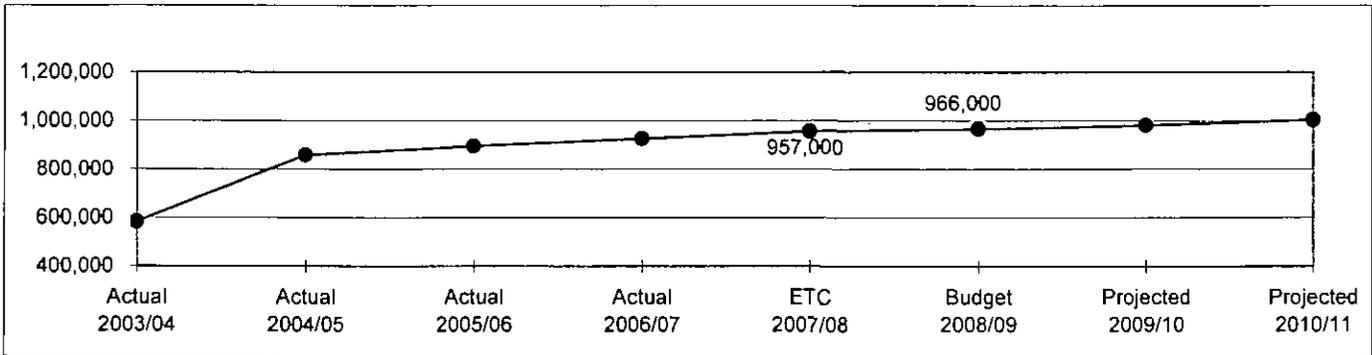
Production, distribution, and treatment of water are charged to residential and commercial users based on usage. Different rates are established for different types of users and different quantities used. Factors that are considered in revenue projections include population growth and a three year average trend analysis. There may also be significant fluctuations in revenue based on the weather and the resulting change in landscape watering.



REVENUE BY SOURCE

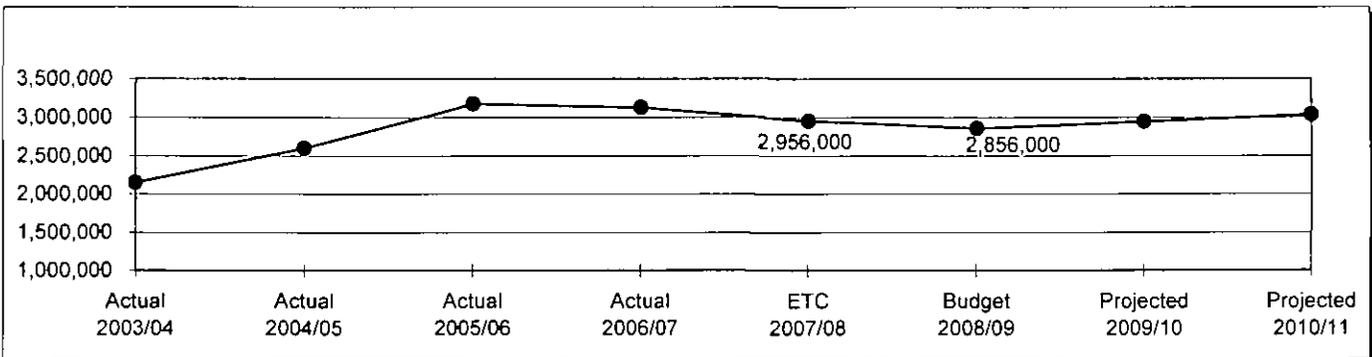
Street Cleaning Charges-Street Cleaning Fund

Street Cleaning charges continue to grow based on the estimated increase in residential and commercial units due to the continuing increase in population. An approved rate increase went into effect January 1, 2004.



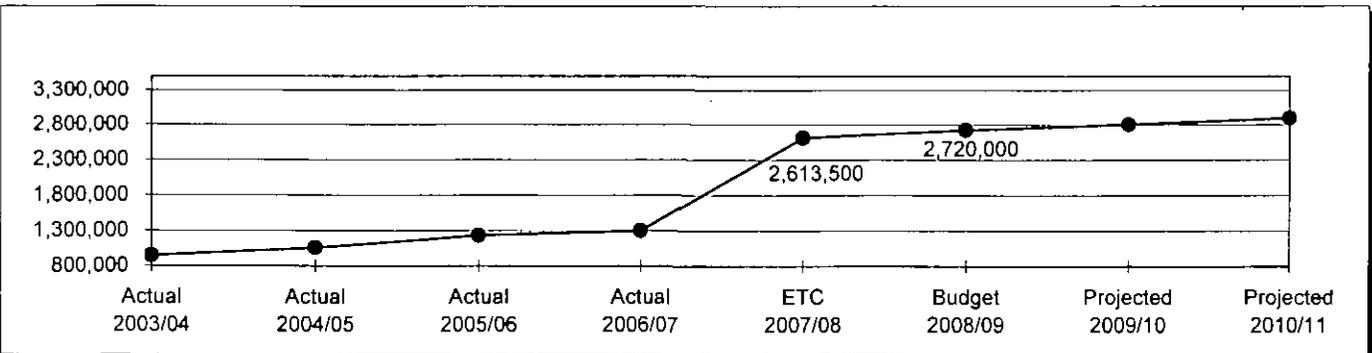
Local Transportation Funding-Street Construction & Transit Funds

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. This revenue is projected by taking an average of revenues in the previous three years. Projected revenues are anticipated to decrease due to the significant increases in gasoline prices resulting in a reduction in the amount of gallons sold.



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, 78% of 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 which resulted in an increase in the City of Clovis' share of this sales tax.

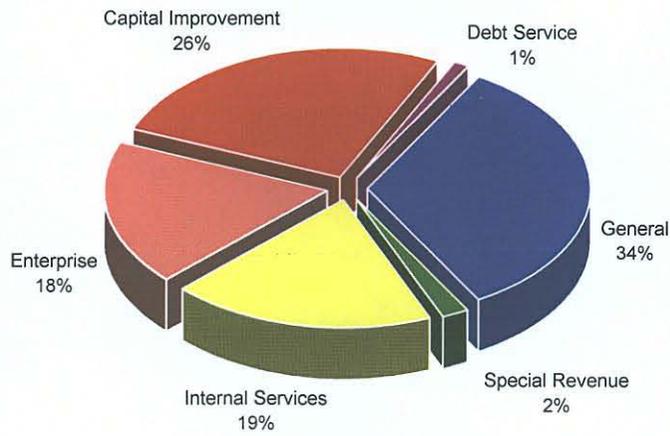


SUMMARY OF EXPENDITURES BY FUND

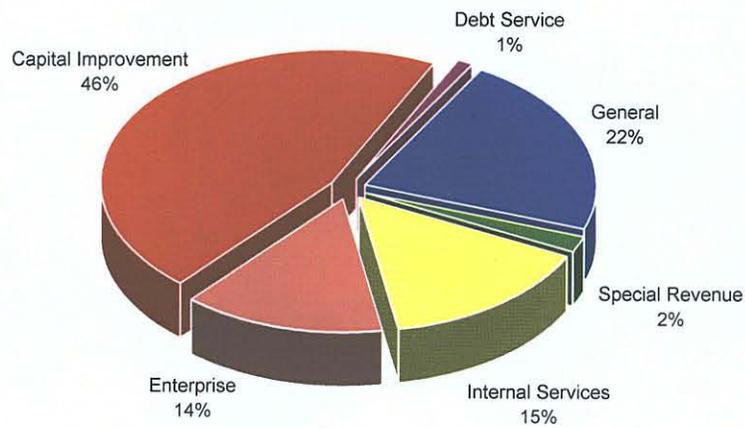
	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
GENERAL FUND	55,722,531	57,604,600	54,138,000
SPECIAL REVENUE FUNDS			
CCDA	1,846,516	1,982,331	2,045,133
HCD Block Grant Admin	107,498	114,958	106,986
Clovis YES	294,657	339,186	418,543
Landscape Maintenance District	1,625,697	2,096,917	2,762,000
INTERNAL SERVICES FUNDS			
Liability & Property Insurance	898,051	1,095,338	1,175,875
Employee Benefit	14,608,328	16,136,995	16,545,896
Fleet Maintenance	6,591,066	9,838,603	8,362,323
General Govt Services	10,061,852	11,363,761	9,918,569
ENTERPRISE FUNDS			
Refuse Service	11,767,496	12,831,151	12,778,664
Sewer Service	6,098,799	9,225,685	9,829,943
Street Cleaning	938,443	933,302	991,707
Transit	2,716,865	4,230,631	4,768,283
Water Service	9,259,919	11,224,272	10,955,562
CAPITAL IMPROVEMENTS FUNDS			
Sewer Construction	15,165,254	75,453,400	8,889,000
Parks Projects	2,162,748	8,369,200	2,780,000
General Government Facilities	9,184,471	3,149,350	198,000
Street Construction	6,422,318	20,263,300	10,772,000
Water Construction	8,036,250	9,545,700	5,592,000
Refuse Construction	2,233,060	886,720	821,000
CCDA	1,079,411	3,842,826	4,380,000
DEBT SERVICE			
Lease Revenue Bonds	62,014	66,000	0
Assessment District Bonds	683,316	686,000	0
CCDA	922,315	720,000	643,000
TOTAL	<u>168,488,875</u>	<u>262,000,226</u>	<u>168,872,484</u>

EXPENDITURES BY FUND

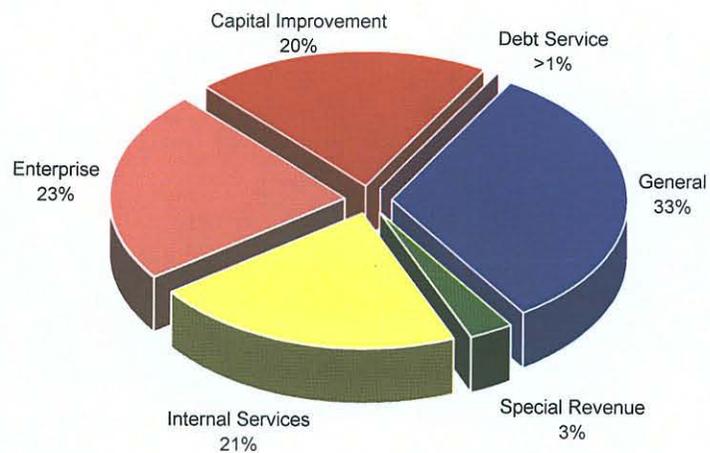
2006-2007 ACTUAL



2007-2008 ESTIMATED



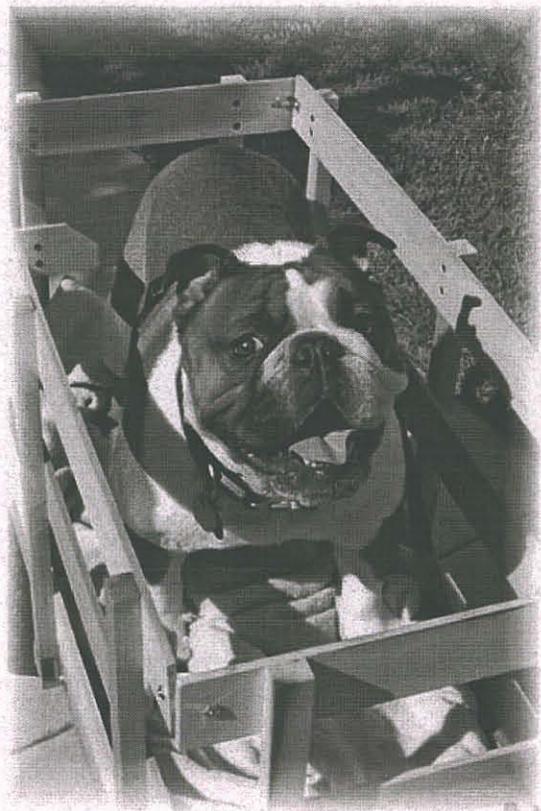
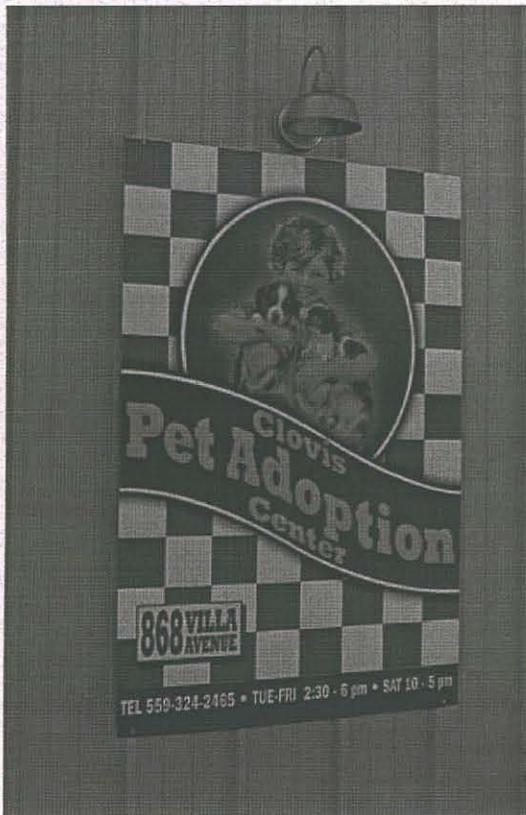
2008-2009 BUDGET



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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 Friends of the Clovis Pet Adoption Center are raising money and working hard to build a new Pet Adoption Center so that loving pets, like Chester, will find it easy to be adopted into a new family.

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 2008-09 is calculated at 15% of total assessed valuation or \$1,152,760,927. The City currently has no general obligation debt outstanding.

LEGAL DEBT LIMIT

Assessed Valuations	\$ 7,584,996,850
Add back exempt property	<u>100,075,996</u>
Total Assessed Value	<u>\$ 7,685,072,846</u>
Legal Debt Limit	
15% of Total Assessed Value	\$ 1,152,760,927

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, 2007, is as follows:

Assessment Districts	\$ 650,000
Tax Allocation Bonds	7,625,000
Capital Leases	8,630,857
Lease Revenue Bonds	315,000
Long-Term Loans	1,925,265
Long-Term Contracts	17,268,807
Revenue Bonds	186,665,000

In addition to the debt amounts listed above, the City incurred new non-general obligation debt in the form of tax allocation bonds and a capital lease during the 2007-08 fiscal year. The proceeds from the tax allocation bonds are being used to fund various Clovis Community Development Agency's projects and for the refunding of the principal amount of the outstanding 1996 tax allocation bonds. A Capital lease is being utilized to purchase a new fire truck.

2008-2009 DEBT SUMMARY

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

	<i>Total Amount Issued</i>	<i>Amount Outstanding 6/30/2008</i>	<i>DEBT SERVICE REQUIREMENTS (Principal and Interest Only)</i>		
			<i>2006-2007 Actual</i>	<i>2007-2008 Revised Estimate</i>	<i>2008-2009 Budget</i>
<u>Assessment District Bonds- w/Government Commitment</u>					
Sierra Vista	\$7,450,000	\$0	\$673,775	\$667,000	\$0
<u>CCDA Tax Allocation Bonds</u>					
96 Tax Allocation Bonds	11,320,000	0	907,915	689,000	0
08 Tax Allocation Bonds	19,100,000	19,100,000	0	0	628,000
<u>Capital Leases</u>					
Fire Truck at Station 34	350,983	0	55,764	0	0
Fire Station 34	1,510,774	856,200	152,549	154,000	154,000
Fire Truck, Refuse and Landfill Equip	3,259,500	879,271	500,786	506,000	508,000
Fire Station 31 Relocation	6,090,000	5,614,018	289,940	543,000	543,000
Police Vehicles	500,000	311,736	111,057	112,000	112,000
Fire Truck	1,116,078	1,116,078	0	0	181,000
<u>Lease Revenue Bonds</u>					
Fire Trucks, Parks, Energy Project, Compactor and Greenwaste Containers	2,620,000	0	318,712	327,000	0
<u>Long-Term Loans</u>					
2003 State of CA-R & T Infrastructure	720,000	557,430	51,686	53,000	53,000
Recreation-Winery Property	2,000,000	666,666	758,356	734,000	701,000
<u>Long-Term Contracts Payable</u>					
** 1993 WWTP Expansion/Upgrade (Payable to the City of Fresno)	15,916,932	11,679,823	1,069,417	1,076,000	1,075,000
** 1995A WWTP Expansion (3.0 MGD) (Payable to the City of Fresno)	13,025,000	4,235,000	1,165,844	1,180,000	1,179,000
<u>Revenue Bonds</u>					
1998 Sewer Enterprise-Refundings	15,330,000	14,435,000	871,084	873,000	873,000
1998 Refuse-Landfill Improvements	10,030,000	6,625,000	783,620	791,000	785,000
2001 Sales Tax-Public Safety	15,000,000	0	1,399,674	1,414,000	0
2001 Corporation Yard	19,755,000	17,185,000	1,417,413	1,429,000	1,427,000
2003 Water Improvement	44,330,000	41,125,000	2,400,138	3,246,000	3,247,000
2005 Waste Water	25,735,000	25,735,000	1,281,921	1,282,000	1,282,000
2007 Waste Water	68,540,000	68,540,000	819,529	2,796,000	3,185,000
<u>Long-Term Interfund Borrowings</u>					
* Refuse Fund	6,240,000	5,500,000	412,320	800,000	720,000
<u>Total Appropriations for Principal and Interest</u>			<u>\$15,441,500</u>	<u>\$18,672,000</u>	<u>\$16,653,000</u>

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

** These contracts were amended in January 1998. The amounts shown are revised to reflect the current agreement with the City of Fresno.

2008-2009 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.

Through an owner participation agreement, the Clovis Community Development Agency (CCDA) was obligated to pay a portion of the annual debt service requirements for the Sierra Vista bonds. CCDA's portion was payable from the tax increment generated within the redevelopment area. These bonds were issued to finance the acquisition of various public improvements necessary to allow for the development of the Sierra Vista Regional Shopping Mall. The original bonds were issued in November 1988 for \$7,674,220 with interest rates varying from 6.20% to 7.80%, and were refunded in 1998. The Sierra Vista Refunding Bonds were issued to refund the remaining principal on the 1988 bonds at lower interest rates. The Sierra Vista Refunding Bonds were issued in October 1998 for \$5,025,000 with interest rates varying from 3.70% to 5.10%. The last payment was made in September 2007.

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.

2008-2009 DESCRIPTION OF LONG-TERM DEBT

CCDA Tax Allocation Bonds

In May 1996 the Clovis Community Development Agency issued tax allocation bonds in the amount of \$11,320,000 at interest rates varying from 3.40% to 7.10%. The proceeds were being utilized to aid in the financing of the Clovis Community Development Agency's projects and were used for the refunding of \$7,460,000 aggregate principal amount of the Agency's outstanding 1990 tax allocation bonds. The 1996 tax allocation bonds were refunded as part of the 2008 tax allocation bonds issuance.

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 2008/09 budget is \$628,000 in interest.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
08/09	\$0	\$628,000	\$628,000
09/10	530,000	819,704	1,349,704
10/11	550,000	798,104	1,348,104
11/12	575,000	775,604	1,350,604
12/13	595,000	755,179	1,350,179
13/14	610,000	736,341	1,346,341
14/15	630,000	715,798	1,345,798
15/16	655,000	693,704	1,348,704
16/17	675,000	667,054	1,342,054
17/18	710,000	635,891	1,345,891
18/19	735,000	603,379	1,338,379
19/20	770,000	569,901	1,339,901
20/21	805,000	535,251	1,340,251
21/22	845,000	498,951	1,343,951
22/23	880,000	461,001	1,341,001
23/24	915,000	421,511	1,336,511
24/25	960,000	379,181	1,339,181
25/26	995,000	333,972	1,328,972
26/27	1,050,000	286,681	1,336,681
27/28	1,095,000	237,078	1,332,078
28/29	1,150,000	185,163	1,335,163
29/30	1,205,000	130,703	1,335,703
30/31	230,000	97,375	327,375
31/32	240,000	86,213	326,213
32/33	250,000	74,575	324,575
33/34	265,000	62,344	327,344
34/35	275,000	49,519	324,519
35/36	290,000	36,100	326,100
36/37	300,000	22,088	322,088
37/38	315,000	6,820	321,820
Total	\$19,100,000	\$12,303,185	\$31,403,185

2008-2009 DESCRIPTION OF LONG-TERM DEBT

Capital Leases

During 1999/2000 the City entered into a seven-year lease for the fire truck that is located at fire station #34. The interest rate on the lease is 5.64%. The payments were due monthly and the last payment on this lease was April 2007.

During 1999/00 the City entered into a fifteen-year lease for fire station #34 at an interest rate of 5.62%. The last payment on this lease is scheduled for March 2015. Included in the 2008/09 budget is \$108,000 for principal and \$46,000 for interest.

During 2002/03 the City entered into a ten-year lease for a fire truck. The interest rate on the lease is 3.65%. The last payment for this lease is scheduled for November 2012. The City also entered into seven-year leases for refuse equipment and landfill equipment. The interest rates on those leases are 3.04% and 3.14% respectively. The last payment for these leases is scheduled for November 2009. Included in the 2008/09 budget is \$481,000 for principal and \$27,000 for interest.

During 2005/06 the City entered into a five-year lease for eleven police vehicles. The interest rate on the lease is 3.98%. The last payment is scheduled for June 2011. Included in the 2008/09 budget is \$100,000 for principal and \$12,000 for interest.

During 2006/07 the City entered into a fifteen-year lease for the relocation and construction of fire station #31. The interest rate on the lease is 4.00%. The last payment is scheduled for December 2021. Included in the 2008/09 budget is \$321,000 for principal and \$222,000 for interest.

During 2007/08 it is anticipated that the City will enter into a seven-year lease for a new fire truck. The interest rate on the lease will be approximately 3.36%. The last payment will be scheduled for 2015. Included in the 2008/09 budget is \$144,000 for principal and \$37,000 for interest.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
08/09	\$1,154,000	\$344,000	\$1,498,000
09/10	969,763	295,827	1,265,590
10/11	780,349	261,372	1,041,721
11/12	727,541	230,605	958,146
12/13	674,703	200,373	875,076
13/14	703,184	171,892	875,076
14/15	694,578	142,352	836,930
15/16	423,358	118,878	542,236
16/17	440,462	101,775	542,237
17/18	458,256	83,980	542,236
18/19	476,770	65,466	542,236
19/20	496,032	46,205	542,237
20/21	516,071	26,165	542,236
21/22	262,236	338	262,574
Total	<u>\$8,777,303</u>	<u>\$2,089,228</u>	<u>\$10,866,531</u>

2008-2009 DESCRIPTION OF LONG-TERM DEBT

Lease Revenue Bonds

In October 1997 the City entered into the ten-year lease pledging its third fire station to finance the acquisition of fire trucks, park property, a landfill compactor, greenwaste containers and to pay for an energy project. The underlying bonds, the 1997 Lease Revenue Bonds, were issued for \$2,620,000 at interest rates varying from 3.900% to 4.625%. The final payment was made in October 2007.

Long-Term Loans

In 2002, the City entered into a twenty-year agreement with the State of California for a loan to provide water and sewer infrastructure and street improvements for the research and technology park. The interest rate on this loan is 3.06%. The first payment occurred in February 2003 and the final payment is scheduled for August 2020. Included in the 2008/09 budget is \$36,000 principal and \$17,000 interest.

In March 2006 the City entered into a three year agreement with a private group for the purchase and development of 16 acres located at 3495 Clovis Avenue. The interest rate on this loan is 5.00%. The first payment occurred in March 2006 and the final payment is scheduled for March 2009. Included in the 2008/09 budget is \$667,000 principal and \$34,000 interest.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
08/09	\$703,000	\$51,000	\$754,000
09/10	36,647	15,409	52,056
10/11	37,768	14,270	52,038
11/12	38,924	13,097	52,021
12/13	40,115	11,887	52,002
13/14	41,343	9,641	50,984
14/15	42,608	9,357	51,965
15/16	43,912	8,033	51,945
16/17	45,255	6,669	51,924
17/18	46,640	5,263	51,903
18/19	48,067	3,814	51,881
19/20	49,538	2,320	51,858
20/21	50,279	625	50,904
Total	<u>\$1,224,096</u>	<u>\$151,385</u>	<u>\$1,375,481</u>

2008-2009 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 2008/09 budget is \$466,000 for principal and \$609,000 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 2008/09 budget is \$965,000 for principal and \$214,000 for interest.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
08/09	\$1,431,000	\$823,000	\$2,254,000
09/10	1,513,991	736,460	2,250,451
10/11	1,608,590	642,134	2,250,724
11/12	1,705,621	547,146	2,252,767
12/13	585,086	482,780	1,067,866
13/14	621,983	445,059	1,067,042
14/15	660,502	404,982	1,065,484
15/16	701,860	365,918	1,067,778
16/17	738,757	328,101	1,066,858
17/18	777,682	288,294	1,065,976
18/19	818,228	246,402	1,064,630
19/20	861,208	202,317	1,063,525
20/21	906,620	158,178	1,064,798
21/22	949,599	114,093	1,063,692
22/23	994,606	69,161	1,063,767
23/24	1,039,490	22,121	1,061,611
Total	<u>\$15,914,823</u>	<u>\$5,876,146</u>	<u>\$21,790,969</u>

2008-2009 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 2008/09 budget is \$125,000 for principal and \$748,000 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 2008/09 budget is \$465,000 for principal and \$320,000 for interest.

The City issued the 2001 Sales Tax Revenue Bonds in March 2001 for \$15,000,000 at interest rates varying from 3.50% to 4.50%. These bonds were issued to pay for the construction of a new public safety facility and are recorded in the General Government Services Fund. The final payment is scheduled for September 2015. It is anticipated that the bonds will be defeased in September 2008. Therefore, no amount has been budgeted in 2008/09 for principal and interest.

In April 2001 the City issued the 2001 Corporation Yard Revenue Bonds for \$19,755,000 at interest rates varying from 3.40% to 5.375%. These bonds were issued to pay for the construction of a new corporation yard and are recorded in the General Government Services Fund. The final payment is scheduled for March 2027. Included in the 2008/09 budget is \$575,000 for principal and \$852,000 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 2008/09 budget is \$1,350,000 for principal and \$1,897,000 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 2008/09 budget is \$1,282,000 for interest.

In March 2007 the City issued 2007 Waste Water Revenue Bonds for \$68,540,000 at interest rates varying from 4.0% to 5.0%. These bonds were issued to pay for the initial phase of construction of a new wastewater treatment plant needed due to planned development in the City. This bond is to pay for a sewer treatment water reuse facility, pump stations, recycled water mains, deep sewer trunk lines and additional force mains. The final payment is scheduled for August 2024. Included in the 2008/09 budget is \$3,185,000 for interest.

2008-2009 DESCRIPTION OF LONG-TERM DEBT

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
08/09	\$2,515,000	\$8,284,000	\$10,799,000
09/10	2,610,000	8,184,460	10,794,460
10/11	2,715,000	8,080,610	10,795,610
11/12	4,075,000	7,942,718	12,017,718
12/13	4,240,000	7,771,838	12,011,838
13/14	4,675,000	7,590,157	12,265,157
14/15	4,905,000	7,370,320	12,275,320
15/16	5,110,000	7,143,223	12,253,223
16/17	5,385,000	6,885,595	12,270,595
17/18	5,645,000	6,613,413	12,258,413
18/19	5,935,000	6,327,158	12,262,158
19/20	5,440,000	6,041,220	11,481,220
20/21	5,720,000	5,765,936	11,485,936
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	4,512,708	12,552,708
25/26	9,235,000	4,083,248	13,318,248
26/27	9,710,000	3,611,625	13,321,625
27/28	8,775,000	3,123,520	11,898,520
28/29	5,960,000	2,690,286	8,650,286
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	990,723	6,750,723
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	145,158	6,745,158
Total	<u>\$173,645,000</u>	<u>\$141,030,224</u>	<u>\$314,675,224</u>

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PERSONNEL

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



The Clovis Veteran's Memorial District completed one phase of their facility expansion this year, featuring additional meeting space and a courtyard commemorating our veterans' service in worldwide venues.

PERSONNEL

There are no new positions proposed in the 2008-2009 budget. It is recommended that funding be suspended for 27 positions (previously approved and funded) in the General Fund. This brings the total number of positions for which funding has been suspended in the General Fund to 33 over the last two years. The suspended positions listed below are either vacant or pending retirements.

<u>Position</u>	<u>Department</u>
Accountant	Finance
Office Assistant	General Services/Personnel
Building Official	PDS/Building Division
Building Inspectors (3)	PDS/Building Division
Assistant/Associate Planner	PDS/Planning
Records Supervisor	Police
Community Service Officer	Police
Property Room Clerk	Police
Senior Property/Evidence Technician	Police
Police Officer (6)	Police
Police Service Officer/Dispatcher (2)	Police
Deputy Fire Chief	Fire
Fire Captain	Fire
Firefighter (3)	Fire
Management Analyst	Fire
Utility Worker (2)	Public Utilities/Parks

Several positions in Planning and Development Services were vacant and funding was suspended in the 2007-2008 fiscal year and it is recommended that funding for these positions remain suspended for the 2008-2009 fiscal year due to the slow down in development throughout the City. All these positions are in the General Fund.

<u>Position</u>	<u>Department</u>
Permit Clerk/Plan Checker (2)	PDS/Building Division
Building Inspector/Senior Bldg Inspector	PDS/Building Division
Assistant Engineer	PDS/Engineering Division
Senior Engineering Inspector	PDS/Engineering Division
Assistant/Associate Planner	PDS/Planning Division

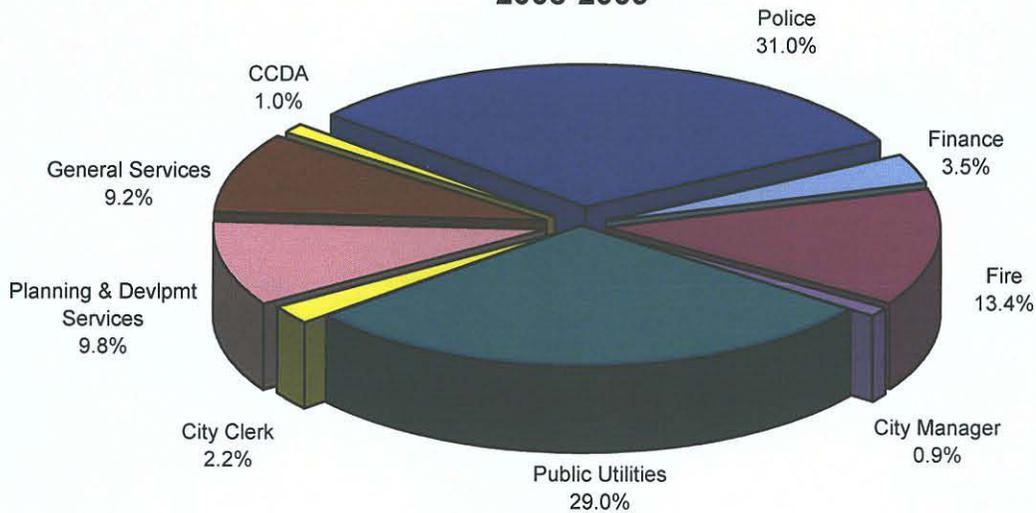
The Budget also recognizes the need for twenty new positions for those departments where staffing requirements have been identified pursuant to master service plans, but due to funding constraints in the General Fund, these positions will not be funded in the 2008-2009 fiscal year.

<u>Position</u>	<u>Department</u>
Police Officer (8)	Police
Firefighter (8)	Fire
Utility Worker (4)	Public Utilities/Parks

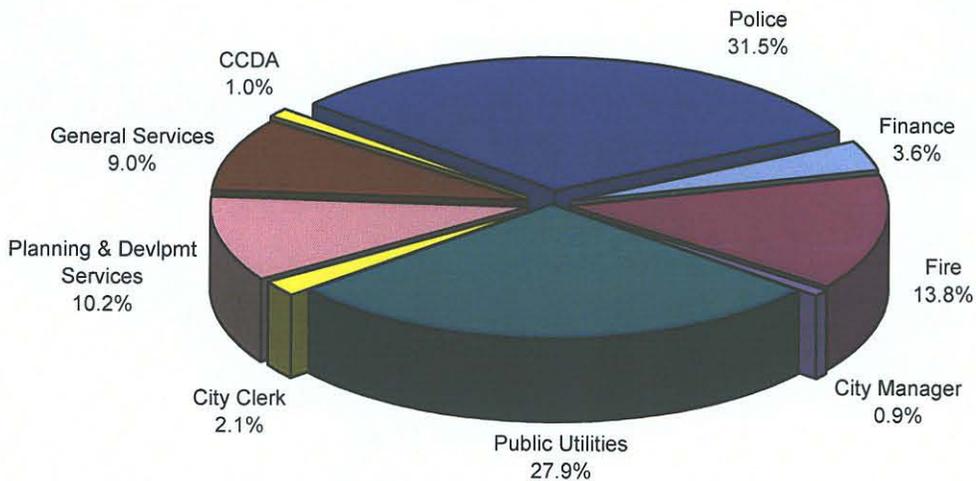
SUMMARY OF POSITIONS BY DEPARTMENT

Department	Prior Year	Current	2008-2009 Recommended	Net Change	Not Funded Recommended Positions
City Clerk	11.55	11.35	11.35	-	0.00
City Manager	4.50	4.70	4.70	-	0.00
General Services	41.30	49.30	48.30	(1.00)	1.00
Finance	19.90	19.90	18.90	(1.00)	1.00
Fire	76.00	76.00	70.00	(6.00)	14.00
Police	170.00	174.00	162.00	(12.00)	20.00
Planning & Development Services	62.00	56.00	51.00	(5.00)	11.00
Public Utilities	145.50	153.50	151.50	(2.00)	6.00
CCDA	5.25	5.25	5.25	-	0.00
TOTAL	536.00	550.00	523.00	(27.00)	53.00

RECOMMENDED 2008-2009



CURRENT 2007-2008



DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>Prior Year</u>	<u>Current Personnel Positions</u>	<u>Funded Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>	<u>Not Funded Recommended Positions</u>
CITY CLERK					
City Clerk	0.75	0.75	0.75	-	-
Computer Systems Technician	3.00	3.00	3.00	-	-
Information Systems Manager	1.00	1.00	1.00	-	-
Information Systems Supervisor	2.00	2.00	2.00	-	-
Principal Office Assistant	0.80	0.60	0.60	-	-
Senior Systems Analyst	1.00	1.00	1.00	-	-
Systems Analyst	3.00	3.00	3.00	-	-
TOTAL	<u>11.55</u>	<u>11.35</u>	<u>11.35</u>	<u>0.00</u>	<u>0.00</u>
CITY MANAGEMENT					
Assistant City Manager	1.00	1.00	1.00	-	-
Business Development Manager	0.25	0.25	0.25	-	-
City Clerk	0.25	0.25	0.25	-	-
City Manager	1.00	1.00	1.00	-	-
Community & Economic Development Dir	0.50	0.50	0.50	-	-
Executive Assistant	0.50	0.50	0.50	-	-
Office Assistant	1.00	1.00	1.00	-	-
Principal Office Assistant	0.00	0.20	0.20	-	-
TOTAL	<u>4.50</u>	<u>4.70</u>	<u>4.70</u>	<u>0.00</u>	<u>0.00</u>
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	-	-
Building Maintenance Worker	1.00	1.00	1.00	-	-
Bus Driver	12.00	14.00	14.00	-	-
Community/Senior Services Manager	1.00	0.00	0.00	-	-
Custodian	1.00	1.00	1.00	-	-
Executive Assistant	0.30	0.30	0.30	-	-
General Services Director	1.00	1.00	1.00	-	-
General Services Manager	0.00	1.00	1.00	-	-
General Services Supervisor	1.00	1.00	1.00	-	-
Lead Bus Driver	3.00	3.00	3.00	-	-
Management Analyst	2.00	2.00	2.00	-	-
Office Assistant	1.00	2.00	1.00	(1.00)	1.00
Personnel Technician	2.00	2.00	2.00	-	-
Personnel/Risk Manager	1.00	1.00	1.00	-	-
Principal Office Assistant	3.00	3.00	3.00	-	-
Recreation Coordinator	1.00	1.00	1.00	-	-
Recreation Leader	0.00	4.00	4.00	-	-
Recreation Specialist	3.00	3.00	3.00	-	-
Recreation Supervisor	1.00	1.00	1.00	-	-
Senior Services Supervisor	0.00	1.00	1.00	-	-
Transit Dispatcher	1.00	1.00	1.00	-	-
Transit Supervisor	1.00	1.00	1.00	-	-
TOTAL	<u>41.30</u>	<u>49.30</u>	<u>48.30</u>	<u>(1.00)</u>	<u>1.00</u>

DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>Prior Year</u>	<u>Current Personnel Positions</u>	<u>Funded Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>	<u>Not Funded Recommended Positions</u>
FINANCE					
Accountant/Senior Accountant	4.00	4.00	3.00	(1.00)	1.00
Accounting Systems Technician	4.00	4.00	4.00	-	-
Customer Service Rep/Sen Account Clerk	7.00	7.00	7.00	-	-
Deputy Finance Director	2.00	2.00	2.00	-	-
Executive Assistant	0.20	0.20	0.20	-	-
Finance Director/Treasurer	1.00	1.00	1.00	-	-
Office Assistant	1.50	1.50	1.50	-	-
Principal Office Assistant	0.20	0.20	0.20	-	-
TOTAL	19.90	19.90	18.90	(1.00)	1.00
PLANNING & DEVELOPMENT SERVICES					
Administrative Assistant	2.00	1.00	1.00	-	-
Assistant Engineer	12.00	11.00	11.00	-	1.00
Assistant/Associate Planner	5.00	4.00	3.00	(1.00)	2.00
Associate Civil Engineer	2.00	2.00	2.00	-	-
Building Inspector/Senior Bldg Inspector	10.00	9.00	6.00	(3.00)	4.00
Building Official	1.00	1.00	0.00	(1.00)	1.00
Building Services Specialist	1.00	1.00	1.00	-	-
City Engineer	1.00	1.00	1.00	-	-
City Planner	1.00	1.00	1.00	-	-
Construction Manager	1.00	1.00	1.00	-	-
Deputy Building Official/Plan Checker	1.00	1.00	1.00	-	-
Deputy City Engineer	1.00	1.00	1.00	-	-
Deputy City Planner	1.00	1.00	1.00	-	-
Dir of Planning & Development Services	1.00	1.00	1.00	-	-
Engineering Inspector	4.00	6.00	6.00	-	-
Engineering Program Supervisor	1.00	1.00	1.00	-	-
Engineering Tech/Senior Engineering Tech	4.00	3.00	3.00	-	-
Geographic Information System Specialist	1.00	1.00	1.00	-	-
Office Assistant	1.00	1.00	1.00	-	-
Permit Clerk/Plan Checker	2.00	0.00	0.00	-	2.00
Permit Technician	1.00	1.00	1.00	-	-
Planning Technician I/II	1.00	1.00	1.00	-	-
Plans Examiner	2.00	2.00	2.00	-	-
Principal Office Assistant	2.00	3.00	3.00	-	-
Senior Engineering Inspector	2.00	0.00	0.00	-	1.00
Senior Planner	1.00	1.00	1.00	-	-
TOTAL	62.00	56.00	51.00	(5.00)	11.00

DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>Prior Year</u>	<u>Current Personnel Positions</u>	<u>Funded Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>	<u>Not Funded Recommended Positions</u>
POLICE					
Administrative Assistant	2.00	2.00	2.00	-	-
Animal Control Officer	1.00	1.00	1.00	-	-
Animal Services Aide	2.00	2.00	2.00	-	-
Communication Supervisor	1.00	1.00	1.00	-	-
Community Service Officer	12.00	13.00	12.00	(1.00)	1.00
Juvenile Counselor	1.00	1.00	1.00	-	-
Lead Public Safety Dispatcher	3.00	3.00	3.00	-	-
Management Analyst	3.00	2.00	2.00	-	-
Office Assistant	2.00	2.00	2.00	-	-
Police Captain	3.00	3.00	3.00	-	-
Police Chief	1.00	1.00	1.00	-	-
Police Corporal	12.00	12.00	12.00	-	-
Police Lieutenant	3.00	3.00	3.00	-	-
Police Officer/Recruit	81.00	84.00	78.00	(6.00)	14.00
Police Sergeant	13.00	13.00	13.00	-	-
Police Service Officer	11.00	11.00	9.00	(2.00)	2.00
Principal Office Assistant	8.00	8.00	8.00	-	-
Property Room Clerk	1.00	0.00	0.00	-	-
Property Room Technician	1.00	1.00	0.00	(1.00)	1.00
Public Information Officer	0.00	1.00	1.00	-	-
Public Safety Dispatcher	7.00	7.00	7.00	-	-
Records Supervisor	1.00	1.00	0.00	(1.00)	1.00
Senior Property/Evidence Technician	0.00	1.00	0.00	(1.00)	1.00
Supervisor of Animal Services	1.00	1.00	1.00	-	-
TOTAL	<u>170.00</u>	<u>174.00</u>	<u>162.00</u>	<u>(12.00)</u>	<u>20.00</u>
FIRE					
Administrative Assistant	1.00	1.00	1.00	-	-
Battalion Chief	3.00	3.00	3.00	-	-
Deputy Fire Chief	2.00	2.00	1.00	(1.00)	1.00
Deputy Fire Marshall	1.00	1.00	1.00	-	-
Diaster Service Program Supervisor	1.00	1.00	1.00	-	-
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 Specialist	2.00	2.00	2.00	-	-
Firefighters	30.00	29.00	26.00	(3.00)	11.00
Logistics Clerk	0.00	1.00	1.00	-	-
Management Analyst	1.00	1.00	0.00	(1.00)	1.00
Office Assistant	1.00	0.00	0.00	-	-
Principal Office Assistant	2.00	2.00	2.00	-	-
Training Officer (Captain)	1.00	2.00	1.00	(1.00)	1.00
TOTAL	<u>76.00</u>	<u>76.00</u>	<u>70.00</u>	<u>(6.00)</u>	<u>14.00</u>

DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>Prior Year</u>	<u>Current Personnel Positions</u>	<u>Funded Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>	<u>Not Funded Recommended Positions</u>
PUBLIC UTILITIES					
Administrative Assistant	1.00	0.00	0.00		-
Assistant Mechanic/Service Worker	4.00	5.00	5.00	-	-
Assistant Public Utilities Director	2.00	2.00	2.00	-	-
Assistant Water Systems Technician	4.00	5.00	5.00	-	-
Construction Manager	1.00	1.00	1.00		-
Disposal Leadworker	3.00	3.00	3.00	-	-
Engineering Tech/Senior 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/Senior Maint Worker	35.00	37.00	37.00	-	-
Management Analyst	1.00	1.00	1.00	-	-
Meter Reader/Utility Worker	4.00	4.00	4.00	-	-
Office Assistant	1.50	2.50	2.50	-	-
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	2.00	2.00	-	-
Principal Office Assistant	3.00	3.00	3.00	-	-
Public Utilities Director	1.00	1.00	1.00	-	-
Senior Sanitation Operator	18.00	19.00	19.00	-	-
Solid Waste Manager	1.00	1.00	1.00	-	-
Street Maintenance Manager	1.00	1.00	1.00	-	-
Street Sweeper Operator	5.00	5.00	5.00	-	-
Utility Manager	1.00	1.00	1.00	-	-
Utility Worker	27.00	29.00	27.00	(2.00)	6.00
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	145.50	153.50	151.50	(2.00)	6.00
CCDA					
Assistant Comm & Econ Development Dir	1.00	1.00	1.00		-
Business Development Manager	0.75	0.75	0.75	-	-
Community & Economic Development Dir	0.50	0.50	0.50	-	-
Community Development Grant Coordinat	1.00	1.00	1.00	-	-
Housing Project Manager	0.00	0.00	0.00	-	-
Principal Office Assistant	1.00	1.00	1.00	-	-
Redevelopment Technician	1.00	1.00	1.00	-	-
TOTAL	5.25	5.25	5.25	0.00	0.00
CITY TOTAL	536.00	550.00	523.00	(27.00)	53.00

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.



The Clovis Community Foundation is a non-profit organization promoting the advancement of recreation, culture and arts in Clovis. The Foundation and Tree Fresno provided many of the amenities and landscaping along the Clovis Old Town Trail.

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SUMMARY OF EXPENDITURES

BY DEPARTMENT

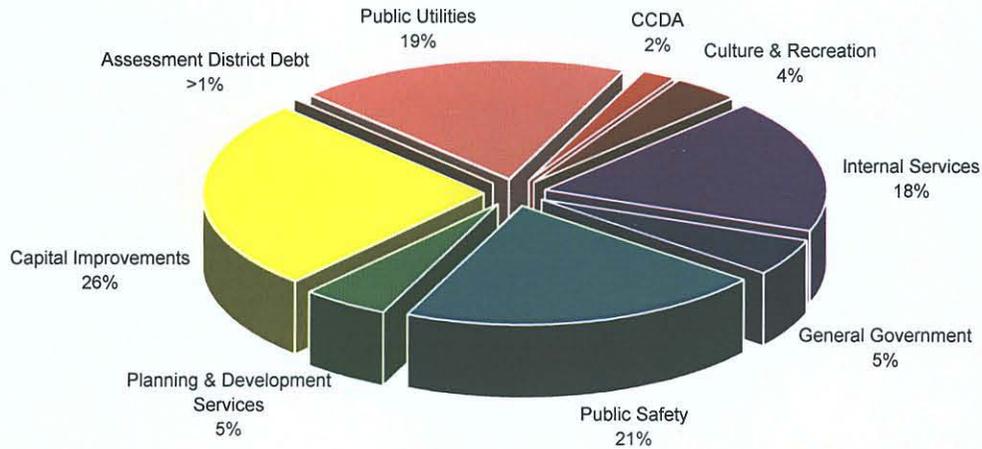
	2006-2007 <u>Actual</u>	2007-2008 Revised <u>Estimate</u>	2008-2009 <u>Budget</u>
City Council	245,685	241,491	220,916
City Clerk	2,747,203	2,734,887	2,698,646
City Attorney	720,603	704,598	625,577
City Management	1,470,906	1,621,193	1,321,857
General Services	27,716,962	32,188,629	31,852,449
Finance	2,673,376	2,761,266	1,935,647
Police	23,740,777	24,613,439	22,896,920
Fire	11,390,848	11,890,330	11,359,420
Public Utilities	42,189,900	52,771,724	52,484,913
Planning & Development Services	8,138,113	7,805,698	6,830,477
Capital Improvements	44,300,968	121,510,496	33,432,000
CCDA	3,153,534	3,156,475	3,213,662
TOTAL	<u>168,488,875</u>	<u>262,000,226</u>	<u>168,872,484</u>

BY FUNCTION

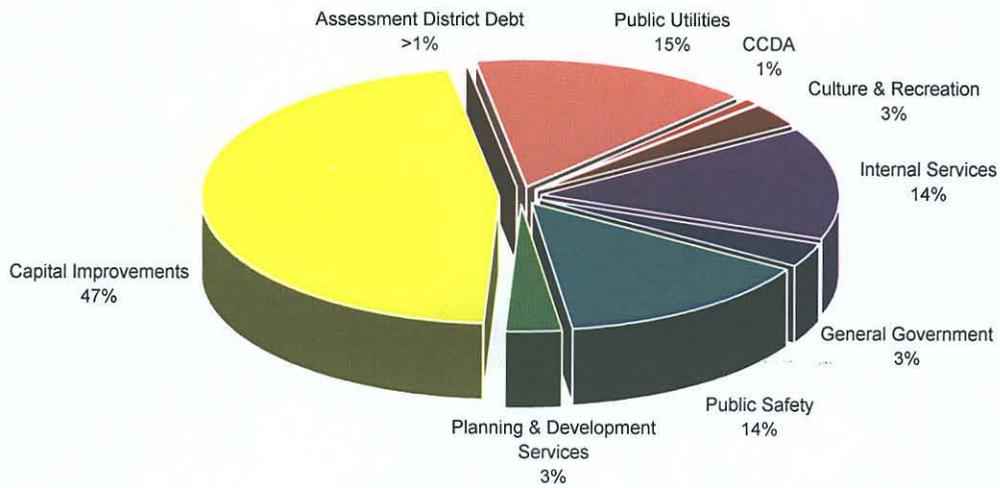
General Government	7,779,174	7,814,456	7,292,758
Public Safety	35,131,625	36,503,769	34,256,340
Planning & Development Services	8,138,113	7,805,698	6,830,477
Capital Improvements	44,300,968	121,510,496	33,432,000
Assessment District Debt	683,316	686,000	0
Public Utilities	32,701,680	39,499,489	40,566,159
CCDA	3,153,534	3,156,475	3,213,662
Culture & Recreation	6,926,885	9,140,432	9,715,661
Internal Services	29,673,580	35,883,411	33,565,427
TOTAL	<u>168,488,875</u>	<u>262,000,226</u>	<u>168,872,484</u>

EXPENDITURES BY FUNCTION

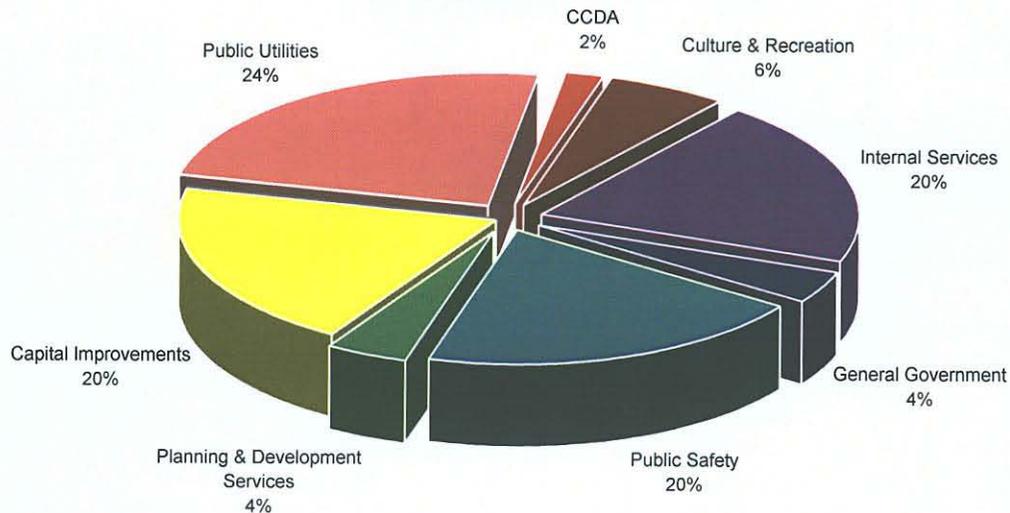
2006-2007 ACTUAL



2007-2008 ESTIMATED



2008-2009 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 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 2008-2009

- 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 fast and effective response to high priority calls for emergency services.
- Provide for economic development strategies to grow business and jobs; enhance the revenue base of the community; and, position the city to compete in the global market.
- Provide for a financially sustainable City by aligning revenue with specific services; evaluate fiscal condition early on to identify policies that need change to assure future success and effective service delivery.
- Make Clovis a great place for families to live giving priority to neighborhood preservation, adequate parks, and support for excellent schools.
- Foster regional leadership by maintaining a distinct community identity and pride.
- Encourage and promote citizen engagement and community leadership for all age groups with a variety of methods of citizen engagement, education, and communication.
- Maintain Clovis as a public sector employee of choice by remaining competitive in the marketplace and by supporting a workplace culture of responsibility, creativity, and customer service.

Budgetary Highlights

- Implement the provisions of the Clovis General Plan to guide growth of the community and update those plans in a timely manner; implement the sewer/water master plans for conjunctive use of water resources.
- Implement staffing and service plans for public safety to provide five minute emergency response throughout the City and provide adequate and reliable funding sources to achieve this goal.
- Support efforts to expand land resources and attract investment and quality jobs to local business parks; strengthen partnerships with business and economic development organizations as well as all levels of educational resources in the region to facilitate economic diversity and a better jobs-housing balance.
- 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.
- Continue opportunities for citizen engagement through the Citizens' Academy and the Civic Academy for Teachers and develop the next generation of civic leaders.

CITY COUNCIL

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET DETAIL			
Salaries - Regular	61,620	66,256	66,120
Benefits	64,930	66,989	55,989
Professional Services	300	750	1,250
Office Supplies	0	50	50
Travel & Meeting Expense	28,508	26,000	15,000
Training	5,459	4,000	2,000
Dues & Subscriptions	26,796	30,850	30,850
Admin & Overhead	<u>58,072</u>	<u>46,596</u>	<u>49,657</u>
TOTAL CITY COUNCIL	<u><u>245,685</u></u>	<u><u>241,491</u></u>	<u><u>220,916</u></u>

SOURCES OF FUNDING			
Interfund Charges	58,300	60,000	59,000
Use of Discretionary Funds	<u>187,385</u>	<u>181,491</u>	<u>161,916</u>
TOTAL	<u><u>245,685</u></u>	<u><u>241,491</u></u>	<u><u>220,916</u></u>

DETAIL OF POSITIONS

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

CITY CLERK DEPARTMENT SUMMARY

The City Clerk Department includes the functions of City Clerk and Information Services. 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, legislative analysis, and providing all computer/telephone related support and acquisition to all departments. In 2005, the Information Services Division was assigned to the City Clerk Department. The change was made due to the convergence of responsibilities of managing both electronic and paper records of the City.

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. At the General Municipal Election in March 1997, the voters approved an ordinance to make the City Clerk appointed by the City Council, which became effective in March 2001. The ordinance did not change the duties of the City Clerk. Primary duties include the following major categories:

- Elections - As Elections Official, the City Clerk conducts the entire election process. Voter registration and voting is coordinated with Fresno County Clerks 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.

Information Services/Communications Division

Sections 15200 and 15300

The Information Services 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, police mobile data terminals and connection to the Sheriff's Department systems. Through the network, all employees with computers have access to the financial system and other technology-based applications. The Division is responsible for maintaining the computer-based systems and evaluating enhancements to the existing and new systems.

CITY CLERK DEPARTMENT SUMMARY

Department Goals 2008-2009

- Improve support to other operating departments.
- Conduct an error free March 2009 election for two City Council seats.
- Development and implementation of the IT Master Plan.
- Implementation of the Police Department Trusted Site and new CAD systems.
- Assessment of the city's telecommunications infrastructure (including fiber optics, wireless and video communications) and development of the Telecommunications Master Plan.
- Complete an assessment of the organizational structure of the Information Services Division.

Budgetary Highlights

- Fill the vacancies in Information Services in a timely fashion to better serve our customers.
- Improve customer service to all operating departments by continuous improvement of the Information Services Advisory Group and using surveys to implement corrective action.
- Train all employees.
- Complete the conversion of the financial management system.

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.

- 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.

	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
Unofficial Election Results	100%	N/A	100%

- Implement the records management plan.

Implement the records imaging system	25%	35%	50%
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- 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%
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CITY CLERK DEPARTMENT SUMMARY

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET BY ACTIVITY			
City Clerk	261,490	183,601	261,410
Information Services	<u>2,485,713</u>	<u>2,551,286</u>	<u>2,437,236</u>
TOTAL ALL ACTIVITIES	<u><u>2,747,203</u></u>	<u><u>2,734,887</u></u>	<u><u>2,698,646</u></u>

BUDGET BY FUND			
General Fund	261,490	183,601	261,410
General Services - Information Services	<u>2,485,713</u>	<u>2,551,286</u>	<u>2,437,236</u>
TOTAL ALL FUNDS	<u><u>2,747,203</u></u>	<u><u>2,734,887</u></u>	<u><u>2,698,646</u></u>

2008-2009 Goals

- Expand the Document Management Project in Planning & Development Services - Engineering Division.
- Provide timely response to citizens and departmental requests for information and advice.
- Maintain an accurate record of City Council actions (Minutes/Ordinances/Resolutions/Agreements).
- Update the Clovis Municipal Code as ordinances become adopted.
- Improve the processing and approval of Agreements through the City Council.

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 and advice.
- Perform a workflow analysis of all documents that flow through Administration to the City Council for approval/adoption and make changes as needed.
- Streamline the agenda packet preparation process.
- Develop and train staff.
- Maximize utilization of technology to improve services.

Five-Year Outlook

The City Clerk's budget will vary from year to year depending on whether general City or special elections are scheduled. A new records imaging system was acquired in 2000-01 and is being implemented for the storage and retrieval of City records. The conversion of the records of the various departments is planned to be a multi-year project, beginning with the City Clerk's Department. After nearly five years, over 700,000 pages have been scanned in, which includes over 60,000 documents in the City Clerk's office. Phase II began in 2002-03 with Planning & Development Services and will continue over the next several years due to the volume of documents.

The next scheduled election will be in March 2009 for two of the five seats on the City Council.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	73,486	81,771	84,600
Overtime	123	0	0
Extra Help	15,758	6,000	0
Benefits	28,895	31,344	27,658
Vehicle Charges	3,317	3,299	3,300
Professional Services	65,456	45,000	130,000
Office Supplies	52,862	0	0
Travel & Meeting Expense	4,196	3,100	1,100
Training	286	100	0
Dues & Subscriptions	422	400	400
Admin & Overhead	16,689	12,587	14,352
TOTAL CITY CLERK	<u>261,490</u>	<u>183,601</u>	<u>261,410</u>

SOURCES OF FUNDING

Annexation Processing Fee	2,812	0	0
User Fees	135	0	0
Interfund Charges	75,300	111,000	84,000
Use of Discretionary Funds	<u>183,243</u>	<u>72,601</u>	<u>177,410</u>
TOTAL	<u>261,490</u>	<u>183,601</u>	<u>261,410</u>

DETAIL OF POSITIONS

City Clerk	0.50	0.50	0.50
Principal Office Assistant	0.80	0.60	0.60
TOTAL	<u>1.30</u>	<u>1.10</u>	<u>1.10</u>

2008-2009 Goals

The goals of the Information Services Division are to provide timely access to the financial systems, network and telecommunications systems, police systems, Fresno County Sheriff Department systems and regional geographic information systems by all authorized personnel, train on changes to the systems, train new personnel on system use, and review and evaluate new systems for application on a City-wide basis. In 2008-09, the Division will expand the wireless telecommunications network for public safety and with the installation of a significant amount of fiber optic cable throughout the City, additional maintenance will be added to the Division's responsibilities.

These goals include:

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

Objectives to Meet the Goals

- Provide 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.
- 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, Collaborative Regional Initiative, and Regional Jobs Initiative.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	619,543	629,984	687,620
Overtime	32,876	25,000	25,000
Extra Help	157,336	150,000	150,000
Benefits	267,252	304,030	278,218
Vehicle Charges	26,916	27,817	23,530
Communications	263,287	278,000	278,000
Professional Services	91,130	77,000	69,500
Repairs & Maintenance	431,966	520,000	490,500
Office Supplies	75,544	55,200	55,000
Travel & Meeting Expense	17,238	5,448	5,000
Training	63,197	21,500	20,000
Admin & Overhead	24,633	16,868	17,468
Capital Outlays - Computers	413,160	440,439	337,400
Capital Outlays - Safety	1,635	0	0
TOTAL INFORMATION SERVICES	<u>2,485,713</u>	<u>2,551,286</u>	<u>2,437,236</u>

SOURCES OF FUNDING

Interfund Charges	<u>2,485,713</u>	<u>2,551,286</u>	<u>2,437,236</u>
TOTAL	<u>2,485,713</u>	<u>2,551,286</u>	<u>2,437,236</u>

DETAIL OF POSITIONS

City Clerk	0.25	0.25	0.25
Computer Systems Technician	3.00	3.00	3.00
Information Systems Manager	1.00	1.00	1.00
Information Systems Supervisor	2.00	2.00	2.00
Senior Systems Analyst	1.00	1.00	1.00
Systems Analyst	3.00	3.00	3.00
TOTAL	<u>10.25</u>	<u>10.25</u>	<u>10.25</u>

CITY ATTORNEY DEPARTMENT SUMMARY

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

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

Department Goals 2008-2009

- 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 at least 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.

\$25,000 in the Water Enterprise activity to provide special legal services for litigation, DBCP settlement administration, and water rights issues.

CITY ATTORNEY DEPARTMENT SUMMARY

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET DETAIL			
Professional Services	713,489	699,000	619,600
Travel & Meeting Expense	1,042	0	500
Admin & Overhead	<u>6,072</u>	<u>5,598</u>	<u>5,477</u>
TOTAL CITY ATTORNEY	<u><u>720,603</u></u>	<u><u>704,598</u></u>	<u><u>625,577</u></u>

SOURCES OF FUNDING			
User Fees	0	41,000	0
Intergovernmental Charges	8,900	22,000	22,000
Interfund Charges	334,134	375,000	281,000
Use of Discretionary Funds	<u>377,569</u>	<u>266,598</u>	<u>322,577</u>
TOTAL	<u><u>720,603</u></u>	<u><u>704,598</u></u>	<u><u>625,577</u></u>

DETAIL OF POSITIONS

The functions for this section are handled by contract.

CITY MANAGER DEPARTMENT SUMMARY

The City Manager is an appointed office established by the Clovis Municipal Code and under the laws of the State of California. The City Manager is appointed by the City Council to serve as the chief administrative officer. The City Manager is responsible for administering all operations, finances, activities, and projects consistent with City Council policy directives and applicable municipal, state, and federal laws. The City Manager appoints and removes all employees on the recommendation of the various department heads and appoints and/or dismisses department heads subject to confirmation 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 business retention, expansion, and attraction in order to improve 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. The department also provides administrative support to the City Council, City Clerk and Information Services, General Services, and Finance.

Community & Economic Development

Section 25200

The Community & Economic Development Department is responsible for facilitating growth of revenue for the tax base and 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 as well as privately held sites in cooperation with landowners. The department works with business and industry wishing to locate in the city. The department is responsible for coordination between the City of Clovis 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.

Department Goals 2008-2009

- 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, 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 increase the number of jobs raising per capita income for residents.
- Seek ways to reduce the cost of and/or demand for services and improve service delivery; assist the City Council in determining ways to increase or develop funding resources for essential services.
- Seek ways to improve communications between City government, citizens, and the business community.
- Conduct a leadership and goal setting workshop for City Council and Executive Management annually; follow up with a Citizens' summit bi-annually.

CITY MANAGER DEPARTMENT SUMMARY

Budgetary Highlights

- Monitor the results of significant budgetary constraints and reduction of workforce and the effect on city services and programs throughout the year, recommending adjustments as may be needed.
- Provide policy advice and a workshop regarding the impact of fiscal strategies upon the City's long-range service plans; pursue future funding strategies for essential services as directed by the City Council.
- Provide oversight of the implementation plans for build-out of the specific plans and initiate a program for update of the General Plan, the 2000 Sphere of Influence, and related public service and financial strategies.
- Provide oversight of the implementation of the water and wastewater master plans and project delivery.
- Publish a periodic community magazine to feature community activities, services, history, key projects, and citizen access.
- Conduct a community wide survey of residents to obtain information about quality of services, level of satisfaction, and areas for improvement subject to funding constraints for such survey work.
- Conduct a new employee workplace and community orientation program to build the organizational culture and assist with skill and service development as part of the succession planning strategy.
- Implement the Economic Development Strategy and Action Plan to seek target industries.
- Work with the Tourism Advisory Committee and regional efforts to position Clovis as a distinct regional and state tourist destination; support opportunities to host special events that are aligned with community interests.
- Implement marketing and business recruitment strategies for the Research and Technology Business Park; pursue plans to expand the business park and seek opportunities to site additional business parks.
- Expand the resources of the Business Retention, Expansion and Attraction Program (Business REAP) through alliances with the Economic Development Corporation and the California Association for Local Economic Development.
- Expand opportunities to work with the Technopolis Clovis Core Committee (TC³) and its partners to transform Clovis into a revenue generating, knowledge-based community for the future where innovation and entrepreneurship thrive.
- Publish an annual newsletter detailing economic development activities of the City of Clovis for distribution to the business community and prospective investors.

CITY MANAGER

DEPARTMENT PERFORMANCE MEASURES

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

	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
Total Jobs	800	950	1000
Job/Acre	50	50	50

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

	<u>2006 (actual)</u>	<u>2007 (actual)</u>	<u>2008 (proposed)</u>
Total Retail Sales	\$1,427,799,000	\$1,378,169,000	\$1,419,514,000
Percentage Increase	9.3%	-3.5%	3%

CITY MANAGER DEPARTMENT SUMMARY

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET BY ACTIVITY

Administration	636,119	649,941	701,105
Community & Economic Development	<u>834,787</u>	<u>971,252</u>	<u>620,752</u>
TOTAL ALL ACTIVITIES	<u><u>1,470,906</u></u>	<u><u>1,621,193</u></u>	<u><u>1,321,857</u></u>

BUDGET BY FUND

General Fund	<u>1,470,906</u>	<u>1,621,193</u>	<u>1,321,857</u>
TOTAL ALL FUNDS	<u><u>1,470,906</u></u>	<u><u>1,621,193</u></u>	<u><u>1,321,857</u></u>

2008-2009 Goals

- Assist the City Council with policy development and implementation of priority goals and target actions.
- Implement the land use planning process and the water and wastewater systems master plans.
- Implement the adopted budget in a timely manner and provide regular progress reports to the City Council.
- Pursue plans for future funding strategies for General Fund operations as directed by the City Council.
- Continue to seek ways to improve communications between City government and the general public.
- Represent the City's interests in matters of statewide and regional 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.
- Initiate an update of the General Plan and develop growth management and financial policies to guide the implementation of the General Plan, sustain City services and facilities, and preserve and renew older neighborhoods.
- Recommend future funding strategies and action plans to the City Council.
- Oversee completion of the design and construction of the water and sewer systems planned for the next 50 years.
- 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. Explore other electronic media.
- 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 will be a time for adjustment to the new reality of a highly constrained budget for the General Fund operations due to a troubled economy that may take several years to fully recover. The budget has been reconstructed over the past 18 months to be able to provide for the most essential City services in a rational manner for the next two years. An important new initiative will be embarking on an update to the General Plan. This program is as much a land use plan as it is a financial plan for the future of the City. Sustainability of the character, appearance and quality of life in the community as it continues to grow in the future will be the challenge to be answered with the update. Another important initiative will be the creation of plans to improve and stabilize future funding for essential services for the community. This may take several forms and will require considerable discussion with the community and the City Council to determine which strategies are the best solution. Coordination in the metropolitan region will continue to be important, particularly dealing with the transition of services at the urban and rural edge. New methods of communication to reach residents need to be explored.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	367,890	388,244	397,828
Overtime	403	0	0
Extra Help	0	0	60,000
Benefits	111,950	122,826	101,670
Vehicle Charges	17,870	17,809	17,820
Professional Services	1	5,000	5,000
Office Supplies	16	100	0
Travel & Meeting Expense	21,619	17,000	13,500
Training	1,300	0	0
Dues & Subscriptions	2,947	3,450	3,400
Admin & Overhead	112,123	95,512	101,887
	<u>636,119</u>	<u>649,941</u>	<u>701,105</u>
TOTAL ADMINISTRATION	<u>636,119</u>	<u>649,941</u>	<u>701,105</u>

SOURCES OF FUNDING

Planning and Processing Fees	5,190	2,000	0
Intergovernmental Charges	30,200	41,000	41,000
Interfund Charges	553,500	594,000	659,000
Miscellaneous Income	195	0	0
Use of Discretionary Funds	<u>47,034</u>	<u>12,941</u>	<u>1,105</u>
	<u>636,119</u>	<u>649,941</u>	<u>701,105</u>
TOTAL	<u>636,119</u>	<u>649,941</u>	<u>701,105</u>

DETAIL OF POSITIONS

Assistant City Manager	1.00	1.00	1.00
City Clerk	0.25	0.25	0.25
City Manager	1.00	1.00	1.00
Executive Assistant	0.50	0.50	0.50
Office Assistant	1.00	1.00	1.00
Principal Office Assistant	0.00	0.20	0.20
	<u>3.75</u>	<u>3.95</u>	<u>3.95</u>
TOTAL	<u>3.75</u>	<u>3.95</u>	<u>3.95</u>

The Community and Economic Development Department is responsible for facilitating the increase in jobs and tax base in the city. The department oversees the activities of the Clovis Community Development Agency and is responsible for marketing the City of Clovis Business Park and the Research and Technology Business Park. The department works with business and industry wishing to locate in the city and with existing businesses and property owners who wish to expand their business opportunities. The Economic Development Department is responsible for coordination between the City of Clovis and business organizations such as the Chamber of Commerce, the Economic Development Corporation serving Fresno County, Central Valley Business Incubator, and Regional Jobs Initiative. The department is also responsible for Tourism and the Clovis Youth Employment Services (ClovisYes!).

2008-2009 Goals

- Encourage new commercial and industrial development in the City of Clovis.
- Facilitate growth in the number of jobs available for Clovis 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 R & T Business Park.
- Implement the expansion of the Research and Technology Business Park.
- Provide project coordination for major retail and industrial projects.
- Continue to work with the Central Valley Business Incubator, Fresno EDC, Workforce Investment Board, and Regional Jobs Initiative to retain and attract business.
- Work with the TC³ Committee to implement the goals and objectives of the Concept Development Plan and continue with the series of educational symposia.
- Implement the City of Clovis Business Retention, Expansion and Attraction Program (REAP).
- Continue to update inventory of available commercial and industrial property.
- Publish an annual 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 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 encouraging commercial and industrial growth in the City of Clovis. In the next five years, this department will be guided by and will implement the Economic Development Strategy, Technopolis Concept Development Plan (CDP), and the Business REAP. The Strategy, CDP and Business REAP have identified the city's course of action for the start-up, retention, expansion, and attraction of businesses. The city will encourage cutting edge marketing strategies to position the City of Clovis in the forefront of the technology business community. The department 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 department 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 department will work with other city departments in the development and implementation of a plan to maximize the economic development potential of industrial and commercial zoned property.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	92,443	89,728	91,730
Extra Help	17,748	20,000	20,000
Benefits	31,657	31,786	27,342
Vehicle Charges	5,107	4,812	4,815
Professional Services	620,477	772,250	430,000
Materials & Supplies	800	200	0
Travel & Meeting Expense	23,308	15,200	10,000
Dues & Subscriptions	12,293	9,400	9,500
Admin & Overhead	30,954	27,876	27,365
	<u>834,787</u>	<u>971,252</u>	<u>620,752</u>
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	<u><u>834,787</u></u>	<u><u>971,252</u></u>	<u><u>620,752</u></u>

SOURCES OF FUNDING

Rents & Concessions	14,250	0	0
State Grants	47,021	150,000	18,000
Intergovernmental Charges	119,750	169,000	175,000
Taxable Sales	163	1,000	1,000
Miscellaneous Income	123	18,000	0
Use of Discretionary Funds	<u>653,480</u>	<u>633,252</u>	<u>426,752</u>
TOTAL	<u><u>834,787</u></u>	<u><u>971,252</u></u>	<u><u>620,752</u></u>

DETAIL OF POSITIONS

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

GENERAL SERVICES DEPARTMENT SUMMARY

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

Personnel/Risk Management Division

Sections 30000, 31000, 32000

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

Department Support Division

Sections 33300, 33400

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

Community Services Division

Sections 34200, 34400, 34700, 34800

The Community Services Division administers various senior citizen programs at the Clovis Senior Center. The Division also administers the City's Round-Up demand-response transit program, the fixed-route Stageline transit program, and administers the City's contract with Fresno Area Express (FAX). The Division provides community recreation programs through the Clovis Area Recreation (CAR) program. The City's recreation programs feature family-oriented sports, games, and recreational activities throughout the year.

Department Goals 2008-2009

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

Budgetary Highlights

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

GENERAL SERVICES DEPARTMENT PERFORMANCE MEASURES

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

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

	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
90-Day Recruitment	95%	95%	95%

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

Cost Containment	Increased Costs Contained to 12%	Increased Costs Contained to 13%	Increased Costs Estimated at 12%
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- The Risk Management Section will continue to emphasize the protection of the public, City employees, and City assets through training, risk identification, risk transfer, and insurance coverage procurement. As a benchmark, the number of annual work-related employee accidents resulting in lost workdays will be 20 or less, and safety/risk management training programs will be offered to all employees.

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

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

Number of Service Requests	430	325	350
Response Time Within 24 Hours	80%	90%	90%

GENERAL SERVICES

DEPARTMENT PERFORMANCE MEASURES

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

	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
Number of Major Projects	30	22	20
Projects Completed within Established Budget and Time Frame	80%	90%	95%
Square Footage of Buildings/Facilities Maintained	342,000	352,000	368,000

- Clovis Senior Center will continue to expand the number of social and supportive services/programs available to the community along with fees and donations to support them, while increasing participation.

	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
Information & Assistance	120,000	120,000	121,000
Community Services	80,000	102,995	103,000
Consumer Services	30,000	25,000	26,000
Outreach Services	135,977	155,166	180,000
Nutrition Services	55,000	52,161	53,000

- Clovis Area Recreation will continue to expand the number of recreation programs available to the community, along with fees and donations to support them, while increasing participation in the programs.

	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
Program Participants	86,314	87,000	88,000
Number of Programs Offered	75	80	85

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

	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
Clovis Destinations	98%	98%	99%
Fresno Destinations	98%	98%	98%
Maintain Scheduled Fixed-Route Headways	90%	90%	97%

GENERAL SERVICES DEPARTMENT SUMMARY

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET BY ACTIVITY			
Personnel	666,731	503,021	490,115
Employee Benefits	14,608,327	16,136,995	16,545,896
Liability and Property Insurance	898,051	1,095,338	1,175,875
Facilities Maintenance	5,685,543	6,355,018	4,887,080
Department Support	1,890,594	2,457,457	2,594,253
Senior Services	430,442	511,971	521,860
Recreation	820,410	898,198	869,087
Transit	<u>2,716,864</u>	<u>4,230,631</u>	<u>4,768,283</u>
TOTAL ALL ACTIVITIES	<u><u>27,716,962</u></u>	<u><u>32,188,629</u></u>	<u><u>31,852,449</u></u>

BUDGET BY FUND			
General Fund	1,917,583	1,913,190	1,881,062
General Services Fund	7,576,137	8,812,475	7,481,333
Employee Benefits Fund	14,608,327	16,136,995	16,545,896
Liability and Property Insurance Fund	898,051	1,095,338	1,175,875
Transit Fund	<u>2,716,864</u>	<u>4,230,631</u>	<u>4,768,283</u>
TOTAL ALL FUNDS	<u><u>27,716,962</u></u>	<u><u>32,188,629</u></u>	<u><u>31,852,449</u></u>

2008-2009 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 revision 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.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	305,527	215,533	216,572
Overtime	0	0	0
Extra Help	5,947	4,000	10,400
Benefits	113,238	89,768	78,110
Vehicle Charges	11,515	8,202	8,202
Professional Services	114,797	82,800	68,800
Materials & Supplies	0	0	0
Travel & Meeting Expense	2,590	2,000	2,000
Training	4,203	3,500	3,500
Dues & Subscriptions	2,285	4,200	4,200
Admin & Overhead	106,629	93,018	98,331
TOTAL PERSONNEL	<u>666,731</u>	<u>503,021</u>	<u>490,115</u>

SOURCES OF FUNDING

Interfund Charges	213,445	226,000	210,000
Use of Discretionary Funds	<u>453,286</u>	<u>277,021</u>	<u>280,115</u>
TOTAL	<u>666,731</u>	<u>503,021</u>	<u>490,115</u>

DETAIL OF POSITIONS

Executive Assistant	0.30	0.30	0.30
General Services Director	0.25	0.25	0.25
Management Analyst	0.80	0.60	0.60
Office Assistant	1.00	0.80	0.00
Personnel/Risk Manager	0.50	0.30	0.30
Personnel Technician	1.20	1.00	1.00
Principal Office Assistant	1.00	0.80	0.80
TOTAL	<u>5.05</u>	<u>4.05</u>	<u>3.25</u>

2008-2009 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.
- Preserve the quality of benefit services and the delivery of employee benefits and continue to develop and provide a quality benefit package for employees at reasonable costs.

Objectives to Meet the Goals

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

Five-Year Outlook

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

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

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

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	127,795	166,207	169,928
Benefits	44,548	61,910	53,597
Vehicle Charges	10,034	12,548	12,558
Professional Services	2,695	100	100
Special Events	120,425	44,000	49,000
Travel & Meeting Expense	540	1,200	1,200
Training	1,291	1,750	1,750
Dues & Subscriptions	399	600	600
Admin & Overhead	26,061	24,592	24,163
Health Insurance Program - ISF	5,395,949	5,968,088	6,581,000
Unemployment Charges - ISF	34,706	40,000	40,000
Workers Comp Program - ISF	2,406,242	2,702,000	2,435,000
Retirement Contribution - ISF	5,976,556	6,446,000	6,494,000
Deferred Compensation - ISF	461,086	488,000	503,000
Compensated Future Absences	0	30,000	30,000
Capital Outlays - Computers	0	150,000	150,000
TOTAL EMPLOYEE BENEFITS	<u>14,608,327</u>	<u>16,136,995</u>	<u>16,545,896</u>

SOURCES OF FUNDING

Employee Benefit Charges	<u>14,608,327</u>	<u>16,136,995</u>	<u>16,545,896</u>
TOTAL	<u>14,608,327</u>	<u>16,136,995</u>	<u>16,545,896</u>

DETAIL OF POSITIONS

Management Analyst	0.80	0.95	0.95
Office Assistant	0.00	0.10	0.00
Personnel/Risk Manager	0.25	0.35	0.35
Personnel Technician	0.80	1.00	1.00
Principal Office Assistant	0.00	0.10	0.10
TOTAL	<u>1.85</u>	<u>2.50</u>	<u>2.40</u>

2008-2009 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 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.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	53,943	74,214	76,261
Benefits	16,695	26,009	22,239
Vehicle Charges	3,581	4,364	4,368
Professional Services	9	0	0
Office Supplies	6,732	0	0
Travel & Meeting Expense	2,473	2,000	2,000
Training	7,079	10,700	10,700
Dues & Subscriptions	0	1,000	1,000
Admin & Overhead	6,099	6,491	6,607
Liability Insurance	<u>801,440</u>	<u>970,560</u>	<u>1,052,700</u>
TOTAL LIABILITY & PROPERTY INSURANCE	<u><u>898,051</u></u>	<u><u>1,095,338</u></u>	<u><u>1,175,875</u></u>

SOURCES OF FUNDING

Liability and Property Charges	<u>898,051</u>	<u>1,095,338</u>	<u>1,175,875</u>
TOTAL	<u><u>898,051</u></u>	<u><u>1,095,338</u></u>	<u><u>1,175,875</u></u>

DETAIL OF POSITIONS

Management Analyst	0.40	0.45	0.45
Office Assistant	0.00	0.10	0.00
Personnel/Risk Manager	0.25	0.35	0.35
Principal Office Assistant	<u>0.00</u>	<u>0.10</u>	<u>0.10</u>
TOTAL	<u><u>0.65</u></u>	<u><u>1.00</u></u>	<u><u>0.90</u></u>

2008-2009 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.

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 31 years of age, and will require on-going preventive maintenance to keep them in proper condition. The need to modernize facility systems of older City buildings will result in increased building and maintenance demands.

**General Services
Department**

**Facilities Maintenance
Section 33300**

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	334,266	365,226	384,223
Overtime	9,576	18,500	18,000
Benefits	148,722	165,677	148,944
Vehicle Charges	48,176	46,723	54,726
Communications	3,144	3,800	5,000
Professional Services	55,758	53,376	70,000
Repairs & Maintenance	707,374	1,027,971	1,128,500
Building & Equipment Rental	236	10,000	10,000
Materials & Supplies	41,252	50,000	60,000
Supplies - Shop	8,907	5,000	5,000
Travel & Meeting Expense	2,861	1,800	1,800
Training	8,777	13,000	13,000
Dues & Subscriptions	435	650	650
Admin & Overhead	21,366	15,095	16,237
Debt Service	4,199,850	4,403,000	2,896,000
Capital Outlays - Office Equip/Furn	9,151	0	0
Capital Outlays - Public Works	81,641	84,000	40,000
Capital Outlays - Vehicles	2,146	31,000	0
Capital Outlays - Government Facilities	1,905	60,200	35,000
TOTAL FACILITIES MAINTENANCE	<u>5,685,543</u>	<u>6,355,018</u>	<u>4,887,080</u>

SOURCES OF FUNDING

Rents & Concessions	16,352	16,500	15,500
Facility Reimb - County	31,815	20,000	20,000
Sale of Property	15,000	10,000	0
General Services Charges	5,622,376	6,308,518	4,851,580
TOTAL	<u>5,685,543</u>	<u>6,355,018</u>	<u>4,887,080</u>

DETAIL OF POSITIONS

Administrative Assistant	0.00	0.50	0.50
Assistant Building Technician	3.00	3.00	3.00
Building Maintenance Leadworker	1.00	1.00	1.00
Building Maintenance Worker	1.00	1.00	1.00
General Services Director	0.25	0.25	0.25
General Services Supervisor	0.60	0.60	0.60
Principal Office Assistant	0.25	0.00	0.00
TOTAL	<u>6.10</u>	<u>6.35</u>	<u>6.35</u>

2008-2009 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.
- Expand the use of the internet as a primary purchasing tool.
- 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.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	80,490	87,120	88,973
Overtime	0	400	0
Benefits	27,474	29,965	26,128
Vehicle Charges	3,817	3,832	3,834
Energy	760,598	834,000	889,500
Professional Services	23,567	20,000	44,000
Repairs & Maintenance	67,388	62,500	46,500
Office Supplies	403,723	469,000	535,000
Materials & Supplies	7,349	10,300	10,700
Travel & Meeting Expense	883	2,000	0
Training	554	0	1,200
Dues & Subscriptions	0	0	500
Admin & Overhead	163,676	174,238	178,816
Debt Service	29,718	29,000	23,000
Lease Purchases	136,453	142,000	148,000
Capital Outlays - Office Equip/Furn	175,354	110,000	115,000
Capital Outlays - Vehicles	9,550	483,102	483,102
TOTAL DEPARTMENT SUPPORT	<u>1,890,594</u>	<u>2,457,457</u>	<u>2,594,253</u>

SOURCES OF FUNDING

Interfund Charges	<u>1,890,594</u>	<u>2,457,457</u>	<u>2,594,253</u>
TOTAL	<u>1,890,594</u>	<u>2,457,457</u>	<u>2,594,253</u>

DETAIL OF POSITIONS

General Services Director	0.25	0.25	0.25
General Services Supervisor	0.40	0.40	0.40
Principal Office Assistant	<u>0.25</u>	<u>0.50</u>	<u>0.50</u>
TOTAL	<u>0.90</u>	<u>1.15</u>	<u>1.15</u>

2008-2009 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.

Specific goals include the following:

- 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 and expand 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. The Senior Center has reached near capacity in terms of the number of individuals and programs that may be served at the facility. Over 275 different classes and several off-site supportive service facilities are available to the community through the Senior Center and the Older Adult Education classes. As the baby boomer generation ages there will be an increase in service/program requests. Service requests from isolated/frail residents will also continue to increase. The need to increase community partnerships for social and supportive services will be critical to the delivery of services to local seniors. The Senior Center will continue to strengthen its community partnerships with the Clovis Veterans Memorial District, Fresno County Social and Supportive Services, Clovis Unified School District's Older Adult Education Programs, the Fresno Madera Area Agency on Aging, the San Joaquin College of Law and Central California Legal Services.

General Services Department	Senior Services Section 34200
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	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	106,735	138,843	150,118
Overtime	101	1,725	1,705
Extra Help	111,511	105,000	111,700
Benefits	55,174	66,236	60,480
Vehicle Charges	3,567	4,133	4,374
Communications	609	1,500	500
Professional Services	26,877	49,700	45,700
Office Supplies	26,492	15,300	8,600
Travel & Meeting Expense	5,153	0	0
Training	760	0	0
Dues & Subscriptions	395	400	400
Admin & Overhead	93,068	129,134	138,283
	<u>430,442</u>	<u>511,971</u>	<u>521,860</u>
TOTAL SENIOR SERVICES	<u>430,442</u>	<u>511,971</u>	<u>521,860</u>

SOURCES OF FUNDING

Rents and Concessions	23,847	28,000	28,000
State Grants	32,154	34,000	34,000
Project Participation - Other Govt	36,000	36,000	36,000
User Fees	10,660	20,000	20,000
Intergovernmental Charges	4,160	6,000	6,000
Senior Service Charges	85,755	96,000	96,000
Miscellaneous Income	11,985	25,000	25,000
Use of Discretionary Funds	<u>225,881</u>	<u>266,971</u>	<u>276,860</u>
	<u>430,442</u>	<u>511,971</u>	<u>521,860</u>
TOTAL	<u>430,442</u>	<u>511,971</u>	<u>521,860</u>

DETAIL OF POSITIONS

Administrative Assistant	0.250	0.500	0.500
Community/Senior Services Manager	0.500	0.000	0.000
Custodian	1.000	1.000	1.000
General Services Director	0.125	0.125	0.125
General Services Manager	0.000	0.150	0.150
Principal Office Assistant	0.500	0.500	0.500
Senior Services Supervisor	0.000	0.500	0.500
	<u>2.375</u>	<u>2.775</u>	<u>2.775</u>
TOTAL	<u>2.375</u>	<u>2.775</u>	<u>2.775</u>

2008-2009 Goals

The City's Recreation Section "*Creates Community Through People, Parks and Programs.*" The section provides a variety of youth, drop-in, and family programs in addition to extensive resource and referral services for the citizens of Clovis. The City's recreation program includes many opportunities for members of the community to enjoy a variety of recreational activities for all age groups. Specific goals include the following:

- Develop skills in youth to promote the selection of positive leisure activities.
- Foster human development and promote health and wellness.
- Provide quality recreational opportunities available to all community youth and families at an affordable price.
- Increase participation in recreational programs by all cultural groups in the community.
- Provide recreational experiences/supporting education and lifelong learning.
- Enhance activities and programs at the City's recreation facilities to meet the increasing demands for recreational and leisure services of a growing community.
- Provide the community with safe and secure leisure services and facilities.
- Strengthen safety and security.
- Increase awareness and participation in program activities and actively market the programs offered at the Clovis Recreation Center and the Clovis Batting Range.
- Collaborate with local service clubs, businesses and community members to raise funding to complete public recreational projects.
- Strengthen community image and sense of place.

Objectives to Meet the Goals

- Provide drop-in recreation programs throughout the community with adequate staff and volunteers, who are trained to provide services to diverse groups of participants.
- Secure private sponsorships for equipment purchases for program activities and recreation facility improvements.
- Promote the activities of the Recreation Section through the use of local media.
- Develop programs to provide recreation services to underserved segments of the community.
- Continue to provide safe and secure areas for all members of the community to participate together in recreation and leisure activities.
- Prepare for an expansion of the space available for community recreation activities.
- Offset funding for programs through donations, grants and appropriate user fees.
- Increase awareness and participation in program activities and actively market the programs offered at the Clovis Recreation Center, Clovis Batting Range and the Community Skate Park.

Five-Year Outlook

As the City grows, the demands for community recreation and leisure activities will continue to increase. The emphasis of the City's recreation programs will be to provide a variety of community recreation programs that are available to all segments of the community. The City will need to explore options for a permanent recreation facility and plan for additional recreation facilities, parks, Action Sports Parks etc., located in strategic areas of the community in order to provide recreational opportunities to all of the citizens in Clovis. The limited funds available for community recreation programs will continue to require creative solutions and joint efforts between the City, the public, the business community and other local public agencies in order to meet the future recreation and leisure needs of the community.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	251,139	279,465	370,541
Overtime	7,617	6,725	2,000
Extra Help	151,854	147,000	76,200
Benefits	132,674	154,242	159,830
Vehicle Charges	25,870	28,493	29,739
Communications	8,878	8,000	7,000
Professional Services	44,072	47,800	34,800
Repairs & Maintenance	1,754	2,700	1,000
Office Supplies	20,230	33,500	23,000
Materials & Supplies	13,653	16,000	5,500
Travel & Meeting Expense	4,629	5,500	2,000
Training	6,946	7,000	1,500
Dues & Subscriptions	1,300	1,800	800
Admin & Overhead	122,336	144,273	153,677
Capital Outlays - Public Works	22,696	5,000	500
Capital Outlays - Miscellaneous	4,762	10,700	1,000
TOTAL RECREATION	820,410	898,198	869,087

SOURCES OF FUNDING

User Fees	61,314	64,000	95,000
Program Charges	121,925	169,000	173,000
Taxable Sales	8,021	10,000	11,000
Miscellaneous Income	613	13,000	11,000
Use of Discretionary Funds	628,537	642,198	579,087
TOTAL	820,410	898,198	869,087

DETAIL OF POSITIONS

Administrative Assistant	0.25	0.00	0.00
General Services Manager	0.00	0.15	0.15
Recreation Coordinator	1.00	1.00	1.00
Recreation Leader	0.00	4.00	4.00
Recreation Specialist	3.00	3.00	3.00
Recreation Supervisor	1.00	1.00	1.00
TOTAL	5.25	9.15	9.15

2008-2009 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 goals include the following:

- Improve the quality of transit services provided by the City by reviewing Stageline and Roundup services in order to provide on-time, efficient, and safe public transit that serves the largest segment of the population possible.
- 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

- Evaluate recommendations made by the consultant during a review of the entire transit system and make changes to improve services to the community.
- Continue a community-wide marketing plan designed to increase awareness and ridership of the Round Up and Stageline services. Coordinate advertising with Fresno Area Express including printed schedules and radio advertising.
- Install security cameras on the bus using Proposition 1B Homeland Security grant funds to improve safety and security on the buses.
- Coordinate with Fresno Area Express, Fresno County Rural Transit and California State University Fresno to identify and possible purchase a county-wide farebox system which would make transfers between the systems more seamless.
- Purchase new transit vehicles to help reduce maintenance costs and vehicle downtime.
- 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 taxi vouchers, deviated fixed routes and sedan/van trips.

Five-Year Outlook

The passage of Measure C has allowed Clovis Transit to improve some services in accordance with the Measure C expenditure plan. Evaluation of the consultant's recommendations will lead to implementation of changes to the Stageline service to improve on-time performance, serve areas not currently served and alter services to area with low ridership. With the high cost of fuel, transit ridership has grown immensely, including a 14% increase over the past year on Roundup alone. The continued increase requires more vehicles and staff to provide services. A review of age requirements and policies is planned for FY 08-09. With seniors age 65 and over free on Stageline and FAX, a marketing blitz to shift Roundup riders to Stageline will occur in FY 08-09. Clovis will continue coordination with transit providers in the Clovis-Fresno Metropolitan area in order to meet the demand for inter-city transportation. With Fresno Handy Ride no longer offering service into Fresno, a review of the impacts from transfer from Handy Ride to Roundup will also be on-going. Also, farebox system coordination with other transit providers will continue to be pursued with the goal of a common bus pass to be used by all agencies.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	750,560	814,898	924,990
Overtime	26,209	30,152	30,300
Extra Help	360,297	542,000	714,000
Benefits	378,840	491,733	521,782
Vehicle Charges	591,213	728,133	744,437
Communications	8,565	16,000	16,000
Professional Services	249,746	330,895	288,580
Travel & Meeting Expense	2,428	4,600	5,100
Training	3,227	6,000	8,000
Dues & Subscriptions	500	700	700
Admin & Overhead	284,903	263,409	264,394
Capital Outlays - Office Equip/Furn	0	0	350,000
Capital Outlays - Vehicles	60,376	1,002,111	900,000
TOTAL TRANSIT	<u>2,716,864</u>	<u>4,230,631</u>	<u>4,768,283</u>

SOURCES OF FUNDING

Rents & Concessions	38,345	35,000	20,000
Taxes	330,000	1,200,000	1,200,000
Local Transportation	2,185,274	2,821,631	3,365,283
Transit Fares	161,671	171,000	178,000
Sale of Equipment	1,574	3,000	5,000
TOTAL	<u>2,716,864</u>	<u>4,230,631</u>	<u>4,768,283</u>

DETAIL OF POSITIONS

Administrative Assistant	0.500	0.000	0.000
Bus Driver	12.000	14.000	14.000
Community/Senior Services Manager	0.500	0.000	0.000
General Services Director	0.125	0.125	0.125
General Services Manager	0.000	0.700	0.700
Lead Bus Driver	3.000	3.000	3.000
Office Assistant	0.000	1.000	1.000
Principal Office Assistant	1.000	1.000	1.000
Senior Services Supervisor	0.000	0.500	0.500
Transit Dispatcher	1.000	1.000	1.000
Transit Supervisor	1.000	1.000	1.000
TOTAL	<u>19.125</u>	<u>22.325</u>	<u>22.325</u>

FINANCE

DEPARTMENT SUMMARY

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

Finance Administration

Section 35100

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

Bond Administration

Sections 37000-38300

This Division is responsible for the annual administration of the various long-term debt obligations that have been issued by the City.

Department Goals 2008-2009

- Improve support to other operating departments.
- Enhance training for key departmental personnel.
- Develop long-range financing plans as needed.
- Develop and implement a cost accounting system.
- Implement "Employee On-line."
- Implement Electronic Utility Billing and Payment.
- Implement utility account information access by touch-tone telephone.

FINANCE DEPARTMENT SUMMARY

Budgetary Highlights

- Implement a process for review and audit of departmental budgets and expenditures.
- Train appropriate personnel as backup on the operation, and design of the financial system.
- 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.
- Implement cost accounting system and develop an indirect cost allocation rate.
- Cross-train front counter staff so that adequate coverage can be maintained when absences occur.
- Train citywide department staff on more efficient methods of entering and researching financial information in the financial system.
- Implement a process to scan accounting documentation and save in a computer file rather than in boxes.

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 90-day Treasury-bill rate:

	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
City Rate of Return	4.82%	4.57%	3.30%

- On an annual basis, complete a comprehensive financial report prepared in conformity with generally accepted accounting principles, conduct an audit by an independent accounting firm, and receive an unqualified opinion that indicates the financial statements present fairly, in all material respects, the financial position of the City.

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

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

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

On-time	98.3%	98.5%	98.6%
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FINANCE

DEPARTMENT SUMMARY

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET BY ACTIVITY			
Administration	1,928,046	2,009,266	1,935,647
Park Bond Redemption	62,014	66,000	0
Assessment District	<u>683,316</u>	<u>686,000</u>	<u>0</u>
TOTAL ALL ACTIVITIES	<u><u>2,673,376</u></u>	<u><u>2,761,266</u></u>	<u><u>1,935,647</u></u>

BUDGET BY FUND			
General Fund	1,928,046	2,009,266	1,935,647
Park Bond Redemption Fund	62,014	66,000	0
Assessment District	<u>683,316</u>	<u>686,000</u>	<u>0</u>
TOTAL ALL FUNDS	<u><u>2,673,376</u></u>	<u><u>2,761,266</u></u>	<u><u>1,935,647</u></u>

2008-2009 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 slowed due to the reduction of available funding in the credit markets. This has caused home values to drop and the purchase of automobiles and housing related goods to significantly decrease causing a reduction in sales and property tax revenues for the city. Revenue and expenditure monitoring has become a high priority including the continuous review of financial trends in city associated businesses. 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. The Department will continue to enhance the Finance System by implementing additional electronic interfaces from other systems throughout and outside the City.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	1,057,323	1,094,220	1,095,456
Overtime	37,526	24,000	18,000
Extra Help	48,830	49,000	43,000
Benefits	393,606	429,455	371,360
Vehicle Charges	19,377	19,200	19,212
Professional Services	105,329	130,000	115,000
Office Supplies	2,774	2,300	2,300
Travel & Meeting Expense	10,390	13,500	9,500
Training	7,104	9,200	7,200
Dues & Subscriptions	1,320	2,000	2,000
Admin & Overhead	240,551	236,391	252,619
Capital Outlays - Office Equip/Furn	3,916	0	0
TOTAL FINANCE ADMINISTRATION	<u>1,928,046</u>	<u>2,009,266</u>	<u>1,935,647</u>

SOURCES OF FUNDING

Licenses	15,000	65,000	65,000
Annexation Processing Fee	15,000	7,500	23,000
Capital Development - Streets	52,000	54,000	56,000
User Fees	225,177	258,000	234,000
Intergovernmental Charges	16,990	23,000	23,000
Interfund Charges	1,302,648	1,379,000	1,391,000
Miscellaneous Income	196	0	0
Use of Discretionary Funds	<u>301,035</u>	<u>222,766</u>	<u>143,647</u>
TOTAL	<u>1,928,046</u>	<u>2,009,266</u>	<u>1,935,647</u>

DETAIL OF POSITIONS

Accountant/Senior Accountant	4.00	4.00	3.00
Accounting Systems Technician	4.00	4.00	4.00
Customer Service Rep/Sr Account Clerk	7.00	7.00	7.00
Deputy Finance Director	2.00	2.00	2.00
Executive Assistant	0.20	0.20	0.20
Finance Director/Treasurer	1.00	1.00	1.00
Office Assistant	1.50	1.50	1.50
Principal Office Assistant	0.20	0.20	0.20
TOTAL	<u>19.90</u>	<u>19.90</u>	<u>18.90</u>

2008-2009 Goals

The goals of Bond Administration are to maintain the credit status of the City's debt issues and make timely payments of principal and interest.

The goals of the Division include:

- Maintain the City's bond rating of "A1" or better.
- Continue the timely payment of principal and interest on the various City debts.
- Implement additional investment strategies to maximize interest earnings.

Objectives to Meet the Goals

- Provide information to bond rating agencies on a timely basis.
- Make payments of principal and interest to the bond holders on the specified payment dates.
- Work with bond trustees to invest idle bond funds within the City's and bond investment parameters.

Five-Year Outlook

During the next five years, there is new financing planned for infrastructure and facilities. The Division will continue to evaluate the feasibility of refinancing existing debt to achieve lower payments of principal and interest.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

PARK BOND FUND

Principal	56,939	60,000	0
Interest	4,075	2,000	0
Other Debt Costs	<u>1,000</u>	<u>4,000</u>	<u>0</u>
TOTAL PARK BOND FUND	<u>62,014</u>	<u>66,000</u>	<u>0</u>

ASSESSMENT DISTRICTS

Principal	625,000	650,000	0
Interest	48,775	17,000	0
Other Debt Costs	<u>9,541</u>	<u>19,000</u>	<u>0</u>
TOTAL ASSESSMENT DISTRICTS	<u>683,316</u>	<u>686,000</u>	<u>0</u>

SOURCES OF FUNDING

Special Assessments	683,316	686,000	0
User Fees	<u>62,014</u>	<u>66,000</u>	<u>0</u>
TOTAL	<u>745,330</u>	<u>752,000</u>	<u>0</u>

PLANNING AND DEVELOPMENT SERVICES DEPARTMENT SUMMARY

The Planning and Development Services Department is responsible for implementing the Clovis General Plan. It performs this duty by integrating the planning, engineering, and building inspection activities of city development under a single department. Staff in the three divisions report to division managers, who report to the PDS Director. The Director is responsible for the coordination of services that range from the initial review of development plans, through the environmental assessment, urban service delivery analysis, public hearings and neighborhood meetings, up to the final sign-off of finished construction. The Department prepares and implements the Community Investment Program for all City departments. The Department is also responsible for all land use planning for the future development of Clovis 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. Staff fulfills over-the-counter information service requests from citizens and businesses. The division is responsible for the environmental review for private and public projects and also provides 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 two 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.

Department Goals 2008-2009

- Begin the General Plan update process and meet the following benchmarks by the end of the fiscal year:
 - Prepare a project budget, schedule, and funding mechanism;
 - Draft preliminary land use, fiscal, and urban service alternatives;
 - Establish a citizen's forum for community input to the process; and
 - Draft an "existing setting" section of the administrative environmental impact report.
- Maintain effective communication with citizens, the business community, and interest groups on planning, building, and development-related issues.
- Develop and maintain an information system to keep pace with the City's growth and increasing requirements for documentation along with information retrieval.
- Implement the goals and objectives of the City's General Plan and specific plans.
- Ensure that new development and construction conform to development standards and design guidelines.
- Deliver the projects proposed in the Community Investment Program.

Budgetary Highlights

- Complete the Loma Vista Specific Plan's Community Center's Master Plan; and EIR for R&T Park expansion east across the Enterprise Canal (Phase III).
- Implement changes adopted by the state in fiscal year 2007-2008, regarding the Building, Electrical, Plumbing, Mechanical, Structural, Engineering, Accessibility, and Environmental Codes.
- Complete construction of the proposed Sewage Treatment/Water Reuse Facility and corresponding infrastructure for plant operation and testing (scheduled the end of 2008, with operations to begin in early 2009).

PLANNING AND DEVELOPMENT SERVICES 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. The Department performs a regulatory function related to the Clovis Municipal Code, the Uniform Building Codes, and state laws.

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

	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
% of CIP projects Final Design	88%	85%	85%

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

Time spent in after- hour meetings	270 hours	250 hours	260 hours
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- Maintain current knowledge of state and federal laws in order to perform the regulatory enforcement role of the Department. Increase training in the area of accessibility to insure better compliance with both 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.

Hours of training per Certified Building Division staff	16 hrs/person	16 hrs/person	24 hrs/person
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- The citizenry looks to the Department for enforcement of violations of the Clovis Municipal Code. The goal is to resolve 75% of the violations reported within the budget year.

Number of code violation complaints received	522	622	682
Percent resolved	98%	90%	75%

PLANNING AND DEVELOPMENT SERVICES 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 - | 6 weeks |
| 2. Processing applications for City Council action - | 9 weeks |
| 3. Processing Site Plan Review applications - | 4 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 |

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

	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
Applications processed to Planning Commission within goal	65%	75%	80%
Applications processed to City Council within target time	75%	80%	90%
Site Plan Reviews processed within target time	85%	75%	80%
First submittal engineering plan checks within target time	66%	72%	90%
Subsequent submittal engineering plan checks within target time	85%	85%	90%
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

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET BY ACTIVITY			
Planning	1,826,849	1,906,674	1,514,003
Building	2,069,765	1,952,340	1,422,114
Engineering	<u>4,241,499</u>	<u>3,946,684</u>	<u>3,894,360</u>
TOTAL ALL ACTIVITIES	<u><u>8,138,113</u></u>	<u><u>7,805,698</u></u>	<u><u>6,830,477</u></u>
BUDGET BY FUND			
General Fund	<u>8,138,113</u>	<u>7,805,698</u>	<u>6,830,477</u>
TOTAL ALL FUNDS	<u><u>8,138,113</u></u>	<u><u>7,805,698</u></u>	<u><u>6,830,477</u></u>

2008-2009 Goals

The goals of the Planning Division are to implement the current Clovis General Plan; update the General Plan in 2010; ensure that all development is consistent with the General Plan, the Municipal Code and state law; and provide for a high-quality community.

Specifically these goals include:

- Perform the activities identified in the Planning Program.
- Provide accurate and timely information provided regarding land and development.
- Completion of the General Plan update in 2010.
- Complete the Development Code Update in FY 08-09.
- Complete the Research and Technology Business Park expansion east across the Enterprise Canal (Phase III) in FY 08-09.
- Establish and maintain clear development standards and design guidelines.
- Ensure that new development meets state and local codes.
- Provide timely processing of applications, administratively, to the Planning Commission and City Council.

Objectives to Meet the Goals

- Manage limited staff resources on the following priorities:
 - Development Code Update;
 - Completion of the Environmental Impact Report and Plan Amendments for the Research and Technology Business Park expansion east across the Enterprise Canal (Phase III); then
 - General Plan update goals for FY 08-09.
- Continue development of the Geographic Information System (GIS) that is integrated with the Fresno County regional system.
- Implement the Loma Vista Specific Plan and complete the Community Center's Master Plan.

Five-Year Outlook

City Council direction to update the General Plan will focus staff resources and funding on this project for a projected 24-30 months beginning in early FY 08-09. This project will substantially benefit the continued growth and prosperity of Clovis by updating environmental compliance, reducing the number of specific plans in the city, and making plans more user-friendly. Public involvement in the planning process will reinvest the plan with community interest and participation in policy level decision-making.

Planning staff involvement in neighborhood meetings has remained high. With the assumption of the annexation responsibilities, staff has significantly expanded its neighborhood contacts and meetings with future residents. In spite of the leveling of development activity in the San Joaquin Valley, the high level of service directed by the Council and citizens, places increasing demand on staff time.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	819,687	772,986	753,506
Overtime	2,326	2,200	4,000
Extra Help	59,863	58,100	26,000
Benefits	322,619	305,211	264,979
Vehicle Charges	23,950	24,518	20,930
Professional Services	197,101	379,400	83,000
Repairs & Maintenance	928	1,000	1,000
Office Supplies	4,571	2,500	4,000
Materials & Supplies	18	100	0
Travel & Meeting Expense	1,867	5,500	6,000
Training	9,614	1,900	6,000
Dues & Subscriptions	528	200	3,000
Admin & Overhead	383,777	353,059	341,588
TOTAL PLANNING	<u>1,826,849</u>	<u>1,906,674</u>	<u>1,514,003</u>

SOURCES OF FUNDING

Construction Permits	325,034	269,000	225,000
Planning & Processing Fees	980,016	899,000	961,000
Annexation Processing Fees	67,413	68,000	0
Engineering Processing Fees	30,847	12,000	6,000
User Fees	13,383	326,000	1,000
Interfund Charges	42,213	50,000	125,000
Use of Discretionary Funds	<u>367,943</u>	<u>282,674</u>	<u>196,003</u>
TOTAL	<u>1,826,849</u>	<u>1,906,674</u>	<u>1,514,003</u>

DETAIL OF POSITIONS

Administrative Assistant	2.00	1.00	1.00
Assistant/Associate Planner	5.00	4.00	3.00
City Planner	1.00	1.00	1.00
Deputy City Planner	1.00	1.00	1.00
Dir of Planning & Development Services	0.25	0.25	0.25
Office Assistant	1.00	1.00	1.00
Planning Technician I/II	1.00	1.00	1.00
Principal Office Assistant	1.00	2.00	2.00
Senior Planner	1.00	1.00	1.00
TOTAL	<u>13.25</u>	<u>12.25</u>	<u>11.25</u>

2008-2009 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 Codes.

- To ensure compliance with all codes for the construction, use, occupancy of buildings and all of its various components.
- To process all single-family residential plans within three weeks and all submitted commercial projects within four weeks.
- To respond to all field inspection requests within eight working hours.
- To respond to all informational requests and housing complaints from the general 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.
- To keep the community informed of current California Building Code requirements.

Objectives to Meet the Goals

- Implement changes adopted by the State this year regarding the Building, Electrical, Plumbing, Mechanical, Structural, Engineering, and Environmental Codes.
- Hold public outreach classes for architects, engineers, contractors, and citizenry to better inform them of the state mandated changes in California Building Codes.
- Replace the current permit system with a comprehensive work flow management system that will integrate the functions of the Planning, Engineering and Building Divisions with the processing of entitlement approvals and the issuance of all regulatory applications.
- Improve customer service with the initiation of the new work flow system, which will allow the public, contractors, developers and employees to track projects.

Five-Year Outlook

With the first major code change since 2001 having just occurred, the need for new code manuals and training continues. This new code is based on all new documents and code reference materials requiring the local jurisdictions to purchase and have on hand many new reference materials never before purchased by the City. As these new codes are implemented it will require an 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 maintained strong activity last year and is expected to be strong in 2008-2009. Office and small retail expansion on Herndon, Shaw and Willow Avenues is expected to contribute to commercial expansion but at a slower rate than last year; building valuation will increase but at a slower pace.

The residential development market should continue to hold steady during the next fiscal year, with an additional 600 living units expected. A larger percentage of overall residential construction is expected to shift to attached units, due to market shortages and rising home prices. The current market will slow as the current stock of available housing units in financial distress become available on the market and are resold.

While the fundamental work to be performed is not expected to change, the continuing upgrade of the Building Division permitting, e-mail system, and computerization of the field work will improve the overall service provided to the community.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET DETAIL			
Salaries - Regular	1,081,036	1,044,973	725,760
Overtime	19,361	15,000	5,000
Extra Help	19,524	23,000	24,000
Benefits	475,987	426,206	280,998
Vehicle Charges	81,292	84,061	53,070
Communications	5,456	7,200	7,000
Professional Services	41,387	36,000	40,000
Office Supplies	7,299	6,000	10,000
Materials & Supplies	7,552	8,000	8,000
Supplies - Shop	878	2,000	2,000
Travel & Meeting Expense	29	1,500	1,000
Training	9,603	18,000	10,000
Dues & Subscriptions	1,912	16,000	8,000
Admin & Overhead	303,210	264,400	247,286
Capital Outlay - Vehicles	15,239	0	0
TOTAL BUILDING	<u>2,069,765</u>	<u>1,952,340</u>	<u>1,422,114</u>

SOURCES OF FUNDING			
Construction Permits	1,178,050	1,050,000	1,000,000
Engineering Processing Fees	259,076	780,000	500,000
Miscellaneous Income	5,289	14,000	0
Use of Discretionary Funds	<u>627,350</u>	<u>108,340</u>	<u>(77,886)</u>
TOTAL	<u>2,069,765</u>	<u>1,952,340</u>	<u>1,422,114</u>

DETAIL OF POSITIONS			
Building Inspector/Senior Bldg Inspector	10.00	9.00	6.00
Building Official	1.00	1.00	0.00
Building Services Specialist	1.00	1.00	1.00
Deputy Building Official/Plan Checker	1.00	1.00	1.00
Dir of Planning & Development Services	0.25	0.25	0.25
Permit Clerk/Plan Checker	2.00	0.00	0.00
Permit Technician	1.00	1.00	1.00
Plans Examiner	2.00	2.00	2.00
TOTAL	<u>18.25</u>	<u>15.25</u>	<u>11.25</u>

2008-2009 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 Clovis 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.

- Ensuring that established City design standards are incorporated into all public and private improvement projects in a timely and efficient manner.
- Establishing an updated and fiscally sound annual five-year Community Investment Program to provide for appropriate infrastructure repair and enhancements.
- Ensuring that public safety and convenience are major considerations with all new development.
- Providing timely and efficient plan reviews of public and private improvement projects.
- Secure all available grant funds for Capital Improvement Projects.

Objectives to Meet the Goals:

- Construction of the proposed Sewage Treatment/Water Reuse Facility and corresponding infrastructure for plant operation and testing (scheduled the end of 2008, with operations to begin in early 2009).
- Implementation of appropriate public safety and convenience through design review measures.
- Monitoring 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 bringing on line several major community service facilities. These include a reclaimed water master plan, the Sewage Treatment and Water Reuse Facility development of detailed design requirements and updating our plan and specs for City projects.

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 is 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.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET DETAIL			
Salaries - Regular	2,044,540	1,987,149	2,124,856
Overtime	116,303	88,900	108,000
Extra Help	155,999	139,000	148,000
Benefits	808,994	795,614	677,479
Vehicle Charges	83,315	102,141	83,660
Communications	11,083	18,500	22,000
Professional Services	281,872	193,600	156,000
Repairs & Maintenance	1,334	4,700	4,000
Special Events	1,373	1,000	0
Office Supplies	18,018	17,700	13,000
Supplies - Safety	1,713	2,000	2,000
Supplies - Shop	3,595	3,900	5,000
Travel & Meeting Expense	2,281	5,000	6,000
Training	15,896	21,000	12,000
Dues & Subscriptions	3,335	5,800	6,000
Admin & Overhead	601,561	553,480	520,365
Capital Outlays - Computers	48,240	4,700	3,000
Capital Outlays - Public Utilities	3,511	2,500	3,000
Capital Outlays - Vehicles	38,536	0	0
TOTAL ENGINEERING	4,241,499	3,946,684	3,894,360

SOURCES OF FUNDING			
Construction Permits	461,636	419,000	301,000
Taxes	7,500	7,500	8,000
State Grants	17,137	1,000	8,000
Planning & Processing Fees	155,705	157,000	140,000
Engineering Processing Fees	911,709	372,000	409,000
Capital Development - Streets	217,555	213,000	222,000
User Fees	11,411	10,000	8,000
Interfund Charges	2,473,091	2,704,000	2,863,000
Miscellaneous Income	17,218	12,000	7,000
Use of Discretionary Funds	(31,463)	51,184	(71,640)
TOTAL	4,241,499	3,946,684	3,894,360

DETAIL OF POSITIONS			
Assistant Engineer	12.00	11.00	11.00
Associate Civil Engineer	2.00	2.00	2.00
City Engineer	1.00	1.00	1.00
Construction Manager	1.00	1.00	1.00
Deputy City Engineer	1.00	1.00	1.00
Dir of Planning & Development Services	0.50	0.50	0.50
Engineering Inspector	4.00	6.00	6.00
Engineering Program Supervisor	1.00	1.00	1.00
Engineering Tech/Senior Engineering Tech	4.00	3.00	3.00
Geographic Information Systems Specialist	1.00	1.00	1.00
Principal Office Assistant	1.00	1.00	1.00
Senior Engineering Inspector	2.00	0.00	0.00
TOTAL	30.50	28.50	28.50

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. It consists of North and South Sectors, each overseen by a Police Lieutenant. Uniformed patrol, which includes traffic enforcement, a Gang Response Team, the Police Reserve Unit, 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, business 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 responsible for follow-up on all felony cases and preparing the cases for submittal to the District Attorney's Office. Activities within this section include general investigations and narcotics, computer crime and identity theft cases, sexual assault and sex offender programs, and crime analysis.

Youth Services

Section 53000

The Youth Services Unit is charged with the responsibility of influencing youth to make good decisions in life, reducing repeat juvenile offenses, and protecting youth from criminal influences. Youth Services also works closely with the school district and other service providers to support parents and the youth in our community. Youth Services is also responsible for the Police Activities League (PAL) activities for our youth. Some activities include karate, boxing, and track and field events. Our PAL program tries to target youths that are normally excluded from activities due to the family's inability to pay. Youth Services unit is also responsible for domestic violence programs for adult and youth victims and support. We work closely with the Marjoree Mason Center and other groups to serve the victims of domestic violence.

Support Services/Records, Property and Evidence

Section 54000

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

POLICE DEPARTMENT SUMMARY

Administrative Services

Section 56000

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

Animal Services

Section 59100

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

2008-2009 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.
- Increase our effort at improving the quality of neighborhoods through consistent enforcement of Neighborhood Preservation ordinance violations.
- Implementation of Command Staff and Divisional reorganization.
- Continued pursuit of innovative technology.

Budgetary Highlights

- Postpone the hiring of a Records Supervisor, Community Service Officer, 2 Police Service Officers and 6 Police Officers.
- Continue to restrict off-site training to only those that are essential to our operation.
- Reorganize the Youth Services Center, eliminating programs, such as DARE, Too Good for Drugs and Neighborhood Watch, and utilize those employees, 1 Police Officer, 1 Community Service Officer, and 1 Police Service Officer, in other department functions to offset vacancies and obtain salary savings. The Police Sergeant assigned will be transferred to Patrol, and the unit will be overseen by a civilian manager.
- Postpone the hiring of a Senior Property Technician and a Principal Office Assistant in the Property Room, utilizing a Police Officer and part time employees to oversee the Property Room function.
- Offset potential overtime costs by creating a Police Department Volunteer Unit that will be available to augment the department at community functions and protracted police events such as crime scenes and traffic accidents.
- Elimination of some community events, such as the Neighborhood Watch picnic and Lawn Chair Theatre events.

POLICE DEPARTMENT PERFORMANCE MEASURES

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

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

	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
Priority I Average Response Times	4.97 Min.	4.97 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)	88%	90% (est.)	90% (prop.)
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- The comparative crime rate is a good indicator of how well the prevention and protection efforts are addressing the criminal challenges to the community. We saw our California Crime Index rates drop by 15% from 2006 to 2007, and we are confident that we will see a continued decrease in 2008. Rates for both Fresno County and state-wide rates are not available for comparison purposes.

California Crime Index (Crimes/100,000 Population)

	<u>2006 (actual)</u>	<u>2007 (actual)</u>	<u>2008 (proposed)</u>
Clovis	1293	1096	1090

POLICE DEPARTMENT SUMMARY

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET BY ACTIVITY			
Patrol	12,401,806	12,767,413	11,573,822
Communication	1,650,516	1,690,395	1,570,466
Investigations	2,327,021	2,411,056	2,410,422
Youth Services	1,234,822	1,331,329	1,302,865
Support Services	3,338,653	2,834,980	2,711,785
Administration	2,271,212	2,988,092	2,658,679
Animal Shelter	<u>516,747</u>	<u>590,174</u>	<u>668,881</u>
TOTAL ALL ACTIVITIES	<u><u>23,740,777</u></u>	<u><u>24,613,439</u></u>	<u><u>22,896,920</u></u>
BUDGET BY FUND			
General Fund	<u>23,740,777</u>	<u>24,613,439</u>	<u>22,896,920</u>
TOTAL ALL FUNDS	<u><u>23,740,777</u></u>	<u><u>24,613,439</u></u>	<u><u>22,896,920</u></u>

2008-2009 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.
- Conduct specialized traffic enforcement for targeted problem traffic locations.
- Continue to plan and staff DUI checkpoints, increase DUI saturation patrols and improve public awareness.
- Utilize the Gang Response Team to attack gang activity occurring in Clovis by employing special enforcement tactics where they will have the greatest impact.
- 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.
- Implementation of an expanded volunteer program to include volunteers out in the community to support patrol officers.

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.

The Patrol Division currently operates with two sectors for better management of resources and the distribution of calls for service. 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.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET DETAIL			
Salaries - Regular	6,453,135	7,109,097	6,531,320
Overtime	670,946	553,800	335,000
Extra Help	140,601	218,000	212,500
Benefits	3,410,246	3,711,926	3,333,148
Vehicle Charges	12,105	6,175	12,720
Communications	43,745	60,463	35,000
Professional Services	119,064	86,300	79,000
Repairs & Maintenance	10,180	9,100	9,400
Materials & Supplies	35,662	27,000	25,300
Supplies - Safety	45,822	76,000	76,000
Travel & Meeting Expense	20,123	9,000	10,000
Training	115,543	71,000	69,500
Dues & Subscriptions	2,459	2,700	2,400
Admin & Overhead	598,279	582,752	623,934
Capital Outlays - Computers	19,771	0	0
Capital Outlays - Police Equipment	115,437	195,100	195,000
Capital Outlays - Communications	46,080	49,000	23,600
Capital Outlays - Vehicles	542,608	0	0
TOTAL PATROL	<u><u>12,401,806</u></u>	<u><u>12,767,413</u></u>	<u><u>11,573,822</u></u>

SOURCES OF FUNDING

Taxes	381,035	440,000	233,000
Fines & Fees	291,547	269,000	255,000
State Grants	241,000	180,000	157,000
Federal Grants	291,168	34,000	0
State Subventions	40,232	40,000	40,000
Mandated Claims	3,439	15,000	15,000
Planning & Processing Fees	4,928	25,000	25,000
User Fees	76,643	82,000	91,000
Intergovernmental Charges	15,000	15,000	15,000
Asset Forfeiture	90,000	0	0
Miscellaneous Income	9,215	0	0
Use of Discretionary Funds	<u><u>10,957,599</u></u>	<u><u>11,667,413</u></u>	<u><u>10,742,822</u></u>
TOTAL	<u><u>12,401,806</u></u>	<u><u>12,767,413</u></u>	<u><u>11,573,822</u></u>

DETAIL OF POSITIONS

Community Service Officer	8.00	8.00	8.00
Police Captain	1.00	1.00	2.00
Police Corporal	10.00	9.00	10.00
Police Lieutenant	2.00	2.00	2.00
Police Officer/Recruit	68.00	74.00	64.00
Police Sergeant	9.00	9.00	9.00
Principal Office Assistant	1.00	1.00	1.00
TOTAL	<u><u>99.00</u></u>	<u><u>104.00</u></u>	<u><u>96.00</u></u>

2008-2009 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.
- Upgrade the communications and 9-1-1 equipment to latest technology through state funded programs.
- Strategize with statewide and local agencies to implement and refine agency inter-operability of radio and data systems.

Objectives to Meet the Goals

- Install a new site to provide coverage in the City's southeast area.
- Continue working with the IS Division, State, County and product vendors to ensure that the equipment installed in the Communications Center is the latest technology that will meet our growing needs.
- Participate in the installation of the grant funded and approved county-wide radio interoperability solution.
- Participate in training and networking groups to define the goals and needs of the Clovis Police/Fire Departments and determine how they can be integrated into statewide and local systems.

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 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.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	845,932	847,607	901,733
Overtime	127,960	153,300	56,000
Extra Help	69,394	72,000	40,000
Benefits	305,299	325,216	279,120
Vehicle Charges	5,460	5,456	5,460
Communications	57,819	64,025	45,000
Professional Services	26,532	22,500	25,000
Repairs & Maintenance	22,495	22,000	19,000
Office Supplies	13,287	11,000	14,000
Materials & Supplies	1,440	1,000	1,500
Travel & Meeting Expense	3,197	3,300	3,500
Training	27,974	17,900	26,000
Dues & Subscriptions	1,253	650	1,250
Admin & Overhead	141,751	144,441	152,903
Capital Outlays - Office Equip/Furn	723	0	0
TOTAL COMMUNICATION	<u>1,650,516</u>	<u>1,690,395</u>	<u>1,570,466</u>

SOURCES OF FUNDING

Project Participation	3,000	0	0
Use of Discretionary Funds	<u>1,647,516</u>	<u>1,690,395</u>	<u>1,570,466</u>
TOTAL	<u>1,650,516</u>	<u>1,690,395</u>	<u>1,570,466</u>

DETAIL OF POSITIONS

Communication Supervisor	1.00	1.00	1.00
Lead Public Safety Dispatcher	3.00	3.00	3.00
Police Service Officer	8.00	8.00	6.00
Public Safety Dispatcher	7.00	7.00	7.00
TOTAL	<u>19.00</u>	<u>19.00</u>	<u>17.00</u>

2008-2009 Goals

- Meet or exceed our goal of high customer satisfaction ratings.
- Explore the use of new technology to aid in the reduction of crime.
- On-going enhancement of knowledge and expertise within the Investigations Unit.
- Continue to ensure that drug and gang activities in the community are not tolerated.
- The Narcotics Unit will continue to focus on the street level dealers within our community.

Objectives to Meet the Goals

- Provide advance training opportunities for the High Technology Crime Unit members and recruit new members to ensure long term efficiency. Collaborate with other law enforcement agencies to share resources in targeting high tech criminals.
- Incorporate the Electronic Tracking System (ETS) to deter property crimes and arrest associated criminals.
- Provide advanced technology training to investigators, and to disseminate acquired knowledge to patrol officers to combat criminal activity.
- Conduct parole and probation "knock-and-talk" programs.
- Continue to aggressively seek out opportunities to seize assets obtained from the illegal sales of narcotics.

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.

Police Department	Investigations Section 52000
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	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	1,185,189	1,220,620	1,308,757
Overtime	197,716	155,160	138,000
Extra Help	26,584	29,500	30,000
Benefits	612,654	654,190	626,212
Vehicle Charges	3,868	275	600
Communications	13,348	15,000	10,000
Professional Services	102,346	125,000	78,000
Repairs & Maintenance	10	0	0
Materials & Supplies	2,961	4,000	4,000
Supplies - Police	9,742	9,000	9,000
Supplies - Safety	336	11,000	11,000
Travel & Meeting Expense	8,131	12,800	9,000
Training	17,523	14,000	15,000
Dues & Subscriptions	1,707	2,000	2,000
Admin & Overhead	130,828	134,511	144,853
Capital Outlays - Police Equipment	14,078	4,000	4,000
Capital Outlays - Vehicles	0	20,000	20,000
	<u>2,327,021</u>	<u>2,411,056</u>	<u>2,410,422</u>
TOTAL INVESTIGATIONS	<u>2,327,021</u>	<u>2,411,056</u>	<u>2,410,422</u>

SOURCES OF FUNDING

User Fees	16,078	9,000	16,000
Miscellaneous Income	0	10,000	0
Use of Discretionary Funds	<u>2,310,943</u>	<u>2,392,056</u>	<u>2,394,422</u>
TOTAL	<u>2,327,021</u>	<u>2,411,056</u>	<u>2,410,422</u>

DETAIL OF POSITIONS

Community Service Officer	1.00	2.00	1.00
Police Corporal	2.00	2.00	1.00
Police Lieutenant	1.00	1.00	1.00
Police Officer/Recruit	8.00	8.00	11.00
Police Sergeant	2.00	2.00	2.00
Principal Office Assistant	1.00	1.00	1.00
	<u>15.00</u>	<u>16.00</u>	<u>17.00</u>
TOTAL	<u>15.00</u>	<u>16.00</u>	<u>17.00</u>

2008-2009 Goals

- Utilize the SAFER Program to reduce domestic violence.
- Increase the membership of the PAL program, increase officer participation and add activities and services for the children.
- Work with the school district and District Attorney on increasing truancy enforcement to keep our youth in school and on-track for future success.

Objectives to Meet the Goals

- Use public service announcements and print media to provide community awareness of the PAL Program.
- Support parents of troubled youth by providing group counseling sessions.
- Recruit community members and officers to mentor and coach the youth in the PAL Program.
- Conduct follow-up contacts with juveniles cited to the Police Probation Team (PPT Program).

Five-Year Outlook

Due to fiscal issues, we were forced to cancel our DARE, Too Good for Drugs and Neighborhood Watch programs. We hope that we will be able to reinstate these programs in the next fiscal year.

The PAL Program and the Police Explorers Program will continue to be important components of the services provided to youth of our community. We will explore avenues to grow within both of those programs over the next five years. The PAL Boxing and Track program are a showcase for these efforts

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	585,952	663,234	675,684
Overtime	52,771	42,600	39,200
Extra Help	118,365	105,000	105,000
Benefits	311,475	326,810	295,124
Communications	3,782	7,500	3,000
Professional Services	20,621	18,110	10,000
Office Supplies	5,846	10,500	13,000
Materials & Supplies	7,190	5,600	7,000
Supplies - Police	3,330	9,000	3,000
Supplies - Safety	389	300	500
Supplies - Shop	4,478	4,300	4,500
Travel & Meeting Expense	2,652	5,800	4,000
Training	6,122	3,700	5,000
Dues & Subscriptions	628	550	1,000
Admin & Overhead	111,023	123,575	131,857
Capital Outlays - Computers	198	4,000	4,000
Capital Outlays - Police Equipment	0	750	1,000
TOTAL YOUTH SERVICES	<u>1,234,822</u>	<u>1,331,329</u>	<u>1,302,865</u>

SOURCES OF FUNDING

Project Participation	103,199	65,000	0
Asset Forfeiture	9,909	0	0
Use of Discretionary Funds	<u>1,121,714</u>	<u>1,266,329</u>	<u>1,302,865</u>
TOTAL	<u>1,234,822</u>	<u>1,331,329</u>	<u>1,302,865</u>

DETAIL OF POSITIONS

Community Service Officer	3.00	3.00	3.00
Juvenile Counselor	1.00	1.00	1.00
Police Corporal	0.00	1.00	1.00
Police Officer/Recruit	3.00	2.00	2.00
Police Sergeant	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	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>

2008-09 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

In order to assist in crime analysis, case management and the transfer of information both in-house and in the field, the Records Section must utilize advanced technology to create efficiencies for the Section and the Department. Deploy Records Management System, utilize automated field reporting and continue to push for web-based access and information dissemination to all outside agencies involved with warrants and prosecution activities.

Police Department	Support Services Section 54000
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	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET DETAIL			
Salaries - Regular	586,948	485,266	472,686
Overtime	5,615	13,100	13,300
Extra Help	251,636	256,100	237,300
Benefits	269,492	247,120	211,145
Vehicle Charges	1,504,292	840,466	1,050,460
Communications	19,715	21,000	20,000
Professional Services	217,618	95,700	194,700
Repairs & Maintenance	49,197	36,000	45,600
Office Supplies	4,171	4,250	4,250
Materials & Supplies	16,007	12,100	12,300
Supplies - Police	47,935	66,000	61,000
Supplies - Safety	0	2,000	2,000
Travel & Meeting Expense	8,430	5,800	6,000
Training	20,045	39,400	39,400
Dues & Subscriptions	5,815	9,400	5,200
Admin & Overhead	187,206	192,578	201,944
Capital Outlays - Office Equip/Furn	29,542	230,000	30,000
Capital Outlays - Computers	98,485	248,000	80,000
Capital Outlays - Police Equipment	15,997	30,700	24,000
Capital Outlays - Communications	507	0	500
TOTAL SUPPORT SERVICES	<u><u>3,338,653</u></u>	<u><u>2,834,980</u></u>	<u><u>2,711,785</u></u>

SOURCES OF FUNDING			
Other Permits	1,679	71,000	20,000
State Grants	76,063	31,000	31,000
Mandated Claims	23,872	10,000	26,000
User Fees	178,846	63,000	64,000
Miscellaneous Income	13,338	33,000	2,000
Use of Discretionary Funds	<u><u>3,044,855</u></u>	<u><u>2,626,980</u></u>	<u><u>2,568,785</u></u>
TOTAL	<u><u>3,338,653</u></u>	<u><u>2,834,980</u></u>	<u><u>2,711,785</u></u>

DETAIL OF POSITIONS			
Administrative Assistant	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00
Office Assistant	2.00	2.00	2.00
Police Captain	1.00	1.00	0.00
Police Sergeant	1.00	1.00	1.00
Police Service Officer	1.00	1.00	1.00
Principal Office Assistant	4.00	3.00	3.00
Property Room Clerk	1.00	0.00	0.00
Property Room Technician	1.00	1.00	0.00
Records Supervisor	1.00	1.00	0.00
Senior Property/Evidence Technician	0.00	1.00	0.00
TOTAL	<u><u>14.00</u></u>	<u><u>13.00</u></u>	<u><u>9.00</u></u>

2008-2009 Goals

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

Objectives to Meet the Goals

- Work with the Information Services Division for upgrading the automation of personnel files.
- Automate the process for the tracking of applicants through the recruitment and background processes.
- PIO will promote the Department through the preparation of the Department's annual report.
- 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.
- PIO will generate two half-hour magazine-style public affairs television programs to highlight City services, events and topics of interest for residents of the community.
- Attend training seminar on non-profit and foundation sources of grant opportunities.
- 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.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	658,501	495,703	567,027
Overtime	440,804	715,500	824,000
Extra Help	4,020	33,025	23,638
Benefits	328,893	349,664	223,611
Vehicle Charges	21,113	22,167	22,980
Communications	2,759	2,050	2,400
Professional Services	96,404	105,000	125,100
Office Supplies	0	1,500	900
Materials & Supplies	17,635	34,000	40,500
Travel & Meeting Expense	9,211	23,000	13,000
Training	77,939	50,100	52,500
Dues & Subscriptions	1,808	2,800	3,300
Admin & Overhead	598,496	618,283	664,723
Capital Outlays - Police	13,629	360,500	95,000
Capital Outlays - Vehicles	0	174,800	0
TOTAL ADMINISTRATION	<u><u>2,271,212</u></u>	<u><u>2,988,092</u></u>	<u><u>2,658,679</u></u>

SOURCES OF FUNDING

Fines & Fees	100	1,000	0
State Grants	132,041	690,000	406,000
Federal Grants	138,312	62,000	257,000
User Fees	66,812	90,000	95,000
Miscellaneous Income	207	0	0
Use of Discretionary Funds	<u><u>1,933,740</u></u>	<u><u>2,145,092</u></u>	<u><u>1,900,679</u></u>
TOTAL	<u><u>2,271,212</u></u>	<u><u>2,988,092</u></u>	<u><u>2,658,679</u></u>

DETAIL OF POSITIONS

Administrative Assistant	1.00	1.00	1.00
Management Analyst	2.00	1.00	1.00
Police Captain	1.00	1.00	1.00
Police Chief	1.00	1.00	1.00
Police Officer/Recruit	2.00	0.00	1.00
Principal Office Assistant	1.00	1.00	1.00
Public Information Officer	0.00	1.00	1.00
TOTAL	<u><u>8.00</u></u>	<u><u>6.00</u></u>	<u><u>7.00</u></u>

2008-2009 Goals

- Continue marketing campaign to increase awareness of Clovis Pet Adoption Center.
- Plan fundraising events to raise money for the Clovis Pet Adoption Center.
- Explore and develop options for citizens to donate money to Clovis Pet Adoption Center.
- Reduce the euthanasia rate.
- Coordinate with General Services and the Planning Department to begin planning a new adoption center.
- Work with Shelters of America on the creation of a floor plan and rendering of the proposed Pet Adoption Center.

Objectives to Meet the Goals

- Continue to educate public on importance of spaying/neutering their pets.
- Work with the non-profit organization, Friends of the Clovis Pet Adoption Center to fundraise for the creation of an adoption center.
- Utilize the new Clovis Pet Adoption Center logo and work with marketing firm to create a marketing plan.
- Create partnerships with local veterinarians to increase adoption, resolve shelter issues, and increase awareness of the Pet Adoption Center.

Five-Year Outlook

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

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	123,425	184,304	205,525
Overtime	13,773	10,600	14,100
Extra Help	137,514	103,000	133,000
Benefits	78,360	100,404	107,525
Vehicle Charges	5,460	1,365	5,460
Communications	4,794	5,900	3,300
Professional Services	73,385	60,600	64,800
Repairs & Maintenance	153	5,100	6,000
Materials & Supplies	11,952	10,350	13,800
Supplies - Safety	5,074	15,500	13,000
Travel & Meeting Expense	134	1,000	1,000
Training	3,645	2,000	2,000
Dues & Subscriptions	629	800	1,500
Admin & Overhead	51,376	81,251	86,671
Capital Outlays - Office Equip/Furn	6,175	8,000	8,000
Capital Outlays - Communications	898	0	3,200
TOTAL ANIMAL SHELTER	<u>516,747</u>	<u>590,174</u>	<u>668,881</u>

SOURCES OF FUNDING

Licenses	73,329	89,000	76,000
Fines & Fees	1,898	20,000	1,000
Miscellaneous Income	8,860	17,000	0
Use of Discretionary Funds	<u>432,660</u>	<u>464,174</u>	<u>591,881</u>
TOTAL	<u>516,747</u>	<u>590,174</u>	<u>668,881</u>

DETAIL OF POSITIONS

Animal Control Officer	1.00	1.00	1.00
Animal Services Aide	2.00	2.00	2.00
Principal Office Assistant	0.00	1.00	1.00
Supervisor of Animal Services	1.00	1.00	1.00
TOTAL	<u>4.00</u>	<u>5.00</u>	<u>5.00</u>

FIRE DEPARTMENT SUMMARY

The Fire Department is responsible for providing Fire Suppression, Technical Rescue, Hazardous Materials Spill/Release Mitigation, Emergency Medical Services (EMS) and Life Safety Services for the citizens of Clovis. This responsibility includes the following functions: fire protection; emergency medical services; urban search and rescue; high angle, trench and confined space rescue; hazardous condition mitigation; strategic planning; administration; fire cause and origin investigations; code enforcement; public education; and emergency preparedness, with responsibilities distributed through two bureaus and eight divisions.

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, mapping, apparatus replacement, etc. The Training Division and Support Services Division activities include: recruitment, testing and training of new employees, in-service training for all safety employees, coordination of the Fire Explorer program, apparatus maintenance, facilities maintenance, station supplies, mutual/automatic aid, 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 EMS. Dispatch services coordinate the emergency response of all City fire resources, mutual or automatic aid resources, and general information management. The Department continues to promote sound planning, economic efficiency, and effective use of the City resources while providing essential and valuable services.

Life Safety and Enforcement

Section 62000

The Life Safety and Enforcement Bureau regulates and enforces fire safety through four divisions using adopted fire codes, standards, and local ordinances while continually educating the citizens and youth 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 or limb, health, property, and public welfare. The provision of public education regarding home safety, disaster preparedness, and arson prevention are critical to maintain a fire-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

2008-2009 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 and property and damage to the environment.
- Continue to ensure community safety by enforcing fire and life safety codes.
- Continue to develop an emergency and non-emergency response capability that maximizes public and private resources to deal with human-caused or natural-caused disasters.
- Continue to monitor, improve, and create customer service programs and service delivery that meets the needs of our citizens.
- Accomplish Center for Public Safety Excellence (CPSE) Re-Accreditation status for the Fire Department.

Budgetary Highlights

- Postpone the hiring of three firefighters as part of the incremental hiring plan due to budget constraints. The plan is intended to incrementally increase the minimum staffing levels towards the goal of staffing an additional fire apparatus in 2009.
- Postpone the hiring of one senior fire prevention officer that would allow for succession planning in the Life Safety and Enforcement Bureau where scheduled retirements of the Fire Marshall and Deputy Fire Marshal will occur within the next two years.
- Renew the contract with Fresno County Emergency Medical Services to provide fire dispatch services.
- Continue the *multiple phase construction process as funding permits* to accomplish improvements and remodeling of the Fire Department Training Facility. The first phase includes design and engineering for a multiple floor training tower, specialty training props, and the fire apparatus pump testing facility.
- Maintain all documentation necessary to support our accredited agency status with the Center for Public Safety Excellence CPSE (formerly the Commission on Fire Service Accreditation International).
- *Continue emergency preparedness activities at a reduced level, due to budget constraints, to remain as prepared as possible to mitigate, respond, and recover from both human-caused and natural disasters.*
- Continue the Clovis "Citizen Emergency Response Team" (CERT) program and coordinate the training and equipping of Clovis citizen volunteers to assist in the provision of emergency and non-emergency assistance.

FIRE

DEPARTMENT PERFORMANCE MEASURES

The mission statement of the Clovis Fire Department is — *“We recognize that our primary mission and highest priority is to protect the lives and property of the inhabitants of the City of Clovis from the adverse effects of fires, sudden medical emergencies, or exposure to dangerous conditions created by either man or nature. We will do this by serving our community in the most professional, courteous, and efficient manner possible.”*

The performance measures that are indicative of the functions or 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.”* Arrival on the emergency scene in five minutes or less, 90% of the time, with sufficient firefighters to accomplish the essential tasks, is a critical measurement of the Fire Department’s ability to effectively serve the citizens of Clovis.

	<u>2006 (actual)</u>	<u>2007 (actual)</u>	<u>2008 (proposed)</u>
5 Min. or Less Response Time Goal	88%	86%	87%
Total Number of Calls for Service	7,105	8,509	9,275
Total Number of EMS Calls	5,404	6,715	7,320

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

	<u>2006 (actual)</u>	<u>2007 (actual)</u>	<u>2008 (proposed)</u>
Percent of Quality Assurance Surveys returned that rated as “excellent” the level of emergency services the citizen received	95%	95%	95%

Life Safety and Enforcement

- Maintaining property values and protecting the community from significant destruction of property by fire provides a safe and secure environment for the citizens of Clovis. The two areas of activity with the most impact on the future needs of the community are in education and engineering, which includes the installation of fire protection systems. Both education and engineering will reduce the impact for additional emergency services required in a growing municipality. Having all commercial and industrial buildings over 5,000 square feet equipped with automatic sprinkler systems affects the potential annual fire loss figure. This is important to the City of Clovis and our citizens as it reduces the loss of jobs and income to the owner and to the City if a business is shut down because of a fire.

	<u>2006 (actual)</u>	<u>2007 (actual)</u>	<u>2008 (proposed)</u>
Total Dollar Loss	\$3,325,147	\$6,058,105	\$4,800,000
Total Property Value Saved	\$131,976,492	\$219,310,455	\$150,000,000
Number of Children Receiving Life Safety Training	19,364	16,949	1,000
Number of Adults Receiving Life Safety Information	286	483	100

FIRE DEPARTMENT SUMMARY

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET BY ACTIVITY			
Emergency Services	10,031,918	10,203,437	10,015,402
Life Safety and Enforcement	974,691	784,213	652,287
Emergency Preparedness	384,239	332,681	237,285
Administration and Support Services	<u>0</u>	<u>569,999</u>	<u>454,446</u>
TOTAL ALL ACTIVITIES	<u>11,390,848</u>	<u>11,890,330</u>	<u>11,359,420</u>

BUDGET BY FUND			
General Fund	<u>11,390,848</u>	<u>11,890,330</u>	<u>11,359,420</u>
TOTAL ALL FUNDS	<u>11,390,848</u>	<u>11,890,330</u>	<u>11,359,420</u>

2008-2009 Goals

- Arrive at the scene of an emergency within (5) five minutes or less, following the dispatch, 90% of the time.
- Implement the recommendations of the Standards of Response Coverage Plan regarding distribution, concentration, and staffing of emergency response resources.
- Continue to focus on attaining a 90% excellent rating on customer service satisfaction surveys through the delivery of professional emergency and non-emergency services to the citizens of Clovis.
- Continue the implementation of the department-wide, hands-on training programs to enhance the skills and capabilities of all fire personnel and prepare them for advancement in rank.
- Maintain the accredited agency status earned in August 2003 by completing all required documentation to the Center for Public Safety Excellence (CPSE).
- Accomplish the goal to improve service through effective and efficient distribution of Fire Department resources by providing the necessary staff and fire facilities to support the mission.
- Provide efficient and effective 911 call processing and dispatch of Fire Department and Emergency Medical Services (EMS) through the contract service agreement with Fresno County EMS.
- Dispatch emergency requests for service within 60 seconds of receiving the call 95% of the time.

Objectives to Meet the Goals

- Maintain minimum staffing of emergency response resources distributed to meet community needs. Provide quality service to the community.
- Postpone the increase of planned firefighting personnel that would add an additional company, increasing minimum daily staffing levels necessary to support an additional staffed fire apparatus in June 2009.
- Coordinate with CPSE to meet accreditation requirements.
- Continue the implementation of the Training Master Plan, at a reduced level, to insure that personnel are adequately trained and prepared to respond to emergency situations and meet session plan objectives.
- Maintain dispatch performance standards for the contract period through a Continuous Quality Improvement program.

Five-Year Outlook

The demand for both non-emergency and emergency services will increase each year. Planning for organizational growth to provide these services is essential. 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. Developing additional funding sources dedicated to public safety services is essential for the continued provision of current services.

Demand for both emergency and non-emergency Fire Department services continues to grow at the rate on average of 9% each year. This growth places ever-increasing demands upon the organization and its ability to communicate. The fire dispatch center allows the department to better meet its mission and provide a higher level of interoperability with our cooperating agencies. The ability to incorporate the use of a true Fire CAD along with GIS layering and Automatic Vehicle Locating systems improves response times as well as provides more accurate data for long-term planning.

The construction of a Fire Training Facility remains an important need and a priority project. The quality of training is directly associated with the quality of service provided and the safety of our employees. The training facility needs assessment with a multiple phase construction plan will be used to accomplish the necessary Fire Training Facility improvements over the next several years.

Fire Department	Emergency Services Section 61000
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	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	5,025,997	5,005,283	5,108,419
Overtime	806,443	975,250	867,900
Extra Help	35,944	41,000	33,000
Benefits	2,258,298	2,259,658	2,040,182
Vehicle Charges	743,070	320,600	340,600
Communications	18,587	28,000	32,000
Professional Services	244,979	412,300	407,400
Repairs & Maintenance	76,677	91,600	66,700
Special Events	2,253	0	0
Office Supplies	11,450	4,450	6,300
Materials & Supplies	29,435	31,900	31,300
Supplies - Safety	83,026	85,100	84,000
Supplies - Shop	5,292	1,500	1,000
Travel & Meeting Expense	23,836	19,200	7,800
Training	60,255	65,500	111,000
Dues & Subscriptions	10,548	7,100	3,300
Admin & Overhead	461,856	749,896	802,051
Capital Outlays - Office Equip/Furn	4,222	4,400	3,000
Capital Outlays - Computer Equip	493	800	0
Capital Outlays - Fire Equipment	39,294	82,000	56,850
Capital Outlays - Communications	14,061	4,000	4,600
Capital Outlays - Vehicles	75,902	13,900	8,000
TOTAL EMERGENCY SERVICES	<u>10,031,918</u>	<u>10,203,437</u>	<u>10,015,402</u>

SOURCES OF FUNDING

Taxes	76,605	107,000	128,000
Fines & Fees	5,220	1,000	1,000
State Grants	260,196	364,000	200,000
Federal Grants	10,789	0	0
Project Participation	12,437	20,000	20,000
User Fees	71,775	70,000	117,000
Miscellaneous Income	22,913	17,000	0
Use of Discretionary Funds	<u>9,571,983</u>	<u>9,624,437</u>	<u>9,549,402</u>
	<u>10,031,918</u>	<u>10,203,437</u>	<u>10,015,402</u>

DETAIL OF POSITIONS

Administrative Assistant	1.00	0.00	0.00
Battalion Chief	3.00	3.00	3.00
Deputy Fire Chief	1.00	1.00	1.00
Fire Captain	15.00	15.00	15.00
Fire Chief	1.00	0.00	0.00
Fire Engineer	15.00	15.00	15.00
Firefighters	30.00	29.00	26.00
Logistics Clerk	0.00	1.00	1.00
Management Analyst	1.00	0.00	0.00
Office Assistant	1.00	0.00	0.00
Principal Office Assistant	1.00	0.00	0.00
Training Officer (Captain)	1.00	2.00	1.00
TOTAL	<u>70.00</u>	<u>66.00</u>	<u>62.00</u>

2008-2009 Goals

- Provide significantly reduced number of fire and life safety education classes without the Fire PAL program.
- Inspect high life hazard occupancies and economically important occupancies only this year.
- Provide timely new development plan checking and inspection services.
- Assure that vacant lots/properties meet health, fire hazard and appearance standards.
- Fully investigate and determine the cause of all fires.
- Provide the Juvenile Fire Setter Prevention Program supporting intervention activities to prevent and reduce juveniles from setting fires.
- Redistribute human resources to effectively accomplish high priority services only. This is necessary because of an insufficient number of personnel.

Objectives to Meet the Goals

- Implement reorganization and redistribution of resources to mitigate negative impacts of budget constraints on programs within the community.
- 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.
- Insure that vacant lots and properties are cleaned to city weed abatement standards.
- Identify alternatives to insure that each of the 750 mobile homes in Clovis have an operating smoke detector.
- Develop and implement a plan to use volunteer resources to present public education programs.
- Present life safety messages at a reduced level through the media.
- Maintain minimal skill levels of Fire Investigators.
- Support the Juvenile Fire Setter program to reduce juvenile arson fires.
- Conduct fire investigations to determine fire cause and origin.
- Provide reduced enforcement of illegal fireworks possession and use.
- Evaluate and update fees charged for services provided.
- Develop a succession plan for the Life Safety and Enforcement Bureau.

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 rapidly growing community. Personnel are not available to inspect all occupancies on an annual basis. Assuring that the many existing fire protection systems operate properly when needed, and the public is able to safely exit any of our buildings, which may become involved in fire, remains our primary focus. Staffing is a major issue that needs to be addressed due to anticipated retirements and the time it takes to gain expertise in the 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.

Fire Department	Life Safety and Enforcement Section 62000		
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	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	345,890	312,674	212,139
Overtime	78,490	67,400	87,900
Extra Help	70,365	60,000	60,000
Benefits	165,817	149,287	73,610
Vehicle Charges	131,016	68,200	74,200
Professional Services	53,187	18,400	18,300
Repairs & Maintenance	259	800	1,300
Office Supplies	4,083	6,200	9,200
Material & Supplies	2,511	4,050	3,900
Supplies - Police	540	500	500
Supplies - Safety	1,243	1,300	2,000
Supplies - Shop	387	600	600
Travel & Meeting Expense	5,906	4,900	5,400
Training	17,754	17,900	24,300
Dues & Subscriptions	3,668	4,400	5,500
Admin & Overhead	68,106	65,102	69,438
Capital Outlays - Office Equip/Furn	223	0	0
Capital Outlays - Fire Equipment	2,176	1,000	2,000
Capital Outlays - Communications	496	500	500
Capital Outlays - Vehicles	22,574	1,000	1,500
TOTAL LIFE SAFETY AND ENFORCEMENT	<u>974,691</u>	<u>784,213</u>	<u>652,287</u>

SOURCES OF FUNDING

Fines & Fees	220	12,000	12,000
Planning & Processing Fees	86,552	80,000	80,000
User Fees	32,132	8,000	3,000
Miscellaneous Income	12,883	4,000	4,000
Use of Discretionary Funds	<u>842,904</u>	<u>680,213</u>	<u>553,287</u>
TOTAL	<u>974,691</u>	<u>784,213</u>	<u>652,287</u>

DETAIL OF POSITIONS

Deputy Fire Chief (Fire Marshall)	1.00	1.00	0.00
Deputy Fire Marshall	1.00	1.00	1.00
Fire Prevention Specialist	2.00	2.00	2.00
Principal Office Assistant	1.00	0.00	0.00
TOTAL	<u>5.00</u>	<u>4.00</u>	<u>3.00</u>

2008-2009 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.
- Insure 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 insure the Clovis Emergency Response Team (CERT) continues to improve and expand its capability to serve the citizens whenever necessary.
- Maintain minimum response capabilities of the Hazardous Materials Response Team and the Urban Search and Rescue Team.
- Interface regionally to coordinate with other Hazardous Material Teams and Urban Search and Rescue Teams.

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 only 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.
- In conjunction with Fresno County, complete the City of Clovis Local Hazard Mitigation Plan as required by 44 CFR Parts 201 and 206 by the end of 2008.
- Maintain GIS/FireView data layers and analysis related to all-risk assessments, call concentration and responses for planning purposes.

Five-Year Outlook

The City will maintain minimum capabilities for the Emergency Operations Center as mandated by SEMS and NIMS. Due to budget reductions, alternative funding from State Homeland Security and other grants sources will be targeted to ensure essential staff receives training in EOC operations. Additional grant opportunities will be sought to increase volunteer development and deployment throughout the City to support emergency response and support activities as appropriate. The occurrence of hazardous conditions and technical rescue emergencies in the City of Clovis is increasing annually. For the next year, 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 2008-2009 the Fire Department will target grants such as the AFG to support essential equipment and training to maintain specialty teams. The first line of defense in all-hazards approach is the public safety emergency responder. Suspended or reduced services will require pursuit of alternative funding sources in order to maintain standards of coverage and minimum capabilities for response and mitigation of natural and man-made hazards.

Fire Department	Emergency Preparedness Section 63000
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	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	85,375	84,305	84,363
Overtime	55,491	39,100	40,900
Benefits	34,185	36,228	32,322
Vehicle Charges	5,460	5,457	5,460
Professional Services	21,965	9,500	11,000
Repairs & Maintenance	865	3,600	3,600
Office Supplies	125	200	200
Supplies - Safety	5,615	13,000	10,000
Travel & Meeting Expense	1,481	3,000	4,900
Training	21,168	22,400	12,700
Dues & Subscriptions	0	1,800	1,800
Admin & Overhead	11,351	5,491	5,740
Capital Outlays - Computers	0	0	0
Capital Outlays - Fire Equip	131,934	102,700	23,300
Capital Outlays - Communications	9,224	0	1,000
Capital Outlays - Vehicles	0	5,900	0
TOTAL EMERGENCY PREPAREDNESS	<u><u>384,239</u></u>	<u><u>332,681</u></u>	<u><u>237,285</u></u>

SOURCES OF FUNDING

State Grants	3,553	17,000	0
Federal Grants	111,975	74,000	0
Program Participation	55,957	16,000	0
Miscellaneous Income	2,399	0	0
Use of Discretionary Funds	<u><u>210,355</u></u>	<u><u>225,681</u></u>	<u><u>237,285</u></u>
TOTAL	<u><u>384,239</u></u>	<u><u>332,681</u></u>	<u><u>237,285</u></u>

DETAIL OF POSITIONS

Disaster Services Program Supervisor	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	<u><u>1.00</u></u>	<u><u>1.00</u></u>	<u><u>1.00</u></u>

The Administrative and Support Services Division has two primary functions: 1) Administrative support for the Emergency Services and Life Safety & 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 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.

2008-2009 Goals

- Assist the Emergency Services and Life Safety and Enforcement Bureaus with program development and implementation of priority goals and target actions.
- Accomplish Re-Accreditation through the CPSE for the years 2009-2014.
- Provide optimum administrative support for the Emergency Services and Life Safety & Enforcement Bureaus.
- Manage the Fire Department Budget to maximize revenues and pursue alternative funding sources to maintain services at the highest level possible.
- Develop a 3-year plan to revitalize programs suspended or reduced during the 2007-2008 Budget Year.
- Streamline administrative operating procedures and workflow to respond to the realities of a reduction in workforce during the past two fiscal years.

Objectives to Meet the Goals

- Monitor the Fire Department Budget and Programs monthly to determine continued need for actions and availability of funding.
- Redistribute administrative staff to improve front counter service.
- Cross-train administrative support personnel in key areas to improve coverage and workflow.
- Update and maintain the Accreditation Manual to meet the 7th Edition requirements to attain Re-Accreditation with the CPSE August 2008.
- Update and 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 pursue cost recovery and reimbursement opportunities to offset the City's costs for the services provided.
- Continue to aggressively investigate, document, and recover costs on incidents where cost recovery for services is allowed by law.
- Develop a comprehensive Succession Plan for the Fire Department.

Five-Year Outlook

Meeting increasing service demands due to community growth given the necessary budget reductions will be the Administration and Support Services Division's greatest challenge. Developing funding and resources to institute new programs and revitalizing those suspended/reduced during the 2007 and 2008 year is key to meeting the additional needs of our growing community. A revenue source dedicated to public safety services is essential for the restoration of programs and the implementation of new programs. Administrative staff reductions in the prior two fiscal years will have a significant impact on existing personnel and the services provided internally and to the public.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	0	352,527	275,522
Overtime	0	500	250
Extra Help	0	13,440	0
Benefits	0	151,955	113,536
Vehicle Charges	0	5,957	0
Professional Services	0	21,100	8,000
Repairs & Maintenance	0	0	1,000
Special Events	0	1,900	1,900
Office Supplies	0	10,900	12,000
Materials & Supplies	0	200	600
Travel & Meeting Expense	0	2,900	23,800
Training	0	1,500	3,600
Dues & Subscriptions	0	2,700	6,000
Admin & Overhead	0	4,420	4,738
Capital Outlays - Office Equip/Furn	0	0	500
Capital Outlays - Vehicles	0	0	3,000
TOTAL FIRE ADMINISTRATION AND SUPPORT SERVICES	<u>0</u>	<u>569,999</u>	<u>454,446</u>

SOURCES OF FUNDING

Use of Discretionary Funds	<u>0</u>	<u>569,999</u>	<u>454,446</u>
	<u>0</u>	<u>569,999</u>	<u>454,446</u>

DETAIL OF POSITIONS

Administrative Assistant	0.00	1.00	1.00
Fire Chief	0.00	1.00	1.00
Management Analyst	0.00	1.00	0.00
Principal Office Assistant	0.00	2.00	2.00
TOTAL	<u>0.00</u>	<u>5.00</u>	<u>4.00</u>

PUBLIC UTILITIES DEPARTMENT SUMMARY

The Public Utilities Department is a service and maintenance organization with the principal duty of providing essential municipal services. These include water supply, wastewater collection, solid waste handling, street cleaning, and 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 they are needed.

Organizationally, the Department is divided into two divisions, with operational and budgetary responsibilities as shown below. The 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 Street Maintenance personnel perform 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, 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 handled by this Section.

PUBLIC UTILITIES DEPARTMENT SUMMARY

STREET MAINTENANCE, SANITATION AND PARKS DIVISION

Street Maintenance

Section 71000

Responsible for providing preventive and corrective maintenance on all City streets and alleys. The unit also maintains all lane striping, pavement markings and legends, and all street regulatory, warning and information signs, as well as all 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 also administers the Landscape Maintenance Assessment District, which provides funding for maintenance of certain parks, trails, street landscaping, streetlights, and neighborhood architectural enhancement features for areas within the Landscape Maintenance District.

Landscape Maintenance District

Section 73200

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

Refuse Collection

Section 76100

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

Refuse Landfill

Section 76200

Responsible for all operations necessary to landfill City refuse 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, 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

2008-2009 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, wastewater, refuse, fleet 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.
- Bring landfill into compliance with state and local regulatory requirements. Continue to operate the active gas extraction system to mitigate for methane migration.
- Enhance recycling programs to maintain the City's diversion rate above the state required minimums and increase it above the current level of 59%.
- 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.
- Work with the Design, Build and Operate contractor to complete the construction and begin operation of the new Wastewater Treatment and Water Reuse Facility.
- Work with other agencies to identify new sources of water both for existing programs and future growth.
- Improve 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.
- Continue the conversion of the City's refuse and street sweeping fleet to CNG powered equipment.

Budgetary Highlights

- Implement strategies to improve the production capability of the Surface Water Treatment Plant.
- Complete reclamation of the unlined portion of the landfill.
- Complete the design and permitting for the next lined waste cell at the landfill that will be constructed in 2009.
- Contract selected park maintenance services where contracting is more cost-efficient than in-house work and for specialty work, expand in-house workforce where it is more efficient than contracting, and utilize temporary employees to meet peak seasonal demands.
- Complete water quality monitoring per the new Stage 2 Disinfectants Byproduct Rule.
- Evaluate and implement a rate adjustment in Water to fund increasing operational expenses and to encourage water conservation.

PUBLIC UTILITIES

DEPARTMENT PERFORMANCE MEASURES

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

UTILITIES, STREET LIGHTING AND FLEET DIVISION

Street Lighting - 72000

Ensure that all 8,850+ streetlights are	Most streetlights are owned and maintained by PG&E although a portion are City-owned. All functioning service requests for PG&E lights are routed to them. The Department's Streets Section maintains the City-owned streetlights.
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Storm Drain - 72500

<ul style="list-style-type: none"> • Provide off-hour emergency response during significant rainfall events 	This is a random function and performed as needed.
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Fleet Maintenance – 75000

	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
<ul style="list-style-type: none"> • Fleet Availability 	94.73%	94.89%	95%
<ul style="list-style-type: none"> • Preventative maintenance % of work 	27.84%	35.56%	38%

Wastewater - 76500

<ul style="list-style-type: none"> • Clean all City sewers once per year 	49%	50%	75%
<ul style="list-style-type: none"> • Provide high-level of customer satisfaction by keeping system complaints (stoppages) below 2 per 1000 population 	0.09	0.06	0.10

Water Service - 77000

<ul style="list-style-type: none"> • Meet all demands for water consumption (Acre-feet delivered) 	28,628	28,362	28,646
<ul style="list-style-type: none"> • Monitor system costs for unusual fluctuations (\$/acre foot delivered) 	\$323	\$396	\$386
<ul style="list-style-type: none"> • Provide high level of customer satisfaction by keeping complaints under 2 per 1000 population 	1.6	1.6	2.0

PUBLIC UTILITIES DEPARTMENT PERFORMANCE MEASURES

STREET MAINTENANCE, SANITATION AND PARKS DIVISION

<u>Street Maintenance – 71000</u>	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
• Prepare streets for slurry seal	1,260,900 sf	1,958,000 sf	1,500,000 sf
• Repair AC pavement as needed	925 tons	350 tons	350 tons
• Repair concrete sidewalks as needed	119 cu.yds.	50 cu.yds.	50 cu.yds.
• Repaint all lane striping each year	100%	100%	100%
• Replace street name signs by half mile square sections	6 sections	6 sections	6 sections

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)	373	388	402
Maintenance cost/acre/year	\$8,228	\$8,536	\$8,848.62
Acres maintained/fulltime employee	9.4	11.4	11.6
Gen. Fund acres maintained	203	205	217
Maintenance cost/acre/year	\$8,228	\$8,047	\$5,784
Acres/fulltime employee	9.4	12	18.5
LMD acres maintained	170	183	185
Maintenance cost/acre/year	\$8,228	\$8,546	\$11,578
Acres/fulltime employee	9.4	10.9	9.5

Refuse Collection - 76100

• Perform refuse pickup (exclude CCU: tons collected, % achieved)	44,866 tons	42,000 tons	42,000 tons
	100%	100%	100%
• Monitor system costs for unusual fluctuations (\$/ton)	\$87.21	\$93.27	\$92.44

Refuse Landfill - 76200

• Landfill refuse received daily (include CCU: tons landfilled, % compliance)	49,179 tons	46,000 tons	46,000 tons
	100%	100%	100%
• Monitor system cost for unusual fluctuations (\$/ton)	\$68.68	\$78.08	\$79.13

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)	22,893 tons	23,000 tons	24,500 tons
• Monitor costs for unusual fluctuations (\$/ton)	\$112.06	\$114.12	\$107.13
• City Jurisdiction AB939 Diversion	59%	59%	59%

Street Cleaning - 77500

• Sweep 100% of residential streets twice monthly, major street sweeping weekly (total miles swept, % achieved)	51,437 mi.	52,000 mi.	52,000 mi.
	100%	100%	100%
• Monitor service costs for unusual fluctuations (\$/mile)	\$18.16	\$17.98	\$19.60

PUBLIC UTILITIES DEPARTMENT SUMMARY

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET BY CATEGORY

Street Maintenance	1,883,211	1,961,764	1,963,504
Street Lighting	1,112,140	1,188,460	1,244,299
Storm Drain	15,977	37,938	40,480
Parks	2,897,155	3,433,632	3,556,431
Landscape Maintenance District	1,625,697	2,096,917	2,762,000
Fleet Maintenance	6,591,065	9,838,603	8,362,323
Refuse	11,767,495	12,831,151	12,778,664
Wastewater	6,098,800	9,225,685	9,829,943
Water	9,259,918	11,224,272	10,955,562
Street Cleaning	938,442	933,302	991,707
	<hr/>	<hr/>	<hr/>
TOTAL ALL ACTIVITIES	<u>42,189,900</u>	<u>52,771,724</u>	<u>52,484,913</u>

BUDGET BY FUND

General Fund	5,908,483	6,621,794	6,804,714
Landscape Maintenance District	1,625,697	2,096,917	2,762,000
Refuse Service Fund	11,767,495	12,831,151	12,778,664
Sewer Service Fund	6,098,800	9,225,685	9,829,943
Street Cleaning Fund	938,442	933,302	991,707
Fleet Maintenance Fund	6,591,065	9,838,603	8,362,323
Water Service Fund	9,259,918	11,224,272	10,955,562
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TOTAL ALL FUNDS	<u>42,189,900</u>	<u>52,771,724</u>	<u>52,484,913</u>

2008-2009 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 strategies.

Specifically, these goals include:

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

Objectives to Meet the Goals

- Re-stripe the entire City street system annually.
- Provide structural repair of streets in preparation for application of slurry seal.
- Crack seal streets included in slurry seal project in addition to selected streets needing treatment.
- Apply slurry seal to streets after 10 years of service.
- Continue to inventory the City's signs and computerize the data to facilitate sign replacement.
- Continue phased replacement of street name signs conforming to new standards.
- 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 program.
- 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, they need more costly overlay or reconstruction. Available funds from currently identified sources are inadequate to provide the treatment required to maintain them at the current pavement condition level. In addition, the inventory of streets continues to grow at a rate that exceeds the increase in funding. 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. As identified in the January 2007 Streets Report to Council, with a stated desire to actually improve the street system condition, even more additional funding will be required.

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. 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.

New standards regarding the size and reflectivity of street name signs were adopted into the Manual of Uniform Traffic Control Devices (MUTCD). This requires the eventual replacement of all the City's street name signs. A number of years are allowed to accomplish this, and replacements are occurring on a sectional basis. Fifty-three quarter-mile square sections have been completed since the program began in 1999 with completion of the City expected within 2 years.

	2006-2007	2007-2008	
	Actual	Revised Estimate	2008-2009 Budget

BUDGET DETAIL

Salaries - Regular	655,166	675,233	699,190
Overtime	16,423	20,500	15,500
Extra Help	28,411	45,000	45,000
Benefits	337,135	343,319	328,696
Vehicle Charges	231,971	249,248	249,252
Energy	84,430	90,000	94,500
Communications	1,648	2,000	3,000
Professional Services	8,756	9,600	9,600
Repairs & Maintenance	73,802	99,500	106,500
Building & Equipment Rental	510	2,000	1,000
Office Supplies	546	300	300
Materials & Supplies	182,435	259,750	259,450
Supplies - Shop	9,407	4,000	4,000
Travel & Meeting Expense	749	2,000	2,000
Training	903	2,200	2,200
Dues & Subscriptions	81	200	100
Admin & Overhead	116,678	103,014	109,116
Capital Outlays - Office Equip/Furn	204	400	400
Capital Outlays - Public Utilities	58,361	47,500	33,700
Capital Outlays - Vehicles	75,595	6,000	0
TOTAL STREET MAINTENANCE	<u>1,883,211</u>	<u>1,961,764</u>	<u>1,963,504</u>

SOURCES OF FUNDING

Taxes	905,177	1,001,000	1,032,000
Planning & Processing Fees	6,022	6,000	6,000
Engineering Processing Fees	34,245	20,000	20,000
Interfund Charges	842,000	934,000	934,000
Miscellaneous Income	10,019	3,000	3,000
Use of Discretionary Funds	<u>85,748</u>	<u>(2,236)</u>	<u>(31,496)</u>
TOTAL	<u>1,883,211</u>	<u>1,961,764</u>	<u>1,963,504</u>

DETAIL OF POSITIONS

Assistant Public Utilities Director	0.10	0.10	0.10
Construction Manager	0.10	0.10	0.10
Engineering Tech/Senior Engineering Tech	0.25	0.00	0.00
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	<u>13.80</u>	<u>13.55</u>	<u>13.55</u>

2008-2009 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 to prevent theft of electrical wiring from installations throughout the City.

Five-Year Outlook

Costs to fund this activity will increase due to the ever-increasing number of lights that are installed with new development and City Capital Improvement Projects as well as increasing PG&E energy and maintenance costs. The number of City-owned and maintained lights has increased significantly in the past few years due to the desire for thematic lighting. This will increase even more with development of the Southeast Specific Plan Area, which is slated to be completely constructed with thematic lighting to reflect the City's vision for the Area. Landscape Maintenance District assessments will be used to fund the maintenance of these lights, but not the energy. In light of the revenue difficulties in the General Fund supported activities, which includes street lighting, it will be necessary to evaluate and potentially fund street light energy and maintenance through a City wide assessment district.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Vehicle Charges	15,468	15,900	15,900
Energy	1,069,709	1,125,000	1,200,000
Professional Services	0	1,100	1,083
Repairs & Maintenance	0	16,300	8,300
Materials & Supplies	8,192	18,500	8,000
Training	0	1,000	1,000
Admin & Overhead	18,771	10,660	10,016
TOTAL STREET LIGHTING	1,112,140	1,188,460	1,244,299

SOURCES OF FUNDING

Taxes	123,400	128,000	128,000
User Fees	21,000	22,000	22,000
Miscellaneous Income	6,680	8,000	6,000
Use of Discretionary Funds	961,060	1,030,460	1,088,299
TOTAL	1,112,140	1,188,460	1,244,299

2008-2009 Goals

The goal of the Storm Drain Section is to protect the health, welfare, and safety 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. The District now operates and maintains all District "master plan" improvements. Implementation of the Storm Drain Master Plan is a joint activity between Clovis and FMFCD. FMFCD is included in the preliminary review of development projects to provide advice on appropriate conditions necessary to implement the master plan and the NPDES regulations. The City is a co-permittee with FMFCD, the City of Fresno, Fresno County and CSUF in the Municipal Permit for storm water discharge. This permit is currently under review by the State with a new permit expected during 2007/08. 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.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Overtime	509	4,200	5,500
Benefits	6	28	50
Vehicle Charges	8,102	10,200	7,200
Professional Services	1,475	8,000	10,000
Repairs & Maintenance	159	200	300
Office Supplies	0	50	100
Materials & Supplies	4,402	14,000	16,000
Supplies - Shop	214	500	500
Admin & Overhead	410	260	330
Capital Outlays - Public Utilities	700	500	500
	<u>15,977</u>	<u>37,938</u>	<u>40,480</u>
TOTAL STORM DRAIN	<u>15,977</u>	<u>37,938</u>	<u>40,480</u>

SOURCES OF FUNDING

State Grants	1,541	0	0
Use of Discretionary Funds	<u>14,436</u>	<u>37,938</u>	<u>40,480</u>
TOTAL	<u>15,977</u>	<u>37,938</u>	<u>40,480</u>

2008-2009 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 a well-kept, aesthetically pleasing, safe, functional condition for the enjoyment of the citizens of Clovis.

- Maintaining 402 acres (4% increase) 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.
 - 206 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.
 - 35 acres of undeveloped park land, undeveloped medians, concrete-capped median islands and temporary storm water retention basins.
 - Approximately 50,000 City street trees (11% increase).
- Participate in landscape plan review and landscape construction inspection services to ensure quality landscapes at reasonable maintenance costs.
- Coordinate and schedule park facility use for recreational sports, picnics, and special park events.

Objectives to Meet the Goals

- Continue to implement productivity-enhancing landscape design standards and outsourcing select maintenance activities and areas.
- Employ maintenance practices and strategies that include automated pesticide application and weather station controlled irrigation systems.
- Maintain a cost accounting system for maintenance activities that will assist with cost containment, future design of facilities and landscapes, and cost recovery.
- Implement efficient strategies and defer some periodic maintenance activities in order to maximize the level of service in the face of potential budget reductions.
- 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.

Five-Year Outlook

City parks and recreational facilities will continue to be heavily used by the public creating a demand for additional facilities. Public landscape and parks are expected to grow at the rate of approximately 15 acres this year, including approximately 5 acres of new developer-installed landscaping. The increased General Fund acreage, combined with a 20% reduction in the level of discretionary funding available for the Parks Section will result in a reduced level of service in the General Fund areas. The frequency of regular maintenance (mowing, hedging, cleaning, etc.) in these areas will be reduced to a level below our current standards. Periodic maintenance activities (tree pruning, turf aeration, etc) and certain repairs will be deferred until such time as funding is available, but these activities cannot be deferred indefinitely. Discretionary funding will have to eventually be restored to the Parks budget or an alternate source of funding will be necessary.

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. Donations and volunteer public/private assistance are encouraged.

	2007-2008	
2006-2007	Revised	2008-2009
Actual	Estimate	Budget

BUDGET DETAIL

Salaries - Regular	1,033,741	1,093,896	1,180,510
Overtime	32,390	47,600	44,500
Extra Help	150,438	188,282	50,000
Benefits	552,856	603,702	600,904
Vehicle Charges	308,467	320,967	330,971
Energy	77,196	91,000	85,000
Communications	8,961	8,100	9,200
Professional Services	119,145	367,500	592,500
Repairs & Maintenance	23,496	26,100	26,800
Building & Equipment Rental	0	1,000	0
Office Supplies	1,359	700	750
Materials & Supplies	183,926	230,750	243,600
Supplies - Safety	4,039	8,000	8,500
Supplies - Shop	13,061	15,000	14,000
Travel & Meeting Expense	355	1,000	900
Training	5,373	4,000	3,600
Dues & Subscriptions	372	400	150
Admin & Overhead	287,911	300,635	325,346
Capital Outlays - Public Utilities	48,972	26,000	18,200
Capital Outlays - Vehicles	45,097	99,000	21,000
TOTAL PARKS	<u>2,897,155</u>	<u>3,433,632</u>	<u>3,556,431</u>

SOURCES OF FUNDING

Facility Reimbursements	96,611	45,000	45,000
Planning & Processing Fees	59,352	55,000	55,000
User Fees	1,284,067	1,577,000	2,157,000
Intergovernmental Charges	100,000	100,000	100,000
Interfund Charges	0	6,000	6,000
Miscellaneous Income	1,796	1,000	2,000
Use of Discretionary Funds	<u>1,355,329</u>	<u>1,649,632</u>	<u>1,191,431</u>
TOTAL	<u>2,897,155</u>	<u>3,433,632</u>	<u>3,556,431</u>

DETAIL OF POSITIONS

Administrative Assistant	0.25	0.00	0.00
Assistant Public Utilities Director	0.10	0.10	0.10
Maintenance Worker/Senior Maint Worker	8.00	9.00	9.00
Management Analyst	0.25	0.25	0.25
Office Assistant	0.85	1.10	1.10
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	15.00	16.00	14.00
TOTAL	<u>29.60</u>	<u>31.60</u>	<u>29.60</u>

2008-2009 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 46% 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, while at the same time ensuring that excessive funds are not collected.

Objectives to Meet the Goal

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

Five-Year Outlook

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

Zone 2 has adequate reserves to carry it through 2010. However, annual expenditures within that zone exceed annual revenues, and a rate increase will be necessary within the five year forecast. 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.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET DETAIL			
Professional Services	<u>1,625,697</u>	<u>2,096,917</u>	<u>2,762,000</u>
TOTAL LANDSCAPE MAINTENANCE DISTRICT	<u><u>1,625,697</u></u>	<u><u>2,096,917</u></u>	<u><u>2,762,000</u></u>
SOURCES OF FUNDING			
User Fees	<u>1,625,697</u>	<u>2,096,917</u>	<u>2,762,000</u>
TOTAL	<u><u>1,625,697</u></u>	<u><u>2,096,917</u></u>	<u><u>2,762,000</u></u>

2008-2009 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 for specific fleet servicing needs.
- Purchase compressed natural gas vehicles utilizing grant and renewal funds.

Five-Year Outlook

The City fleet and equipment inventory is expanding in response to the City's growing population service and maintenance needs.

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 and the utilization of ultra low sulfur fuel. The Section will pursue grants to fund the retrofits as they become available; however, once the regulations become effective the grants will become scarce.

The Section has received grants to assist in funding the purchase of compressed natural gas vehicles and a slow fill natural gas station at the Operations and Maintenance Service Center. The station was completed in 2007/08 and many of the City's solid waste and street sweepers will be replaced with cleaner burning vehicles in the next three years.

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, Fire, and Planning and Development Services 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.

	2007-2008	
2006-2007	Revised	2008-2009
Actual	Estimate	Budget

BUDGET DETAIL

Salaries - Regular	763,552	880,221	943,843
Overtime	12,437	15,600	17,000
Extra Help	36,845	22,000	27,888
Benefits	341,940	402,188	401,948
Vehicle Charges	85,228	88,548	97,852
Communications	766	750	750
Professional Services	25,729	28,700	47,000
Repairs & Maintenance	454,039	599,300	460,900
State Mandates	3,277	3,000	6,000
Office Supplies	1,861	250	350
Materials & Supplies	1,247	604	700
Supplies - Safety	3,949	4,000	4,500
Supplies - Shop	2,130,693	2,364,000	2,540,100
Travel & Meeting Expense	2,306	6,000	8,500
Training	1,125	5,000	7,500
Dues and Subscriptions	865	550	600
Admin & Overhead	704,107	690,529	695,542
Debt Service	187,881	183,000	60,000
Lease Purchases	394,743	408,000	565,000
Capital Outlays - Computers	108,052	42,500	5,500
Capital Outlays - Public Utilities	326,662	723,123	94,650
Capital Outlays - Vehicles	1,003,761	3,370,740	2,376,200
	<u>1,003,761</u>	<u>3,370,740</u>	<u>2,376,200</u>
TOTAL FLEET MAINTENANCE	<u><u>6,591,065</u></u>	<u><u>9,838,603</u></u>	<u><u>8,362,323</u></u>

SOURCES OF FUNDING

Fleet Maintenance Charges	<u>6,591,065</u>	<u>9,838,603</u>	<u>8,362,323</u>
TOTAL	<u><u>6,591,065</u></u>	<u><u>9,838,603</u></u>	<u><u>8,362,323</u></u>

DETAIL OF POSITIONS

Assistant Public Utilities Director	0.10	0.10	0.10
Equipment Mechanic	5.00	5.00	5.00
Assistant Mechanic/Service Worker	4.00	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
Parts Clerk	1.00	2.00	2.00
Principal Office Assistant	1.00	1.00	1.00
	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	<u><u>15.20</u></u>	<u><u>17.20</u></u>	<u><u>17.20</u></u>

2008-2009 Goals

- Provide a clean and healthy environment for the community by efficiently collecting refuse generated by City commercial and residential customers at competitive costs.
- Collect, haul, and dispose of refuse in compliance with county/state/federal regulations.
- Increase the City's diversion rate beyond the current level of 59%.
- Maintain accurate records and monitor all outsourced services (curbside recycling and greenwaste) contracts.
- Provide resources for superior customer service and operational efficiency.
- Explore 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.
- 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.
- Begin the design and permitting for the next lined waste unit at the landfill.
- Continue conversion of the fleet of collection vehicles to compressed natural gas.
- Phase in blue cart recycling collection for 20% of City during the budget year.

Five-Year Outlook

The continued expansion and reconstruction of the landfill will be required to provide capacity and mitigation of environmental concerns. The reclamation project is expected to be completed during the budget year, and the process of designing and permitting the next lined waste cell at the landfill will begin. The cell is expected to be constructed in fiscal year 2009-2010 so as to provide the capacity necessary to continue meeting the City's need.

While still tentative at the time of this printing, 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. Current projections also indicate the ability to repay outstanding loans within the five-year horizon.

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 development, 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.

During the budget year 20% of the residential customers will be converted to the blue combined recycle bins. The remaining 80% will receive the combined bins in the following two years.

Public Utilities Department	Refuse Section 76000
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	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	1,873,259	1,965,773	2,029,062
Overtime	121,948	141,000	141,885
Extra Help	128,457	212,320	212,320
Benefits	933,361	986,086	973,259
Vehicle Charges	2,270,850	2,474,010	2,587,015
Energy	7,783	35,000	35,000
Communications	7,696	9,028	9,128
Professional Services	2,630,964	2,648,666	2,633,465
Repairs & Maintenance	12,718	15,730	15,430
State Mandates	547,253	525,000	555,000
Building & Equipment Rental	0	15,000	15,000
Office Supplies	29,008	37,845	37,845
Materials & Supplies	42,005	57,380	57,396
Supplies - Safety	7,480	11,641	11,641
Supplies - Shop	7,139	8,155	8,700
Travel & Meeting Expense	4,673	6,000	6,000
Training	2,610	6,000	6,000
Dues & Subscriptions	1,741	1,600	1,600
Admin & Overhead	1,698,897	1,694,074	1,710,118
Debt Service	1,144,279	1,163,000	1,018,000
Lease Purchases	10,529	11,000	12,000
Capital Outlays - Public Utilities	282,037	461,030	700,000
Capital Outlays - Communications	0	800	2,800
Capital Outlays - Vehicles	2,808	345,013	0
TOTAL REFUSE	<u>11,767,495</u>	<u>12,831,151</u>	<u>12,778,664</u>

SOURCES OF FUNDING

User Fees	<u>11,767,495</u>	<u>12,831,151</u>	<u>12,778,664</u>
TOTAL	<u>11,767,495</u>	<u>12,831,151</u>	<u>12,778,664</u>

DETAIL OF POSITIONS

Administrative Assistant	0.15	0.00	0.00
Assistant Public Utilities Director	0.80	0.80	0.80
Construction Manager	0.10	0.10	0.10
Disposal Leadworker	2.50	2.50	2.50
Equipment Operator	2.00	2.00	2.00
Landfill Leadworker	1.00	1.00	1.00
Maintenance Worker/Senior Maint Worker	3.00	3.00	3.00
Management Analyst	0.21	0.21	0.21
Office Assistant	0.50	1.00	1.00
Principal Office Assistant	0.95	0.95	0.95
Public Utilities Director	0.50	0.50	0.50
Sanitation Operator/Sr Sanitation Operator	18.00	19.00	19.00
Solid Waste Manager	0.90	0.90	0.90
Utility Worker	7.00	8.00	8.00
TOTAL	<u>37.61</u>	<u>39.96</u>	<u>39.96</u>

2008-2009 Goals

The goals of the Wastewater Section are to remove 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 339 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.
- Through the City's design, build and operate contractor (CH2MHill), complete construction and begin operation of a sewage treatment/water reuse facility for the City's new growth areas.
- Complete negotiations for the reuse and discharge of the recycled wastewater.
- Operate the new sewer lift stations constructed to serve the new growth areas and the future Clovis Sewage Treatment/Water Reuse Facility.

Five-Year Outlook

The Fresno-Clovis Regional Wastewater Treatment Plant is currently under construction with a loading capacity upgrade. It is anticipated that Clovis will need to share in some of these costs. At this time the City's participation percentage has not been agreed upon. This will primarily be an expense to the existing users with a smaller percentage of the cost assigned to future users. 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 sewage treatment/water reuse facility currently under construction. This facility will provide water that will be reused in the City as an additional source of non-potable water.

	2006-2007	2007-2008	
	Actual	Revised Estimate	2008-2009 Budget

BUDGET DETAIL

Salaries - Regular	563,009	550,294	572,514
Overtime	7,575	9,720	11,700
Extra Help	8,503	1,200	10,000
Benefits	264,539	262,706	274,687
Vehicle Charges	149,669	162,703	162,207
Energy	14,645	30,000	350,000
Communications	2,134	2,467	2,500
Professional Services	2,332,044	2,565,174	3,737,500
Repairs & Maintenance	9,112	11,806	19,000
Office Supplies	967	4,150	11,500
Materials & Supplies	23,024	29,290	37,500
Supplies - Shop	2,188	2,600	3,000
Travel & Meeting Expense	96	800	2,000
Training	7,120	5,350	5,300
Dues and Subscriptions	529	432	650
Admin & Overhead	1,383,550	1,452,648	1,473,585
Debt Service	1,072,785	1,085,000	1,084,000
Capital Outlays - Office Equip/Furn	300	350	500
Capital Outlays - Public Utilities	9,286	48,995	46,800
Capital Outlays - Vehicles	6,597	0	25,000
Capital Impr - Sewer	241,128	3,000,000	2,000,000
	<u>6,098,800</u>	<u>9,225,685</u>	<u>9,829,943</u>
TOTAL SEWER			

SOURCES OF FUNDING

User Fees	<u>6,098,800</u>	<u>9,225,685</u>	<u>9,829,943</u>
TOTAL	<u>6,098,800</u>	<u>9,225,685</u>	<u>9,829,943</u>

DETAIL OF POSITIONS

Administrative Assistant	0.25	0.00	0.00
Assistant Public Utilities Director	0.35	0.35	0.35
Construction Manager	0.35	0.35	0.35
Engineering Tech/Senior Engineering Tech	0.50	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	0.05	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
	<u>10.75</u>	<u>10.85</u>	<u>10.85</u>
TOTAL			

2008-2009 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.
- 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. New rules have been adopted called the Long-Term 2 Enhanced Surface Water Treatment Rule and the Stage 2 Disinfectants and Disinfection Byproduct Rule. Monitoring under these rules began during 2007 and 2008. Depending on the results, additional treatment could be required.

The continued escalation of energy costs affects the cost of water significantly because of the dependence on energy to pump water, and for the treatment process. It also affects the costs of chemicals used in the treatment process. A rate adjustment will be considered during the next year to offset these costs and to provide an additional water conservation incentive.

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

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

Waldron Pond provides the City with excellent drought protection; however, use of this water will be more costly than normal supplies. The Water Enterprise account is building reserves to pay for these costs when needed. However, a sustained drought could overtax the Enterprise Fund's ability to pay for this water. A long term look at an adequate "Drought Contingency Fund" is also warranted and will be considered as a part of the anticipated rate adjustment.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
BUDGET DETAIL			
Salaries - Regular	1,690,826	1,691,571	1,816,285
Overtime	71,620	82,100	87,000
Extra Help	32,118	48,856	40,000
Benefits	833,182	854,472	860,041
Vehicle Charges	291,117	334,172	339,819
Energy	2,208,367	2,400,000	2,550,941
Communications	12,844	14,190	16,500
Professional Services	749,360	901,112	946,147
Repairs & Maintenance	108,240	1,317,571	736,000
Office Supplies	9,857	17,814	15,000
Materials & Supplies	567,688	732,200	749,800
Supplies - Shop	15,882	16,715	17,500
Travel & Meeting Expense	2,009	3,500	3,500
Training	27,135	23,000	32,700
Dues and Subscriptions	4,180	4,740	4,800
Admin & Overhead	1,761,523	1,802,022	1,820,529
Capital Outlays - Office Equip/Furn	600	1,000	1,000
Capital Outlays - Public Utilities	683,153	709,500	598,500
Capital Outlays - Vehicles	190,217	269,737	319,500
	<u>9,259,918</u>	<u>11,224,272</u>	<u>10,955,562</u>
TOTAL WATER	<u>9,259,918</u>	<u>11,224,272</u>	<u>10,955,562</u>

SOURCES OF FUNDING

User Fees	9,259,918	11,224,272	10,955,562
TOTAL	<u>9,259,918</u>	<u>11,224,272</u>	<u>10,955,562</u>

DETAIL OF POSITIONS

Administrative Assistant	0.35	0.00	0.00
Assistant Public Utilities Director	0.45	0.45	0.45
Assistant Water Systems Technician	4.00	5.00	5.00
Construction Manager	0.45	0.45	0.45
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	8.00	9.00	9.00
Management Analyst	0.20	0.20	0.20
Meter Reader/Utility Worker	4.00	4.00	4.00
Office Assistant	0.05	0.20	0.20
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	3.75	3.75	3.75
Water Production Manager	1.00	1.00	1.00
Water System Technician	1.00	1.00	1.00
Water Treatment Plant Operator	3.00	3.00	3.00
	<u>32.75</u>	<u>34.55</u>	<u>34.55</u>
TOTAL	<u>32.75</u>	<u>34.55</u>	<u>34.55</u>

2008- 2009 Goals

The goal of the Street Cleaning Section is to provide a clean, safe, and healthy environment for the community by the routine removal of dirt and debris from all City streets, curbs and gutters. Street sweeping also helps the City meet its NPDES stormwater quality requirements as well as air quality requirements.

Objectives to Meet the Goals

- Sweep all residential streets twice per month.
- Sweep the Downtown Central Business District twice per week.
- Conduct leaf removal from City streets during fall months.

Five-Year Outlook

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 has marginal reserves, so careful management is necessary to ensure strict compliance with the budget. Even with careful management, a rate increase will most likely be necessary within the next 5 years in order to maintain the current level of service. In the absence of a rate increase, the frequency at which streets are swept would have to be reduced in order to maintain solvency of the fund.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	316,993	316,340	323,713
Overtime	7,490	8,150	8,600
Extra Help	1,752	0	3,000
Benefits	159,419	155,393	144,914
Vehicle Charges	341,983	348,664	404,665
Communications	582	800	1,000
Repairs & Maintenance	9	600	600
Materials & Supplies	2,139	3,500	3,500
Supplies - Safety	146	2,000	2,000
Supplies - Shop	797	1,000	1,000
Dues & Subscriptions	11	0	0
Admin & Overhead	106,987	96,855	96,715
Capital Outlays - Office Equip/Furn	134	0	2,000
	<u>938,442</u>	<u>933,302</u>	<u>991,707</u>
TOTAL STREET CLEANING	<u>938,442</u>	<u>933,302</u>	<u>991,707</u>

SOURCES OF FUNDING

User Fees	<u>938,442</u>	<u>933,302</u>	<u>991,707</u>
TOTAL	<u>938,442</u>	<u>933,302</u>	<u>991,707</u>

DETAIL OF POSITIONS

Assistant Public Utilities Director	0.10	0.10	0.10
Disposal Leadworker	0.50	0.50	0.50
Management Analyst	0.04	0.04	0.04
Principal Office Assistant	0.05	0.05	0.05
Solid Waste Manager	0.10	0.10	0.10
Street Sweeper Operator	5.00	5.00	5.00
	<u>5.79</u>	<u>5.79</u>	<u>5.79</u>
TOTAL	<u>5.79</u>	<u>5.79</u>	<u>5.79</u>

CLOVIS COMMUNITY DEVELOPMENT AGENCY SUMMARY

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

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

Clovis YES!

Sections 42500 and 42600

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.

Community Development 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 Federal Housing and Community Development Department.

General Administration

Sections 44100 and 45500

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

Housing Division

Sections 44600 and 47500

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

Business Development Division

Section 46000

The Business Development Division of the Clovis Community Development Agency is responsible for the administration of the Agency's contracts with the Business Organization of Old Town to market and promote Old Town Clovis. This division also administers the Community Development Block Grant program as well as marketing and consulting contracts for the Agency.

CLOVIS COMMUNITY DEVELOPMENT AGENCY SUMMARY

Department Goals 2008 - 2009

- 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 Golden Triangle.
- Continue the incremental expansion of Old Town Clovis public improvement.
- Continue implementation of the Clovis Avenue Railroad Corridor Plan.
- Assist in locating businesses to the Dry Creek Industrial Park.
- Attract commercial/industrial businesses in the Herndon Project Area.
- Implement the action steps of the Shaw Avenue Corridor Action Plan.
- Implement the action steps of the Old Town Vision & Action Plan.
- Implement the Storefront Improvement Rebate Program Grant and Loan Program for Old Town.
- Complete construction of two homes for sale to low-income first-time homebuyers.
- Develop sites for future first-time homebuyer projects.
- Provide housing rehabilitation loans and grants to 90 low-income homeowners.
- Provide job readiness and leadership skills to a minimum of 130 youth and close the Federal funding gap with supplemental funding from the General Fund to meet this critical need.

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 creating 50 new jobs and increasing the tax base by 4% per year within the boundaries of Project Area #1 and the Herndon Project Area through business expansion and/or attraction.

	<u>2006-2007 (actual)</u>	<u>2007-2008 (estimated)</u>	<u>2008-2009 (proposed)</u>
Property Valuation:			
Project #1	\$481,864,431	\$530,050,874	\$556,553,417
Herndon Project	\$130,839,208	\$143,923,128	\$151,119,284
Jobs Facilitated	400	400	600

- 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 two SIRP grants, one SIRP loan, and one streetscape grant, resulting in 100 linear feet of public improvements per year.

SIRP/Mural Grants	1	4	10
SIRP Loans	0	0	1
Streetscape Grant	0	0	1
Streetscape Imp. (Linear feet)	100	500	4000

LOW/MODERATE INCOME HOUSING PROGRAM

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

- Increase the supply of affordable housing: Construct at least 2 housing units that will be sold to eligible low-income households at an affordable cost.
- Improve the supply of affordable housing: Provide housing rehabilitation and other services to at least 100 clients to improve the quality of the housing stock and the neighborhoods in which that housing is located.

New Units Constructed	2	2	2
Rehabilitated Housing	26	22	34
Neighborhood Improvements	99	104	109

CLOVIS YES!

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

Active participants	150	148	160
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CLOVIS COMMUNITY DEVELOPMENT AGENCY SUMMARY

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET BY ACTIVITY

Clovis YES	294,658	339,186	418,543
HCD Block Grant Administration	107,498	114,958	106,986
Herndon Project Area Administration	186,123	200,811	250,811
Herndon Project Area Affordable Housing Administration	25,000	25,000	25,000
Business Development	1,080,233	1,179,262	1,191,260
Affordable Housing	6,030	17,224	26,593
Debt Service	531,677	560,034	551,469
	<u>922,315</u>	<u>720,000</u>	<u>643,000</u>
 TOTAL CCDA	 <u>3,153,534</u>	 <u>3,156,475</u>	 <u>3,213,662</u>

BUDGET BY FUND

Clovis YES	294,658	339,186	418,543
HCD Block Grant Fund	107,498	114,958	106,986
Administration Fund	1,086,263	1,196,486	1,217,853
Herndon Project Area Affordable Housing	186,123	200,811	250,811
Herndon Area Affordable Housing	531,677	560,034	551,469
Debt Service Fund	25,000	25,000	25,000
	<u>922,315</u>	<u>720,000</u>	<u>643,000</u>
 TOTAL ALL FUNDS	 <u>3,153,534</u>	 <u>3,156,475</u>	 <u>3,213,662</u>

2008-2009 Goals

- Provide work readiness skills to program youth.
- Increase program participant's abilities in math and reading.
- Encourage leadership skills in program youth.
- Provide work experience opportunities to program youth.

Objectives to Meet the Goals

- Provide work readiness training classes.
- Provide monthly leadership fieldtrips 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.

Five-Year Outlook

ClovisYES! addresses the need for work readiness preparation for high school age youth and out of school youth. ClovisYES! 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 on 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. ClovisYes! was awarded the in-school and out-of-school grant for the 2008-09 fiscal year.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Extra Help	171,273	184,777	219,000
Benefits	47,877	56,454	85,228
Professional Services	16,691	48,696	55,800
Office Supplies	3,774	2,000	4,100
Travel & Meeting Expense	3,249	4,009	4,000
Training	3,507	2,700	7,000
Admin & Overhead	41,899	40,550	41,415
Capital Outlays - Computers	6,388	0	2,000
	<u>294,658</u>	<u>339,186</u>	<u>418,543</u>
TOTAL CLOVIS YES	<u>294,658</u>	<u>339,186</u>	<u>418,543</u>

SOURCES OF FUNDING

Program Participation	<u>294,658</u>	<u>339,186</u>	<u>418,543</u>
TOTAL	<u>294,658</u>	<u>339,186</u>	<u>418,543</u>

2008-2009 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 neighborhood.
- Assist with job creation.

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.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	63,341	51,877	54,485
Benefits	25,103	21,910	20,493
Professional Services	0	3,200	0
Travel & Meeting Expense	1,704	0	1,000
Dues & Subscriptions	350	350	350
Admin & Overhead	<u>17,000</u>	<u>37,621</u>	<u>30,658</u>
TOTAL HCD BLOCK GRANT ADMIN	<u><u>107,498</u></u>	<u><u>114,958</u></u>	<u><u>106,986</u></u>

SOURCES OF FUNDING

Federal Grants	<u>107,498</u>	<u>114,958</u>	<u>106,986</u>
TOTAL	<u><u>107,498</u></u>	<u><u>114,958</u></u>	<u><u>106,986</u></u>

DETAIL OF POSITIONS

Community Development Grant Coordinator	<u>1.00</u>	<u>0.75</u>	<u>0.75</u>
TOTAL	<u><u>1.00</u></u>	<u><u>0.75</u></u>	<u><u>0.75</u></u>

2008-2009 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Professional Services	30,457	50,000	100,000
Interest	5,000	0	0
Admin & Overhead	<u>150,666</u>	<u>150,811</u>	<u>150,811</u>
TOTAL HERNDON PROJECT AREA ADMINISTRATION	<u><u>186,123</u></u>	<u><u>200,811</u></u>	<u><u>250,811</u></u>

SOURCES OF FUNDING

Tax Increment	<u>186,123</u>	<u>200,811</u>	<u>250,811</u>
TOTAL	<u><u>186,123</u></u>	<u><u>200,811</u></u>	<u><u>250,811</u></u>

2008-2009 Goals

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

Objectives to Meet the Goals

- Work with nonprofit partners to provide affordable homeownership opportunities.
- Provide affordable housing information to the public.
- Establish and maintain relationships with federal, state, and nonprofit 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.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

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

SOURCES OF FUNDING

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

2008-2009 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).
- 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 the Memorial District and private property owners to develop improvements identified in the conceptual master plan for the area south of Sierra Avenue, north of Seventh Street east of Clovis Avenue.
- 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.

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 a 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.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	175,515	202,318	208,957
Overtime	0	1,000	1,000
Extra Help	7,660	10,500	15,000
Benefits	59,843	68,572	60,981
Vehicle Charges	7,930	7,705	7,710
Energy	30,933	30,000	30,000
Professional Services	202,919	182,000	185,000
Building & Equipment Rental	70,975	75,000	80,000
Office Supplies	3,093	4,500	4,500
Materials & Supplies	8,148	10,000	11,000
Travel & Meeting Expense	11,093	7,000	7,000
Training	0	200	1,000
Dues & Subscriptions	4,931	4,500	5,000
Debt Service	178,468	172,000	164,000
Admin & Overhead	318,725	403,967	410,112
TOTAL ADMINISTRATION	<u>1,080,233</u>	<u>1,179,262</u>	<u>1,191,260</u>

SOURCES OF FUNDING

Tax Increment	586,630	547,862	830,260
Transient Occupancy Tax	50,000	50,000	0
State Grants	0	100,000	0
Federal Grants	50,000	50,000	50,000
Program Participation	74,360	112,400	0
Sale of Property	10	0	0
Interfund Charges	317,000	317,000	310,000
Miscellaneous Income	2,233	2,000	1,000
TOTAL	<u>1,080,233</u>	<u>1,179,262</u>	<u>1,191,260</u>

DETAIL OF POSITIONS

Assistant Comm & Econ Dev Dir	0.50	0.25	0.25
Business Development Manager	0.75	0.75	0.75
Community & Economic Development Dir	0.25	0.25	0.25
Principal Office Assistant	0.50	0.50	0.50
Redevelopment Technician	0.50	1.00	1.00
TOTAL	<u>2.50</u>	<u>2.75</u>	<u>2.75</u>

2008-2009 Goals

The goal of the Business Development Division of the Clovis Community Development Agency is to encourage development of property 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 2008-2009 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 REAP.

Objectives to Meet the Goals

- Implement the Business Retention, Expansion and Attraction Program (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 to publish the annual Agency newsletter.
- Update the property inventory of available commercial and industrial property on the City's web site.
- Work with area commercial brokers regarding available property for development in the project area.
- Supervise the contract with the Business Organization of Old Town for the Parking and Business Improvement Area funds.
- Update brochures that promote Clovis and Old Town.
- Work with the Tourism Committee to enhance business opportunities through tourism.

Five-Year Outlook

Over the next five years, the Agency will continue to market and promote Old Town Clovis and other commercial areas within the project area. The Agency will work with nonprofit 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.

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Professional Services	3,984	15,510	25,000
Travel & Meeting Expense	1,732	1,500	1,500
Admin & Overhead	314	214	93
	<u> </u>	<u> </u>	<u> </u>
TOTAL BUSINESS DEVELOPMENT	<u>6,030</u>	<u>17,224</u>	<u>26,593</u>

SOURCES OF FUNDING

Tax Increment	<u>6,030</u>	<u>17,224</u>	<u>26,593</u>
TOTAL	<u>6,030</u>	<u>17,224</u>	<u>26,593</u>

2008-2009 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 nonprofit 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.

Five-Year Outlook

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

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Salaries - Regular	149,689	154,402	159,305
Extra Help	12,538	14,060	7,000
Benefits	57,124	63,361	55,194
Vehicle Charges	12,932	14,191	13,195
Energy	183	547	600
Professional Services	47,724	51,150	56,500
Office Supplies	236	350	600
Materials & Supplies	2,737	6,700	8,000
Travel & Meeting Expense	5,963	4,700	5,500
Training	0	0	1,500
Dues & Subscriptions	989	1,450	1,450
Admin & Overhead	183,011	189,723	189,625
Debt Service	58,551	59,400	53,000
	<u>531,677</u>	<u>560,034</u>	<u>551,469</u>
TOTAL AFFORDABLE HOUSING	<u>531,677</u>	<u>560,034</u>	<u>551,469</u>

SOURCES OF FUNDING

Tax Increment	394,166	487,034	479,469
Federal Grants	27,805	0	0
Program Participation	84,706	48,000	47,000
Interfund Charges	25,000	25,000	25,000
	<u>531,677</u>	<u>560,034</u>	<u>551,469</u>
TOTAL	<u>531,677</u>	<u>560,034</u>	<u>551,469</u>

DETAIL OF POSITIONS

Assistant Comm & Econ Dev Dir	0.50	0.75	0.75
Community & Economic Development Dir	0.25	0.25	0.25
Community Development Grant Coordinator	0.00	0.25	0.25
Principal Office Assistant	0.50	0.50	0.50
Redevelopment Technician	0.50	0.00	0.00
	<u>1.75</u>	<u>1.75</u>	<u>1.75</u>
TOTAL	<u>1.75</u>	<u>1.75</u>	<u>1.75</u>

In May 1996 the Clovis Community Development Agency issued tax allocation bonds in the amount of \$11,320,000 at interest rates varying from 3.40% to 7.10%. The proceeds were being utilized to aid in the financing of the Clovis Community Development Agency's projects and were used for the refunding of \$7,460,000 aggregate principal amount of the Agency's outstanding 1990 tax allocation bonds. The 1996 tax allocation bonds were refunded as part of the 2008 tax allocation bonds issuance.

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 2008/09 budget is \$628,000 in interest.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
08/09	\$0	\$628,000	\$628,000
09/10	530,000	819,704	1,349,704
10/11	550,000	798,104	1,348,104
11/12	575,000	775,604	1,350,604
12/13	595,000	755,179	1,350,179
13/14	610,000	736,341	1,346,341
14/15	630,000	715,798	1,345,798
15/16	655,000	693,704	1,348,704
16/17	675,000	667,054	1,342,054
17/18	710,000	635,891	1,345,891
18/19	735,000	603,379	1,338,379
19/20	770,000	569,901	1,339,901
20/21	805,000	535,251	1,340,251
21/22	845,000	498,951	1,343,951
22/23	880,000	461,001	1,341,001
23/24	915,000	421,511	1,336,511
24/25	960,000	379,181	1,339,181
25/26	995,000	333,972	1,328,972
26/27	1,050,000	286,681	1,336,681
27/28	1,095,000	237,078	1,332,078
28/29	1,150,000	185,163	1,335,163
29/30	1,205,000	130,703	1,335,703
30/31	230,000	97,375	327,375
31/32	240,000	86,213	326,213
32/33	250,000	74,575	324,575
33/34	265,000	62,344	327,344
34/35	275,000	49,519	324,519
35/36	290,000	36,100	326,100
36/37	300,000	22,088	322,088
37/38	315,000	6,820	321,820
Total	<u>\$19,100,000</u>	<u>\$12,303,185</u>	<u>\$31,403,185</u>

	2006-2007 Actual	2007-2008 Revised Estimate	2008-2009 Budget
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BUDGET DETAIL

Principal	430,000	455,000	0
Interest	477,915	234,000	628,000
Other Debt Costs	<u>14,400</u>	<u>31,000</u>	<u>15,000</u>
TOTAL DEBT SERVICE	<u><u>922,315</u></u>	<u><u>720,000</u></u>	<u><u>643,000</u></u>

SOURCES OF FUNDING

Tax Increment	<u>922,315</u>	<u>720,000</u>	<u>643,000</u>
TOTAL	<u><u>922,315</u></u>	<u><u>720,000</u></u>	<u><u>643,000</u></u>

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COMMUNITY INVESTMENT PROGRAM

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



The Boys & Girls Club of Clovis provides guidance for youth to help them pursue their interests, set life goals, and have fun. Many community organizations such as Clovis Community Foundation, Independent Order of Odd Fellows, Church of Jesus Christ of Latter-Day Saints, and the Clovis Rotary Club worked together to build this meeting place for the boys and girls in the Clovis area.

COMMUNITY INVESTMENT PROGRAM BUDGET SUMMARY

The 2008-2009 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 2008-2009 Community Investment Program are:

- Continued development and construction of the Sewage Treatment – Water Reuse Facility (ST-WRF) and the related infrastructure of force mains, pump stations and the recycled water system.
- Construction of facilities at Dry Creek Park including hardscape, play lots, picnic shelter and restroom.
- Construction of restroom and picnic shelter at Stanford/El Paso Park.
- Complete construction of the Herndon Avenue widening project from Minnewawa to Willow 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.
- Final year of construction on the Landfill Demonstration project at the Clovis Landfill Site.

The projects included in the proposed 2008-2009 budgets 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.

**2008 - 2009 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 2008 - 2009 are:

- Continue feasibility and preliminary design for the Animal Shelter located at the Villa Yard.
- Concrete repairs at Letterman Skate Park.
- Design of Civic Center access and landscape areas.
- Rehabilitation of existing City facilities for compliance with the Americans with Disabilities Act (ADA).

The proposed General Government Facilities budget has been significantly reduced from prior years due to funding constraints in the General fund for the 2008 – 2009 fiscal budget year. These proposed government facilities projects for 2008 - 2009 should have a minimal affect on the cost of general services and other departmental operations.

SUMMARY

2008 - 2009 COMMUNITY INVESTMENT PROGRAM

GENERAL GOVERNMENT FACILITIES

<u>General Government Facilities:</u> <i>Section 90000</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Public Safety Services</i>			
Villa Yard Improvements/Animal Shelter	32,500	40,000	4,955,000
<i>Public Services and Utilities</i>			
Letterman Skate Park Concrete Repairs	0	40,000	0
Civic Center Improvements	0	18,000	1,200,000
Corporation Yard Mechanical Systems	0	50,000	0
ADA Master Planning	90,000	25,000	100,000
Fiber Optics Locating	45,000	25,000	0
	<u>167,500</u>	<u>198,000</u>	<u>6,155,000</u>

Budget Year Revenues:

Fund Balance	173,000
Encroachment Fees	25,000
	<u> </u>
TOTAL	<u>198,000</u>

**2008 – 2009 COMMUNITY INVESTMENT PROGRAM
SEWER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER**

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

The Sewer Capital Projects - Developer budget includes the debt service payments for the 2007 Sewer Revenue Bond for the Sewage Treatment and Water Reuse Facility (ST-WRF) and related components, the 2005 Wastewater Revenue Bond, the 1998 Sewer Revenue Bonds and the 1995 Regional Waste Water Treatment Plant Expansion. Also included in this budget are improvements associated with the Recycled Water System and construction of sewer projects driven by new development.

The sewer capital projects planned for 2008 - 2009 include:

- Complete construction of the Clovis Sewage Treatment - Water Reuse Facility and related components which include pump stations, force mains, gravity mains and outfall.
- Design and reconstruction of sanitary sewer mains in various alleys and streets.
- Continued work on the Recycled Water Master Plan.
- Design for the Recycled Water System transmission pipelines and pump stations.

The sewer main improvement projects for 2008 - 2009 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

2008 - 2009 COMMUNITY INVESTMENT PROGRAM

SEWER PROJECTS

	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<u>Sewer Capital Projects - Enterprise:</u>			
<i>Section 91000</i>			
Osmun/Hughes Alley	0	84,000	0
DeWitt Avenue	0	180,000	0
Fairmont Avenue	0	40,000	0
Harvard Avenue	0	83,000	0
Hoblitt Avenue	0	118,000	0
Subtotal	<u>0</u>	<u>505,000</u>	<u>0</u>
 <u>Sewer Capital Projects - Developer:</u>			
<i>Section 92000</i>			
Miscellaneous Extensions	130,000	100,000	200,000
Wastewater Master Plan	100,000	75,000	200,000
Recycled Water System Master Plan	50,000	90,000	0
ST-WRF Phase 1 Construction	32,260,000	750,000	0
Consulting & Environmental Mitigation	500,000	750,000	0
Emergency Storage Basin	0	50,000	0
Bond Handling Charges	50,000	50,000	200,000
2007 Sewer Revenue Bond	2,796,000	3,185,000	130,042,000
2005 Wastewater Revenue Bond	1,282,000	1,282,000	54,024,500
1998 Sewer Revenue Bond	873,000	873,000	24,654,200
1995 Regional Wastewater Treatment Plant	1,180,000	1,179,000	3,543,500
Subtotal	<u>39,221,000</u>	<u>8,384,000</u>	<u>212,864,200</u>
 TOTAL	 <u><u>39,221,000</u></u>	 <u><u>8,889,000</u></u>	 <u><u>212,864,200</u></u>

Budget Year Revenues:

Fund Balance	4,595,600
Sewer Enterprise Fund	455,000
Sewer Construction Fees	60,000
Major Sewer Fees	3,100,000
Sale of Property	103,400
Developer Trust Fund	575,000
 TOTAL	 <u><u>8,889,000</u></u>

**2008 - 2009 COMMUNITY INVESTMENT PROGRAM
PARK IMPROVEMENTS**

The Park program consists of master planning, design and construction of park improvements. Community park improvements are funded by development fees and state grants when available. Neighborhood parks are installed by development. Park development fees are paid by all new developments constructed within the City of Clovis.

Major projects planned for 2008 - 2009 include:

- Acquire property for the development of future parks and trails designated in the General Plan.
- Continued development of and/or updating Master Plans for City Parks.
- Specific master planning and construction of a trail at Cottonwood Park.
- Continued preliminary Master Planning for a Regional park.
- Construction of restroom and picnic shelter at Stanford/El Paso Park.
- Repair, replacement and upgrading of facilities at Landscape Maintenance District (LMD) Parks.

The addition of the proposed improvements to the Park's inventory will increase the yearly operational budget. It is anticipated that the currently scheduled park improvements will increase the annual operational costs by approximately \$15,000. The Parks Department will not be able to increase the level of staffing for 2008 – 2009 or add equipment to increase the efficiency due to budget constraints. Therefore, operational changes, the level of service on parks and landscaped areas, overall, may be somewhat less than desirable (lawns will be mowed less frequently, repairs to equipment may not be done as often, etc.) to stay within the adopted budget. These park facilities will be an enhancement to the community even with a potentially reduced level of service for maintenance.

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

SUMMARY

2008 - 2009 COMMUNITY INVESTMENT PROGRAM

PARK IMPROVEMENT PROJECTS

<u>Park Improvements:</u> <i>Section 93000</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Park Improvements</i>			
Park Property Acquisition	750,000	1,000,000	4,000,000
Parks Master Plans	80,000	50,000	50,000
Miscellaneous Park Improvements	1,391,000	900,000	400,000
Regional Park Master Planning	10,000	100,000	0
Cottonwood Park	0	35,000	0
Stanford/El Paso Park	0	395,000	0
Monte Vista 26 Park	0	90,000	0
Pedestrian Trails Master Plan Update	0	50,000	0
Dry Creek Trail/Cottonwood Park	0	160,000	854,000
TOTAL	<u>2,231,000</u>	<u>2,780,000</u>	<u>5,304,000</u>

Budget Year Revenues:

Fund Balance	1,115,000
Park Fees	1,575,000
LMD Reserves	90,000
TOTAL	<u>2,780,000</u>

**2008 – 2009 COMMUNITY INVESTMENT PROGRAM
STREET IMPROVEMENTS**

Street Improvement Projects are funded by state and federal gas taxes, state and local sales taxes, major street development fees, Community Development Block Grants, and reimbursements from other agencies for work completed in their jurisdictions. Funding for street projects is also provided by federal transportation grants.

Traffic signal installations are partially determined by a traffic signal priority list. The highest priority projects are based on traffic volumes, accidents, pedestrian numbers, vehicle speeds, and congestion.

Not all of the street programs that are ranked high on a priority list are placed in the current year budget. Many of these facilities are tied to funding sources or to other programs that are required to occur prior to, or concurrently with, the needed street improvement (such as underground improvement installation, new development and right of way purchase constraints).

Project priorities and street locations were determined using the Pavement Management System (PMS). Arterial, collector and local street reaches throughout the City were given a Pavement Condition Index (PCI) rating. The PMS was then used to develop a long term maintenance solution using the designated PCI values. Technical and Management teams evaluated the PMS recommendations to validate project necessity. Many of the recommended projects were shifted to later years due to funding constraints in the street improvement account.

Major projects planned for 2008 - 2009 include:

- Construction of the Herndon Avenue widening project.
- Continued sealing and rejuvenation programs of the various street surfaces to increase longevity and reduce deterioration.
- Continued installation of pedestrian and bicycle improvements at various locations.
- Design and reconstruction of local streets.
- Construction of traffic signal improvements at the intersections of Clovis/Nees, Clovis/Third, Ashlan/Armstrong and Shepherd/Willow Avenues.
- 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

REVISED

2008 - 2009 COMMUNITY INVESTMENT PROGRAM

STREET IMPROVEMENT PROJECTS

	<u>PRIOR YEAR</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<u>Street Improvements:</u>			
<i>Section 95000</i>			
<i>Reimbursement</i>			
Street Master Plan	20,000	25,000	0
Miscellaneous Street Widening	200,000	200,000	800,000
<i>Surveys</i>			
Street Lighting and Fiber Optic Plats	85,000	75,000	0
Vertical Control System	12,000	7,000	0
Various Plan Lines	51,000	60,000	0
<i>Preventative Maintenance</i>			
Slurry Seals and Reclamite	285,000	280,000	1,370,000
<i>Pedestrian Facilities</i>			
Bicycle, Pedestrian and Handicap Facilities	245,000	240,000	560,000
<i>Landscaping Improvements</i>			
Landscaping and Irrigation Facilities	5,000	137,000	817,000
<i>Traffic Signals & Communications</i>			
Clovis Avenue Fiber - Gettysburg to Dayton	0	375,000	0
Ashlan/Armstrong	0	275,000	0
Clovis/Third	0	135,000	0
Clovis/Nees	60,000	275,000	0
<i>Development Projects</i>			
Temperance Avenue - Bullard to Herndon	0	150,000	0
Alluvial Avenue - East of Temperance	0	200,000	0
<i>Reconstruction, Overlay and Widening Projects</i>			
Miscellaneous Repairs & Alley	75,000	90,000	300,000
Ashlan Avenue - Peach to Minnewawa	0	508,000	0
Ashlan Avenue - Fowler to Armstrong	0	375,000	0
Bullard Avenue Improvements	0	440,000	0
Clovis Avenue - Gateway Sign	0	165,000	0
Clovis Avenue - Shaw to Third	0	1,725,000	0
Nees Avenue Improvements	0	745,000	0
Peach Avenue - Alluvial to Teague	0	805,000	0
Shaw Avenue Streetscape	0	50,000	0
Shaw Avenue - Peach to Minnewawa	0	1,035,000	0
Shaw Avenue - Armstrong to Temperance	0	565,000	0
Sierra Avenue - Fowler to Temperance	0	985,000	0
Local Streets	600,000	850,000	2,200,000
TOTAL	<u>1,638,000</u>	<u>10,772,000</u>	<u>6,047,000</u>

Budget Year Revenues:

Proposition 111	675,000
Measure "C" Extension	1,520,000
Transportation Development Act (LTF)	857,000
Proposition 42	890,000
Major Street Fees (Reimbursements)	979,000
Federal/State/Other Agency Grants	5,054,000
Fund Balance	797,000
TOTAL	<u>10,772,000</u>

**2008 - 2009 COMMUNITY INVESTMENT PROGRAM
WATER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER**

The proposed Water Capital Projects budget for 2008 - 2009 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 2008 - 2009 include:

- Construction of new water mains, install/replace water services, and make new connections to improve the City's water distribution system at various locations throughout the City.
- Development of alternate water supplies for City Parks.
- Continued reimbursement for construction of the 42" water transmission main in Locan Avenue.
- Construction and improvements at various well sites.
- Construction of the Southern 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. The projects further enhance the overall supply and distribution system.

The new facilities proposed in the 2008 - 2009 program 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

2008 - 2009 COMMUNITY INVESTMENT PROGRAM

WATER PROJECTS

	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<u>Water Capital Projects - Enterprise Fund:</u>			
<i>Section 96000</i>			
<i>Water Mains</i>			
Various Water Main Replacement	50,000	100,000	400,000
Osmun/Hughes Alley	0	110,000	0
<i>Surface Water Supply</i>			
Sierra Bicentennial & Treasure Ingmire Parks	0	155,000	0
<i>Well Site Improvements</i>			
Well No. 14	0	595,000	0
Subtotal	<u>50,000</u>	<u>960,000</u>	<u>400,000</u>
<u>Water Capital Projects - Developer:</u>			
<i>Section 97000</i>			
<i>Extensions</i>			
Miscellaneous Extensions	100,000	50,000	375,000
Water Master Plan	140,000	35,000	0
<i>Surface Water Treatment Plant Improvements</i>			
Locan Transmission Main	0	250,000	400,000
<i>Water Storage Facilities</i>			
Water Revenue Bond - Debt Service	3,256,000	3,257,000	61,706,000
<i>Water Well Improvements</i>			
Various Well Site Development	15,000	40,000	876,300
<i>Water Main Improvements</i>			
Water Intertie - South	45,000	1,000,000	0
Subtotal	<u>3,511,000</u>	<u>4,632,000</u>	<u>63,357,300</u>
TOTAL	<u><u>3,561,000</u></u>	<u><u>5,592,000</u></u>	<u><u>63,757,300</u></u>

Budget Year Revenues:

Fund Balance	1,645,250
Other Agency Contributions	1,386,750
Water Enterprise	960,000
Water Major Facilities	1,500,000
Water Construction Revenue	<u>100,000</u>
TOTAL	<u><u>5,592,000</u></u>

**2008 - 2009 COMMUNITY INVESTMENT PROGRAM
REFUSE**

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

The projects proposed for 2008 - 2009 are:

- Completion of the Landfill Demonstration Project for the unlined portion of the landfill.
- Design of the liner system (stage I) for landfill expansion.

The refuse projects for 2008 - 2009 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

REVISED

2008 - 2009 COMMUNITY INVESTMENT PROGRAM

REFUSE PROJECTS

<u>Refuse Improvements:</u> <i>Section 99500</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Refuse Improvements</i>			
Clovis Landfill Demonstration Project	8,540,000	521,000	0
Clovis Landfill Liner	0	300,000	3,200,000
TOTAL	<u>8,540,000</u>	<u>821,000</u>	<u>3,200,000</u>

Budget Year Revenues:

Refuse Enterprise Fund	683,000
Developer Capital Fees	138,000
TOTAL	<u>821,000</u>

**2008 - 2009 COMMUNITY INVESTMENT PROGRAM
CLOVIS COMMUNITY DEVELOPMENT AGENCY**

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

Major expenses for 2008 – 2009 include:

- Construction of public improvements along Herndon Avenue, attracting new business whereby creating new employment opportunities.
- Streetscape Expansions to Downtown Clovis.
- 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).
- Improvements in the Ashlan and Fowler Avenues area.

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

REVISED

2008 - 2009 COMMUNITY INVESTMENT PROGRAM

CLOVIS COMMUNITY DEVELOPMENT AGENCY PROJECTS

	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<u>Community Development</u>			
<i>Section 44100</i>			
Commercial/Industrial Improvements Herndon Avenue	648,000	500,000	800,000
<u>Affordable Housing</u>			
<i>Section 44700 - Herndon Project Area</i>			
	0	195,000	400,000
<u>General Administration</u>			
<i>Section 46500</i>			
Railroad Corridor Plan Implementation	300,000	600,000	800,000
Old Town Tree Rejuvenation	0	113,000	0
<u>Affordable Housing</u>			
<i>Section 48000 - Central Project Area</i>			
New Home Lots	298,297	300,000	400,000
Loans for Home Repair	240,190	500,000	400,000
Home Improvement Grants	54,000	42,000	160,000
New Home Construction	358,000	180,000	720,000
Affordable Housing Project	0	250,000	0
World Changers - Home Improvement	0	70,000	280,000
City College Project House	0	180,000	0
Various Improvements - Subdivisions	0	200,000	0
Ashlan/Fowler Subdivision	0	1,250,000	0
 TOTAL	 <u>1,898,487</u>	 <u>4,380,000</u>	 <u>3,960,000</u>

Budget Year Revenues

Revenue From Other Agencies	717,000
Bond Revenue	1,250,000
Tax Increment	<u>2,413,000</u>
 TOTAL	 <u>4,380,000</u>

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FIVE-YEAR COMMUNITY INVESTMENT BUDGET

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FIVE-YEAR COMMUNITY INVESTMENT BUDGET

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:

- Completion of the Clovis Landfill Demonstration Project and construction of the Stage 1 Liner.
- Design, construction and replacement of water mains and wells to serve the current capacity and new development.
- Continued design and construction of the Clovis Sewage Treatment – Water Reuse Facility and supporting infrastructure.
- 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	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013 or Later
General Services	198,000	470,000	1,049,000	1,132,000	31,941,000
Sewer	8,889,000	6,988,000	7,233,100	8,829,000	305,972,500
Parks	2,780,000	2,870,000	6,906,000	4,226,000	5,453,000
Streets	10,772,000	10,091,500	9,885,200	9,119,150	14,287,150
Water	5,592,000	4,654,500	4,802,500	5,192,000	63,100,100
Refuse	821,000	3,200,000	100,000	0	15,722,500
Community Development	4,380,000	1,470,000	1,070,000	1,070,000	1,070,000
TOTAL	33,432,000	29,744,000	31,045,800	29,568,150	437,546,250

Sources of Funding

Fund Balance	13,517,600	12,484,100	11,379,500	12,829,740	21,804,880
Revenue from Agencies	7,124,150	2,471,000	2,576,800	2,406,000	1,939,000
Developer Capital Fees	7,952,000	7,570,900	10,077,900	9,772,860	25,734,616
Enterprise Revenues	1,175,250	1,429,000	683,500	983,000	3,019,650
Long-Term Financing	1,250,000	0	0	0	116,797,000
Tax Increment	2,413,000	1,120,000	720,000	720,000	720,000
*Unfunded	0	4,669,000	5,608,100	2,856,550	267,531,104
TOTAL	33,432,000	29,744,000	31,045,800	29,568,150	437,546,250

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

GENERAL GOVERNMENT FACILITIES

ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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PUBLIC SAFETY SERVICES

71057	Facilities Administration Master Plan	5,000	d	75,000	d	Master plan for relocation of public safety facility headquarters. (General Government Services Fund)
	Fire Department Logistics Center Bullard and Fowler Parking Lot Improvement			10,000	d	Overlay parking lot.
				35,000	c	(General Government Services Fund)
71075	Fire Station 2 Minnewawa, S/O Shaw Rebuild Fire Station			500,000	d	Demolish and rebuild or refurbish fire station to meet modern construction standards. (General Government Services Fund)
	Fire Station 3 Herndon and Villa Remodel	25,000	d			Remodel existing living quarters to increase occupancy. (General Government Services Fund)
		125,000	c			
	Fire Station 4 Armstrong and Gettysburg Remodel 2nd Floor	3,000	d			Remodel 2nd floor to convert storage room to weight room. (General Government Services Fund)
		48,000	c			
71435	Fire Station 6 Southeast Area Leonard/Loma Vista			350,000	a	Design and construction of a new fire station in the southeast area. (Developer Fees)
				50,000	s	
				100,000	f	

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

GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
71440	Fire Station 7 Northwest Area					350,000 a 500,000 d 5,500,000 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)
71432	Fire / EMS Training Site Phase 1 Continue with site design and initial site improvements, design the drafting pit facility			160,000 d 50,000 c			Provide for design of civil improvements. This is part of the Fire Department's long range goal to help provide improved emergency services. (General Government Services Fund)
	Phase 2 Drafting pit facility construction and continued site improvements			50,000 d 500,000 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

ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
	Police/Fire Headquarters						
71437	Security Fencing					5,000 d 55,000 c	Install 2' (additional height) of wrought iron fencing to existing police and fire administration yard for security purposes. (General Government Services Fund)
71438	Covered Parking					4,000 d 110,000 c	Provide covered parking for 17 PD parking stalls for weather protection during inspection and provisioning of vehicles. (General Government Services Fund)
71439	Storage Facility					15,000 d 135,000 c	Construct storage facility at north end of site for Police Department. (General Government Services Fund)
71441	Dispatch UPS Relocation					40,000 c	Relocate existing UPS system (due to noise) from 911 room to area near dispatch breakroom. (General Government Services Fund)
71380	Shooting Range Auberry Road near Landfill Site					10,000 d	Conduct a feasibility study for a shooting range. (General Government Services Fund)
	Site Development					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)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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Villa Yard Reorganization

71192	Animal Shelter Housing Structure	15,000 d		135,000 d		3,500,000 c	Construction of a new animal shelter. (General Government Services Fund and Community Donations)
	Police Storage Facilities					120,000 d	Design and construction of facilities for impounding and storage of evidence including an area for the Community Service Work Program. (General Government Services Fund)
71374	Site Improvements	25,000 c					Site improvement at Villa Yard to comply with Fresno County requirements. (General Government Services Fund)

PUBLIC SERVICES AND UTILITIES

71359	Civic Center Expansion		200,000 a	200,000 a	200,000 a	600,000 a	Acquisition of County facility for office expansion. (General Government Services Fund)
71373	Letterman Skate Park Concrete Repairs	40,000 c					Repair of broken concrete at the Letterman Skate Park. (General Government Services Fund)
	Sierra Bicentennial Park Stadium Lighting			4,000 d			Install additional lighting to existing poles to increase visibility on the playing field. (General Government Services Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
71361	Civic Center Plaza Landscape/Irrigation Replacement	10,000 d	15,000 d 50,000 c	10,000 d 50,000 c	50,000 c	50,000 c	Develop master plan, design and install replacement irrigation and landscaping for the Civic Center including the Courthouse, Senior Center, PDS, City Hall and Library areas. Construct over multiple years. (General Government Services Fund)
71362	Bollard Replacement	8,000 d	50,000 c				Remove/replace all existing pedestrian light bollards w/higher density & efficiency for night security. (General Government Services Fund)
71363	Tree Planter Rehabilitation Parking Lot		65,000 c				Rehabilitate parking lot tree planters between the library and I.S. building. (General Government Services Fund)
71356	Corporation Yard First Floor Improvements					25,000 d 750,000 c	Improvements to the first floor of the Administration Building for Public Utilities. (Sewer, Water and Refuse Funds and General Government Services Fund)
	Parking Improvement					1,300,000 a 150,000 d	Improvements to Public Utilities parking (Sewer, Water, Refuse and General Government Services Fund)
71366	Mechanical Systems						Modifications to existing mechanical system to provide for needed air flow. (General Government Services Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
71397	ADA Master Planning	25,000 c	25,000 c	25,000 c	25,000 c	25,000 c	Continue ADA Master Plan compliance and upgrades. (General Government Services Fund)
71394	Fiber Optics Fiber Optics Locating	25,000 u					Contract with local services for U.S.A. locating of fiber optics. (Encroachment Fees and General Government Services Fund)
	Fire station No.2 to Letterman Park Water Tower			15,000 d 86,000 c			Upgrade existing limitation of fiber system for camera's and City network. (General Government Services Fund)
71398	Fire Station No. 1		25,000 c				Reimbursement of costs for the fiber optic connection to Fire Station No. 1, for public safety and communication needs. (General Government Services Fund)
71399	Lind Yard Connection		65,000 c				Install fiber optic connection from Villa to the Lind Yard/Pelco for security purposes. (General Government Services Fund)
	Shaw Avenue - Clovis to Fowler Clovis Avenue - Shaw to Fourth			19,000 d 183,000 c			Current system is limited due to all lines being used, a link is needed to Sierra Vista Mall Camera's for public safety. (General Government Services Fund)
TOTAL- GENERAL GOVERNMENT FACILITIES		198,000	470,000	1,049,000	1,132,000	31,941,000	

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SEWER CAPITAL PROJECTS - ENTERPRISE FUND

91000 ACCT	PROJECT LOCATION	2008-09	2009-2010	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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PREVENTATIVE MAINTENANCE

Trunk Sewer Sonex Inspection

60,000 d

Inspect trunk sewers owned by the City.

ALLEY AND EASEMENT LOCATIONS

72700	Fourth/Gibson Alley Renn to Sunnyside	25,000 d	125,000 c				Replace existing 6 inch concrete sewer with 8 inch PVC from manholes 12-28 to 12-59. Coordinate with water main replacement project.
72705	Osmun/Hughes Alley South of Third to Fourth	9,000 d	75,000 c				Replace existing 10 inch clay sewer main with 10 inch PVC from Manholes 11-15 to 11-16. Coordinate with water main replacement.
	Third/Gibson Easement East of Elm	45,000 d	105,000 c				Relocate sewer laterals to Third and Fourth Street and abandon main.
	Barstow Avenue Villa to Helm Canal and Sylmar to Tollhouse Road				20,000 d		Replace 8 inch clay sewer main from manholes 16-45 to 16-17 and 17-18 to 17-13. Coordinate with street project.
72583	DeWitt Avenue South of Santa Ana	20,000 d	160,000 c				Replace 6 inch clay sewer main with 8 inch PVC from manholes 27-31 to 27-40.
72584	Fairmont Avenue Acacia to Sunnyside	5,000 d	35,000 c				Replace existing 8 inch PVC sewer from manhole 25-47 to manhole 25-51.
72586	Harvard Avenue N/O Eighth to Ninth	8,000 d	75,000 c				Replace existing 6 inch concrete sewer from manhole 15-39 to manhole 15-31.

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

SEWER CAPITAL PROJECTS - ENTERPRISE FUND

91000 ACCT	PROJECT LOCATION	2008-09	2009-2010	2010-11	2011-12	2012-13 or Later	DESCRIPTION
72587	Hoblitt Avenue East & West of Cole	13,000 d 105,000 c					Replace existing 6 inch VCP sewer from manhole 23-38 to manhole 23-15.
72582	Paula Avenue Gettysburg to 530 feet south					31,200 d 83,200 c	Replace 6 inch VCP sewer with 8 inch PVC and modify MH 30-38 and 31-2.
TOTAL - SEWER CAPITAL PROJECTS - ENTERPRISE		<u>505,000</u>	<u>150,000</u>	<u>60,000</u>	<u>438,000</u>	<u>114,400</u>	

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2008-09	2009-2010	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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EXTENSIONS

72010 Miscellaneous Extensions 100,000 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 75,000 d 50,000 d 50,000 d 50,000 d 50,000 d Master planning for the conveyance of wastewater and required facilities.

73220 Recycled Water System Master Plan 90,000 d Prepare a master plan for distribution of both reclaimed and recycled water including the use from surface water sources.

SEWAGE TREATMENT - WATER REUSE FACILITY

Sewage Treatment - Water Reuse Facility
 73194 Phase 1 750,000 c Design, Build and Operate Contract for the Sewage Treatment-Water Reuse Facility Initial plant capacity of 2.84 Mgd. (Development Fees, Long Term Financing)

Phase 2 1,500,000 d Increase plant capacity from 2.84 Mgd to 22,000,000 c 5.68 Mgd. Construct 2023.

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

73197 Miscellaneous Consulting 700,000 d Outside consulting and legal services to assist in permitting, environmental mitigation, engineering and architectural design. (Development Fees)

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

SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2008-09	2009-2010	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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Clovis Sewage Treatment - Water Reuse Facility - Offsite Improvements

73205	Shepherd Pump Station W/Force Main, DeWolf Sewer	500,000	d	500,000	d	14,500,000	c Construct 2012. Needed to serve the Northwest area.
73206	Herndon Service Area Pump Station and Force Main					200,000	d Construct 2020.
						1,200,000	c
	Peach Service Area Pump Station and Force Main					400,000	d Construct 2032.
						3,000,000	c

RECYCLED WATER SYSTEM IMPROVEMENTS

73320	Pump Station No. 1 Phase 2					100,000	d Construct pump station at ST-WRF.
						700,000	d Upgrade to plant capacity. c Construct 2023.
73320	Pump Station No. 2 Temperance/Sierra					1,500,000	d Construct pump station at Temperance and
						8,500,000	c Sierra Avenues. Scheduled 2035. (Development Fees)
73330	Emergency Storage Basin					50,000	c System design for using existing or constructing new facilities for emergency storage of recycled water. (Development Fees)
73370	Recycled Water Mains Sierra Avenue Temperance to Peach					3,000,000	d Install recycled water transmission main in
						18,500,000	c Sierra Avenue. Construct 2035. (Development Fees)

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

SEWER CAPITAL PROJECTS - DEVELOPER

ACCT	PROJECT LOCATION	2008-09	2009-2010	2010-11	2011-12	2012-13 or Later	DESCRIPTION
73380	Nees/DeWolf/Teague Pipelines					450,000 d 2,650,000 c	Install recycled water distribution mains to supply recycled water to northeast area. (Non-Potable Water Development Fee)
73390	Environmental Mitigation	50,000 c					Provide environmental mitigation measures including construction of ponds. (Development Fees)
<u>SEWER SYSTEM IMPROVEMENTS</u>							
	Wastewater Pump Station Hemdon/Clovis					100,000 d 266,000 c	Partial construction of pump station and related connection to sewer main. (Development Fees)
<u>SEWER MAINS</u>							
	Alluvial Avenue Armstrong to ¼ mile east of Armstrong					28,400 d 241,600 c	Extension of sewer main in Alluvial from western limits of Phase 1 of R&T Park to Armstrong Avenue. Coordinate with Alluvial Avenue street improvements.
	Nees Avenue Dry Creek to Sunnyside		20,000 d 150,000 c				Install new 8 inch PVC main with wyes to serve properties on the south side of Nees.
	Heritage Avenue E/O Temperance					15,000 d 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)

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

SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2008-09	2009-2010	2010-11	2011-12	2012-13 or Later	DESCRIPTION
DEBT SERVICES							
67201	Bond Handling Charges	50,000	50,000	50,000	50,000	50,000	Handling Charges.
2007 Sewer Revenue Bond							
67735	Principal	0	0	0	930,000	67,610,000	Debt Service Principal.
67835	Interest	3,185,000	3,185,000	3,185,000	3,166,000	51,966,000	Debt Service Interest.
2005 Wastewater Revenue Bond							
67731	Principal	0	0	0	310,000	25,425,000	Debt Service Principal.
67831	Interest	1,282,000	1,282,000	1,282,000	1,277,000	24,448,500	Debt Service Interest.
1998 Sewer Revenue Bonds							
67718	Principal	125,000	130,000	140,000	145,000	13,895,000	Debt Service Principal.
67818	Interest	748,000	742,000	735,600	729,000	8,137,600	Debt Service Interest.
1995 Regional Waste Water Treatment Plant Expansion							
67716	Principal	965,000	1,025,000	1,090,000	1,155,000	0	Debt Service Principal. Ends 2012.
67816	Interest	214,000	154,000	90,500	29,000	0	Debt Service Interest. Ends 2012.
TOTAL - SEWER CAPITAL PROJECTS - DEVELOPER		8,384,000	6,838,000	7,173,100	8,391,000	305,858,100	

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
75600	Park Property Acquisition	1,000,000 a	Acquire property for the future development of City park sites and trails. (Fund Balance & Development Fees)				
75010	Parks Master Plans	50,000 d	50,000 d				Develop and update Master Plans for City of Clovis park sites. (Fund Balance & Development Fees)
75015	Misc. Park Improvements	900,000 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. (Fund Balance & Development Fees)
<u>COMMUNITY PARKS (15 acres or greater)</u>							
Sierra Bicentennial Park Sunnyside and Sierra							
75031	Accessibility Improvements			9,000 d	10,000 d		ADA Master Plan Improvements. (Contingent upon CDBG Funding)
	Play Field Improvements		35,000 d	60,000 c	222,000 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			Construct a baseball/soccer field and install sports lighting. (Contingent upon a future grant and General Government Services Fund)
			250,000 c	750,000 c			

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
	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)
	Masonry Wall and Walkway System				30,000 d 200,000 c		Construct masonry wall and walkway system per Master Plan. (Fund Balance)
	Parking Lot Expansion and General Park Amenities					25,000 d 160,000 c	Expansion of parking lot and construction of general park amenities per Master Plan. (Fund Balance)
	Sports Field Area Modifications					25,000 d 160,000 c	Modification and improvement of existing sports field per Master Plan. (Fund Balance)
	Parking Lot, Security Lighting, Shade Structure, and Perimeter Fencing					25,000 d 150,000 c	Construct parking lot, security lighting, shade structure, and perimeter fencing per Master Plan. (Fund Balance)
	Valley Nature Education Center Sierra and Temperance						
75046	Play Area, Creek Sitework, Sidewalk		45,000 d 475,000 c				Continue recreational improvements, including creek layout, landscaping and pathways. (Fund Balance & Grants)
	Fishing Lakes/Park Improvements			80,000 d 1,350,000 c			Excavate lake and pond area, rough grading. (Contingent upon future grant funds, Fund Balance, and Community Contributions)

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
	Recirculation Piping			54,000 d 356,000 c			Construction of piping and pumps to recirculate water in ponds. (Contingent upon future grant funds, Fund Balance, 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 future grant funds, Fund Balance, and Community Contributions)
	Classroom Facilities and Restroom					233,000 d 1,784,000 c	d Construct building for classroom facilities. c (Contingent upon future grant funds, Fund Balance, and Community Contributions)
	Amphitheater					31,000 d 144,000 c	d Construct amphitheater. c (Contingent upon Grant Funding, Fund Balance and FMFCD Participation)
	Regional Park Northeast area 75065 Master Plan						Develop master plan for a City of Clovis regional park site. (Fund Balance)
	Sports Complex Located within Regional Park			65,000 d 1,250,000 a		1,000,000	Develop facilities, including lighting, for soccer fields and baseball diamonds. (Fund Balance)

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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AREA PARKS (3 to 20 acres)

75110	Cottonwood Park SWC Alluvial and Clovis Specific Master Planning	35,000					Develop park specific master plan. (Fund Balance)
	Letterman Park W/S of Villa, S/O Bullard Accessibility Improvements		20,000 d 75,000 c				ADA Master Plan Improvements. (Contingent upon CDBG Grant)
75050	San Gabriel Park San Gabriel, E/O Willow Security Lighting			22,000 d 95,000 c			Install lighting for security at the basketball court, play lot and picnic sites. (Contingent upon a Grant and Fund Balance)
75075	Stanford/EI Paso Park Restroom	25,000 d 200,000 c					Construct restroom. (Fund Balance)
75085	Picnic Shelter & Security Lighting	20,000 d 150,000 c					Construct picnic shelter with amenities. Install security lighting. (Fund Balance)

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PARK IMPROVEMENTS

ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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POCKET PARKS (Less than 1 acre)

Kiwanis Park

Tenth and DeWitt

75540 Irrigation and Lighting

7,000 d
20,000 c

Remove and replace irrigation system and install security lighting.
(General Government Services Fund and Community Donations)

**Monte Vista 26 Park
Fordham and Fir**

75555 Accessibility Improvements

15,000 d
75,000 c

Modify existing play structure to meet ADA requirements. Install rubber access/safety surfacing. Install concrete walk.
(LMD Reserves)

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.
(Fund Balance and FMFCD Participation)

75123 Recreation Facilities

17,000 d
114,000 c

Install recreation fields, ramps to parking lot.
(Contingent upon a grant, Fund Balance and FMFCD Participation)

75124 Restroom

25,000 d
200,000 c

Construct restroom.
(Fund Balance)

75125 Field "Sports" Lighting

25,000 d

Construct sports lighting.

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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(Contingent upon a future grant and Fund Balance)

75150	Basin 4E Park Bullard and Fowler Master Planning	50,000 d	25,000 d		208,000 c		Review and, as necessary, revise the Master Plan design for Basin 4-E. (Fund Balance)
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TRAILS

75145	Pedestrian/Trails Update Master Plan	50,000 d					Update master plan for pedestrian trails. (Measure C Funded)
75155	Dry Creek Trail Cottonwood Park	25,000 d 135,000 c					Construct trail through Cottonwood Park. (Measure C Funded)
71415	Trail Head/Rest Area SWC Sunnyside & Shepherd Clovis Old Town Trail Restroom	160,000 d	15,000 d 150,000 c	1,620,000 c			Design and construct trail head per grant timeline and allocation. (TE Grant Funded) 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)

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
	Dry Creek Trail Willow to Old Town Trail					83,000 455,000 828,000	d Complete unfinished portion of Dry Creek Trail. a c (Contingent upon Future Grant or Fund Balance)
	Enterprise Canal Trail Temperance to Alluvial		245,000				Construct a Class I bike and pedestrian trail on acquired property. (TE Grant Funded)
	Gould Canal Trail Fowler to DeWolf					250,000	a Purchase property for the future development of the Gould Canal Trail. (Development Fees)
	TOTAL - PARKS	<u>2,780,000</u>	<u>2,870,000</u>	<u>6,906,000</u>	<u>4,226,000</u>	<u>5,453,000</u>	

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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REIMBURSEMENTS

74009	Street Master Plan	25,000 d					Master Planning for Northeast Area. (Developer Reimbursed)
74010	Misc. Street Widening	200,000 c	City participation in miscellaneous projects and provisions for miscellaneous unforeseen expenses. (Fund Balance)				

SURVEYS

74127	Street Lighting Plats	25,000 d					Prepare plats of street lights and conduit of City owned street lights as required by Underground Service Alert (USA). (Fund Balance)
74128	Fiber Optic Plats	50,000 d					Prepare plats of fiber optics and conduit of City owned services. (Fund Balance)
74928	Vertical Control System	7,000 d					Update the City's vertical control system to NAD 83. (Fund Balance)

PREVENTATIVE MAINTENANCE

74020	Slurry Seals and Pavement Rejuvenation	5,000 d	Asphalt/sand slurry sealing and pavement rejuvenation of various City streets. Locations prioritized on a yearly basis using Pavement Management System. (Measure C Funded)				
		275,000 c	300,000 c	325,000 c	350,000 c	375,000 c	

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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PLAN LINES

74742	DeWolf Avenue Gould Canal to Bullard Thompson Avenue Ashlan to Shaw McCall Avenue Ashlan to Shaw Gould Canal Jefferson Canal Copper Avenue Behymer Avenue	40,000	d				Prepare plan lines for DeWolf, Thompson, McCall, Copper and Behymer Avenues and Gould and Jefferson Canals. (Fund Balance)
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74743	Shaw Avenue DeWolf to McCall Bullard Avenue DeWolf to Highland Leonard Avenue Gould Canal to Bullard Ashlan Avenue DeWolf to McCall Alluvial Avenue Temperance to Highway 168 Needs Avenue Temperance to Highway 168	20,000	d				Prepare plan lines for Shaw, Bullard, Leonard, Ashlan, Alluvial and Needs Avenues. (Fund Balance)
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BRIDGE AND STREAM CROSSINGS

	Dry Creek/Barstow Bridge	15,000	d				Reconstruction of the bridge.
		35,000	a				(Street Fee Reimbursement)
		220,000	c				

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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RESEARCH AND TECHNOLOGY PARK

Phase 2
Alluvial, E/O Armstrong 372,250 a 25,000 d 3,082,700 c
 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)

74122 **Bicycle Transportation Master Plan Update** 25,000 d
 Update The City's Bicycle Transportation Master Plan
 (Measure C Funded)

74210 **Misc. Concrete Improvements** 5,000 d 5,000 d 5,000 d 5,000 d 5,000 d
 50,000 c 50,000 c 50,000 c 50,000 c 50,000 c
 Curb, gutter, sidewalk improvements and repairs at various locations. Includes ADA compliance.
 (Fund Balance)

74886 **Misc. Wheelchair Ramps Various Locations** 10,000 d 30,000 c 30,000 c 30,000 c 30,000 c
 95,000 c
 Install wheelchair accessible (ADA) ramps at various locations.
 (CDBG & Measure C ADA Funding)

LANDSCAPING IMPROVEMENTS

74542 **Ashlan Median Island Whittier to McKelvy** 317,000 c
 Construct median island with curbs, stamped concrete landscaping and irrigation.
 (TE Grant Funding and Fund Balance)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
	Sierra/Armstrong Landscape Improvement		6,500 d 47,500 c				Remove and replace undersized irrigation system on the west side of Armstrong south of Sierra. Reconstruct landscape. (General Government Services Fund)
74867	Landscape Maintenance District - Area 1 Horse Ranch Estates Upgrades	3,000 d 28,000 c					Convert the existing solar powered irrigation system to electrical on west side of Peach, north and south of Goshen. Replace specified existing landscape and irrigation system. (LMD Reserves)
	Williamsburg Manor Landscape Renovation	6,000 d 52,500 c					Replace irrigation along wall and in median island and replace plant material in median island in Nees between Willow and Chapel Hill. (LMD Reserves)
	Dry Creek Estates Sprinkler Upgrades	5,000 d 42,500 c					Convert the existing solar powered irrigation system to electrical on the north side of Alluvial between Clovis and DeWitt. (LMD Reserves)
74866	Landscape Maintenance District - Area 2 Irrigation Centralization		85,000 d&c				Install central irrigation control system at street landscape sites along east side of Armstrong between Bullard and Keats and along south side of Bullard between Armstrong and Roberts to reduce water consumption and labor. (LMD Reserves)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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	Temperance/Gettysburg Northwest Corner - Greenbelt		10,000 d 95,000 c				Remove and Replace existing landscape and irrigation of greenbelt. (General Government Services Fund and LMD Reserves)
	Fowler Landscaping Gettysburg to Ashlan		19,000 d 188,000 c				Evaluate existing landscaping, design and install new landscaping and irrigation. (General Government Services Fund and LMD Reserves)
	Ashlan Frontage Irrigation W/O Fowler near Basin '1E'		6,500 d 49,000 c				Irrigation redevelopment. Design and install new irrigation in Frontage area and Median. (General Government Services Fund)

TRAFFIC SIGNALS

Communication Systems

74412	Clovis Avenue Gettysburg to Dayton						Fiber optics and pull boxes. (Grant Funded)
74407	Temperance Avenue Armstrong, Shaw, Temperance		22,500 d 235,000 c				Install fiber optic cabling for signal coordination. Coordinate with street improvements. (Pending CMAQ Grant)
	Temperance Avenue Shaw to Herndon		25,000 d 305,000 c				Install fiber optic cabling for signal coordination. Coordinate with street improvements. (Pending CMAQ Grant)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
<u>Traffic Signal Improvements</u>							
74525	Ashlan/Armstrong Traffic Signal	28,000 d 23,000 a 224,000 c					Install traffic signal. (Street Fee Reimbursement)
	Clovis/Gettysburg Traffic Signal		25,000 d 225,000 c				Signal modifications for left-turn phasing in all directions. (Fund Balance)
74379	Clovis/Third Traffic Signal	135,000 c					Signal modification for left-turn phasing in all directions. Design completed. (CMAQ Grant Funded)
74839	Clovis/Seventh Street Traffic Signal					59,000 d 500,000 a 430,000 c	Install traffic signal and acquire right-of-way. (CMAQ Lifeline and Fund Balance)
74386	Clovis/Nees Traffic Signal	275,000 c					Install traffic signal. Design completed. (CMAQ Grant Funded)
74385	Temperance/Sierra Traffic Signal			30,000 d 275,000 c			Install traffic signal. (Pending CMAQ Funding)
	Peach/Herndon Quad Intersection					250,000 c	Completion of improvements to facilitate the quadrant intersection design and operation. (Street Fee Reimbursement)
	Willow/Herndon Quad Intersection					750,000 c	Completion of improvements to facilitate the quadrant intersection design and operation. (Street Fee Reimbursement)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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DEVELOPMENT PROJECTS - STREET FEE REIMBURSABLE

74759	Temperance Avenue Bullard to Herndon	150,000					Complete design of improvements for grant submittal. (Street Fee Reimbursable)
74761	Alluvial Avenue East of Temperance	200,000					Complete design of the Alluvial extension to Fwy 168 Nees/DeWolf interchange. (Street Fee Reimbursable)

CENTER LANE RECONSTRUCTION

	Alluvial Avenue Fowler to ¼ mile east of Armstrong				26,500 d 625,300 c		Reconstruct center travel lane. (Street Fee Reimbursement)
	Herndon Avenue Locan to Coventry				35,000 d 100,000 a 500,000 c		Reconstruct center travel lane. (Street Fee Reimbursement)
74539	Temperance Avenue Bullard to S/O Herndon			50,000 d 89,300 a 700,000 c			Reconstruct center travel lane. (Street Fee Reimbursement)

RECONSTRUCTION AND WIDENING PROJECTS

74215	Miscellaneous Repairs		75,000 c	75,000 c	75,000 c	75,000 c	Perform miscellaneous repairs at various locations.
	<u>Alley Improvements</u>						
	Santa Ana Alley Minnewawa to Villa		19,500 d 137,000 c				Alley reconstruction. (Contingent upon CDBG Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
74642	Hughes/Osmun Alley Third to Fourth	2,000 d 13,000 c					Alley surface restoration. Construct with Sewer and Water main replacement projects. (Fund Balance)
	Helm Alley Barstow to Lincoln Lincoln Alley Helm to Sylmar			27,200 d 126,300 c			Alley reconstruction. (Contingent upon CDBG funding)
74646	Shaw/Twain Alley Helm to Peach			20,300 d 128,000 c			Reconstruct alley and install valley gutter with at-grade approaches. (Contingent upon CDBG Funding)
<u>Alluvial Avenue Improvements</u>							
	Peach to Minnewawa		25,000 d 300,000 c				Overlay street. (Fund Balance)
	Sunnyside to Whittier			15,000 d 150,000 c			Overlay street. (Fund Balance)
	Armstrong to Temperance			15,000 d 150,000 c			Overlay street. (Fund Balance)
<u>Armstrong Avenue Improvements</u>							
	Ashlan to Gould Canal					12,500 d 125,000 c	Overlay street. (Fund Balance)
	Gettysburg to Ashlan				24,000 d 371,700 c		Widen and overlay street. (Fund Balance)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
	Gettysburg to Shaw				35,000 d 310,000 c		Overlay street. (Fund Balance)
	Shaw to Barstow					22,000 d 243,000 c	d Overlay street. c (Fund Balance)
	Barstow to Bullard					50,000 d 500,000 c	d Reconstruct street. c (Fund Balance)
74804	Bullard to Sierra				30,000 d 330,000 c		Overlay street. (Fund Balance)
	Polson to Sierra					22,000 d 108,000 c	d Reconstruct street. c (Fund Balance)
	Tollhouse to Herndon					12,500 d 125,000 c	d Overlay street. c (Fund Balance)
	Herndon to Alluvial		45,000 d 415,000 c				Reconstruct/overlay street. (Fund Balance)
	Alluvial to Nees			30,000 d 300,000 c			Overlay street. (Fund Balance)
	<u>Ashlan Avenue Improvements</u>						
74808	Peach to Minnewawa	33,000 d 475,000 c					Reconstruct street. (Grant Funded)
	Whittier to Cypress		20,000 d 195,000 c				Overlay street. (Fund Balance)
74807	Fowler to Armstrong	25,000 d 350,000 c					Overlay street. (Fund Balance)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
	Armstrong to Temperance		45,000 d 450,000 c				Reconstruct street. (Fund Balance)
	Temperance to Locan		42,500 d 425,000 c				Overlay street. (Fund Balance)
	<u>Barstow Avenue Improvements</u>						
	Minnewawa to Harvard					12,500 d 125,000 c	Overlay street. (Fund Balance)
	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. (Fund Balance)
	Armstrong to Temperance		25,000 d 250,000 c				Overlay street. (Fund Balance)
	<u>Bullard Avenue Improvements</u>						
	Armstrong to Temperance					15,000 d 150,000 c	Overlay street. (Fund Balance)
74941	Armstrong to Fowler South Side	18,000 d 175,000 c					Overlay street. (Fund Balance)
74942	Temperance to Coventry	20,000 d 170,000 c					Overlay street. (Fund Balance)
	Coventry to Locan				20,000 d 200,000 c		Overlay street. (Fund Balance)

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REVISED

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
74943	W/O Clovis	4,500 d 52,500 c					Overlay street and coordinate diagonal parking improvements. (Fund Balance)
	Villa to Minnewawa				32,500 d 325,000 c		Overlay street. (Fund Balance)
	<u>Clovis Avenue Improvements</u>						
74499	Gateway to the Sierras Enhance Sign	15,000 d 150,000 c					Enhance sign between 4th and 5th streets. (TE Grant Funded)
	Shaw to Pico			20,000 d 385,000 c			Reconstruct/overlay street. (Fund Balance)
74501	Shaw to Third	75,000 d 1,650,000 c					Reconstruct/overlay street. (Relinquishment Funds)
	Santa Ana to Gettysburg		15,000 d 120,000 c				Install curb and gutter and paving on the east side of Clovis Avenue. (Contingent upon Grant Funding and Fund Balance)
	Alluvial to Herndon				32,000 d 720,000 c		Reconstruct/overlay street. (Fund Balance)
	Herndon to Sierra		30,000 d 280,000 c				Overlay street. (Fund Balance)
	Nees to El Paso			17,500 d 165,000 c			Overlay street. (Fund Balance)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
	<u>Escalon Avenue Improvements</u>						
	E/O Tollhouse					10,000 d 87,200 c (Fund Balance)	Overlay street (Fund Balance)
	<u>Fifth Street Improvements</u>						
	Woodworth to Clovis					15,000 d 120,000 c (Fund Balance)	Overlay street. (Fund Balance)
	<u>Fowler Avenue Improvements</u>						
	Alluvial to El Paso		15,000 d 120,000 c				Overlay street (Fund Balance)
	Vartikian to Escalon						
	Barstow to Shaw					20,500 d 77,000 c (Fund Balance)	Overlay street. (Fund Balance)
	Gettysburg to Ashlan			33,000 d 515,000 c			Reconstruct street. (Fund Balance)
	<u>Gettysburg Avenue Improvements</u>						
74735	E/O Minnewawa					45,000 d 250,000 c (Fund Balance)	Reconstruct roadway. Joint project with Fresno County and FMFCD. (Fund Balance)
	Fowler to Armstrong		35,000 d 295,000 c				Overlay street. (Fund Balance)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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	Temperance to Armstrong					17,500 d 196,000 c (Fund Balance)	Overlay street. Joint project with Fresno County. (Fund Balance)
	Sierra Vista Pkwy to Clovis		30,000 d 290,000 c				
	<u>Herndon Avenue Improvements</u>						
	Fowler to Tollhouse		25,000 d 295,000 c				Thick overlay. (Fund Balance)
	Sunnyside to Fowler				40,000 d 375,000 c		Thick overlay. (Fund Balance)
	Villa to Peach			30,000 d 335,000 c			Overlay street. (Fund Balance)
	<u>Holland Avenue Improvements</u>						
	Winery to Willow and National Avenue Winery to Willow					24,000 d 147,000 c (Fund Balance)	d Overlay streets. c (Fund Balance)
	<u>Locan Avenue Improvements</u>						
	Bullard to Browning			15,000 d 109,000 c			Thick overlay. (Fund Balance)
	Robinwood to Barstow			10,000 d 63,000 c			Thin overlay. (Fund Balance)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
74872	Gettysburg to Alamos		25,000 d 200,000 c				Overlay street. (Fund Balance)
74873	Gettysburg to Richert			25,000 d 187,000 c			Thin overlay. (Fund Balance)
<u>Minnewawa Avenue Improvements</u>							
74771	Bullard to Second					23,000 d 195,000 c	Reconstruct street. Coordinate sewer project. (Fund Balance)
	Alluvial to Villa Diagonal					15,000 d 119,000 c	Thin overlay. (Fund Balance)
	S/O Herndon		7,500 d 41,500 c				Reconstruct street. (Fund Balance)
	Powers to Teague			15,000 d 120,000 c			Thick overlay. (Fund Balance)
	Nees to Teague		40,000 d 365,000 c				Overlay street. (Fund Balance)
	Alluvial to Nees					28,000 d 289,000 c	Reconstruct street. (Fund Balance)
	Barstow to Bullard					35,000 d 275,000 c	Thin overlay. (Fund Balance)
	Barstow to Shaw		25,000 d 250,000 c				Thin overlay. (Fund Balance)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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Miramonte School Area

Bellaire -
 Claremont to Fowler
 Hampton -
 West of Purdue
 Buckingham -
 Claremont to Purdue
 Miami -
 North of Bellaire
 Fordham -
 North of Bellaire
 Miramonte -
 North of Bellaire
 Purdue -
 Bellaire to Buckingham

55,000 d Reconstruct/overlay streets.
 450,000 c (Fund Balance)

Nees Avenue Improvements

Magnolia to Temperance

15,000 d Thin overlay.
 120,000 c (Fund Balance)

Willow to Peach

24,100 d
 393,500 c

Widen and reconstruct street.
 (Fund Balance)

74791 Peach to Minnewawa

45,000 d
 425,000 c

Overlay street.
 (Measure C Funded)

74792 Stanford to Fowler

25,000 d
 250,000 c

Overlay street.
 (Measure C Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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Shaw Avenue Improvements

74787	Shaw Avenue Improvement Hwy 168 to Armstrong	50,000 c					Construct and/or install streetscape improvements along Shaw Avenue. (CCDA Reimbursement - State Grant)
	Clovis to Sunnyside		55,000 d 585,000 c				Thick overlay. (Fund Balance)
	Sunnyside to Fowler			70,000 d 675,000 c			Overlay street. (Fund Balance)
	Temperance to Carson				25,000 d 225,000 c		Thin overlay. (Fund Balance)
	Carson to Locan		35,000 d 350,000 c				Overlay street. (Fund Balance)
	Clovis to Minnewawa				105,000 d 1,250,000 c		Reconstruct/overlay street. (Grant Funded)
74789	Peach to Minnewawa	65,000 d 970,000 c					Reconstruct/overlay street. (RSTP Grant Funded)
	Peach to Helm				55,000 d 704,000 c		Reconstruct street. (Fund Balance)
	Helm to Willow					20,000 d 209,000 c	Thick overlay. (Fund Balance)
74844	Armstrong to Temperance	35,000 d 530,000 c					Thick overlay. (Measure C Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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Sierra Avenue Improvements

Villa to Clovis

30,000 d Thin overlay.
342,000 c (Fund Balance)

74893 Armstrong to Temperance

50,000 d
525,000 c

Reconstruct street.
(Measure C Funded)

74881 Armstrong to Fowler

40,000 d
370,000 c

Overlay & widen street.
(Fund Balance)

Sunnyside Avenue Improvements

First to Third

17,500 d Thin overlay.
155,000 c (Fund Balance)

Highway 168 to Alluvial

14,500 d
159,000 c

Reconstruct street.
(Fund Balance)

Herndon to Highway 168

10,000 d Reconstruct street.
125,000 c (Fund Balance)

Los Altos to Herndon

12,000 d Reconstruct street.
167,000 c (Fund Balance)

Bullard to Jefferson

17,500 d
232,000 c

Thick overlay.
(Fund Balance)

Temperance Avenue Improvements

Barstow to Shaw

55,000 d
525,000 c

Overlay street.
(Fund Balance)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
	Bullard to Barstow		48,000 d 475,000 c				Overlay street. (Fund Balance)
	Shaw to Gettysburg		25,000 d 225,000 c				Overlay street. (Fund Balance)
	Bullard to Herndon			150,000 d 1,120,000 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. (Street Fee Reimbursement)
<u>Third Street Improvements</u>							
74286	Hughes to Tollhouse						25,000 d Replace curb & gutter. Coordinate with 400,000 c installation of water main. (Highway 168 Relinquishment Funds)
<u>Tollhouse Improvements</u>							
	Herndon to 300' E/O Borgan				17,500 d 160,000 c		Thick overlay. (Fund Balance)
	Fowler to 300' E/O Borgan				20,000 d 220,150 c		Thick overlay. (Fund Balance)
	Herndon to Temperance			12,500 d 138,000 c			Thick overlay. (Fund Balance)

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REVISED

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
	<u>Villa Avenue Improvements</u>						
	Bullard to Barstow				25,000 d 245,000 c		Thin overlay. (Fund Balance)
	Herrdon to Minnewawa					15,000 d 143,000 c	Thin overlay. (Fund Balance)
	Shaw to Barstow				34,000 d 390,000 c		Reconstruct/overlay street. (Fund Balance)
	Gettysburg to Swift			18,000 d 145,000 c			Reconstruct street. (Fund Balance)
	<u>Willow Avenue Improvements</u>						
	Sierra to Herrndon				27,500 d 267,000 c		Thin overlay. (Fund Balance)
	Holland to Ashlan		19,000 d 185,000 c				Overlay street. (Fund Balance)
	<u>Local Streets</u>						
74995	2007-08 Local Street Improvements	50,000 d 800,000 c	50,000 d 500,000 c	50,000 d 500,000 c	50,000 d 500,000 c	50,000 d 500,000 c	Overlay various streets in local neighborhoods as programmed through the Pavement Management System (PMS) - per separate document (CDBG Grant, CIWMB Grant and Measure C Funds and Fund Balance)
	Various Streets Cape Seal Program Rehabilitation Program						
	TOTAL - STREET IMPROVEMENTS	10,772,000	10,091,500	9,885,200	9,119,150	14,287,150	

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WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
76010	Various Water Main Replacement	100,000	100,000	100,000	100,000	100,000	Replace water mains within the City that need to be upsized, relocated, or replaced.
<u>WATER MAINS</u>							
76625	Fourth/Gibson Alley Purdue to Sunnyside					7,500	d Replace steel water main that is in poor condition. Coordinate with sewer replacement project.
76627	Osmun/Hughes Alley Third to Fourth	15,000					Replace existing main with 8" C900 water main. From valve 11-104 to Fourth Street.
76575	Barstow Avenue Brookhaven to Sunnyside	95,000					Upgrade to 18 inch main in accordance with the Water Master Plan. Coordinate with street overlay project Brookhaven to Clovis.
76450	Gettysburg Avenue Minnewawa to Clovis					25,000	d Install 12 inch main in accordance with the Water Master Plan. Coordinate with street improvements.
76508	Third Street Sunnyside to Pollasky				45,000		d Install 18 inch main in accordance with the Water Master Plan.
					450,000		c
					50,000		a

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WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
	<u>WELL REPLACEMENT</u>						
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	960,000	872,500	723,500	645,000	812,500	

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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EXTENSIONS

76010	Miscellaneous Extensions	50,000	75,000	100,000	100,000	100,000	Install water mains and services at various locations.
76184	Needs Tie-In Clovis to 500' East			50,000 c			Connect existing 12 inch water main in Needs and install fire hydrant, check valve and air release valves.
77091	Water Master Plan	35,000 d					Development of Water Master Plan. (Developer Reimbursed).

WATER STORAGE FACILITIES

Water Revenue Bond Debt Service							
67729	Principal	1,350,000	1,390,000	1,440,000	1,495,000	35,450,000	Debt Service Principal.
67201	Bond Handling Charges	10,000	10,000	10,000	10,000	10,000	Handling Charges
67829	Interest & Handling Charges	1,897,000	1,852,000	1,804,000	1,753,000	16,482,000	Debt Service Interest.
Water Storage Reservoir #2							
Villa N/O Barstow							
						25,000 d	Install a 500 GPM pump station to boost
						450,000 c	water pressure during peak hour demands.
							Install 18 inch water main in Villa to Bullard Avenue per Water Master Plan.

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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SURFACE WATER TREATMENT PLANT IMPROVEMENTS

77531	SWTP Process Addition	15,000 d	25,000 d	25,000 d	25,000 d	1,975,000 c	Add treatment process to alleviate taste and odor concerns based on pilot testing.
77537	Locan Transmission Main Needs to Bullard	250,000 c	200,000 c	200,000 c			Install 42" main from Bullard to Hwy 168 and 24" main from Hwy 168 to Nees. Reimbursement in accordance with the approved Reimburseable Agreement. Remaining reimbursement is \$650,000.
77538	Nees Transmission Main Locan to DeWolf		400,000 c	350,000 c	350,000 c		Install 24" main from Locan to Harlan Ranch. Reimbursement in accordance with the approved Reimburseable Agreement. Remaining reimbursement is \$1,100,000.

SWTP Expansion

307,000 d Expand capacity of plant from 15 MGD to 3,290,000 c 22.5 MGD. Project need established in the Urban Water Management Plan.

WELL IMPROVEMENTS

77605	Landscape Improvements Well 29, 31, 36, 38, 42 and Reservoir 4				125,000 c		Install water service, backflow devices, irrigation valves and landscaping at Res 4, Well 29, 31, 36, 38 and 42.
77587	Well 34 - Teague/Willow Auxiliary Power	10,000 d 85,000 c					Install auxiliary power.
77625	Well 37 - Minnewawa/Herndon Auxiliary Power	10,000 d 85,000 c					Install auxiliary power.

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
77670	Well 36 - Nees E/ 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.
	Pump and Motor			15,000 d 285,000 c			Install pump and motor, water main and site improvements.
	Chlorination			13,500 d 60,000 c			Install chlorination facilities.
	Auxiliary Power					15,400 d 122,400 c	Install auxiliary power.
77680	Well 39 - Willow/Magill Pump and Motor						Install pump and motor, water main and site improvements.
	Chlorination					13,500 d 60,000 c	Install chlorination facilities.
	Southeast Area Well Drill and Develop					7,500 d 125,000 c	Drill and develop well.
	Pump and Motor					15,000 d 285,000 c	Install pump and motor, water main and site improvements.
	Chlorination					13,500 d 60,000 c	Install chlorination facilities.

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WATER CAPITAL PROJECTS - DEVELOPER

ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
97000	Well at Armstrong/ Hwy 168 Drill and Develop					7,500 d 125,000 c	Drill and develop well.
	Pump and Motor					15,000 d 285,000 c	Install pump and motor, water main and site improvements.
	Chlorination Facilities					13,500 d 60,000 c	Install chlorination facilities.
<u>WATER MAINS</u>							
77750	Water Intertie - North Willow - Shepherd to Behymer					1,000,000 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.
77760	Water Intertie - South Leonard - Gettysburg to Gould Canal					75,000 d 925,000 c	Complete connection of a 16 inch water main that tie's into the City of Fresno's water system to increase the security and reliability of the water supply. (Funds Reimbursed by the City of Fresno)
	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.
	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)

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
	Saginaw Avenue W/O DeWolf						15,000 d Install 8 inch water main and services. 159,000 c (Reimbursement from property owners)
77090	Various Well Site Development						
	1. Test Hole	10,000 d 30,000 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	4,632,000	3,782,000	4,079,000	4,547,000	62,287,600	

At this time, the City of Clovis' Water Major Facilities Budget does not anticipate radon treatment at well sites. However, if radon treatment was required at the City's well sites, it is estimated the average cost per well could be up to \$1,025,000.

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REFUSE IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
81130	Clovis Landfill Corrective Action Program					150,000	c Construction of monitoring equipment, evaluation of groundwater extraction pumps, gas extraction pumps, and water filtration system. (Refuse Enterprise Fund)
81170	Landfill Electric Power Distribution System					50,000 150,000	d Extension of electrical power facilities to the c separation process area, and entrance gate at Auberry Road. Coordinate with landfill cell and scale construction. (Refuse Enterprise Fund)
81180	Landfill Wireless Link					2,500 15,000	d Install wireless communication from City c 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 5,000 45,000	a d c Acquire approximately 1.5 acres of right-of-way and widen street for left turn lane eastbound with storage for two solid waste trucks. (Refuse Enterprise Fund)
	Landfill Access Road Pave Bridge Access Road					10,000 65,000	d Pave access road with asphalt concrete c from bridge approach to landfill property line. (Refuse Enterprise Fund)

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REFUSE IMPROVEMENTS - ENTERPRISE FUND

ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
99500	Landfill Security System Install Chain Link Fence, Interior Lighting and Video						15,000 d Install chain link fence, interior lighting and 185,000 c video to prevent unauthorized entry and protect equipment and facilities from vandalism. (Refuse Enterprise Fund)
	Landfill Equipment Parking and Storage Facility						20,000 d Construct metal shed, enclosed on three 55,000 c sides with roof, and six stalls upon completion of the Landfill Master Plan Update. (Refuse Enterprise Fund)
81200	Villa Corporation Yard Master Plan						5,000 d Develop short and long range Master Plans 80,000 c for the ongoing use of the corporation yard and make grading and drainage improvements. (Refuse Enterprise Fund)
81140	Clovis Landfill Demonstration Project Excavate and Sort					521,000 c	Dirt extraction and stockpiling of the unlined portion of the landfill. (Refuse Enterprise Fund)
81147	Clovis Landfill Liner a) Liner System (Stage I)					300,000 d 3,200,000 c	Landfill expansion as needed for City growth. (Refuse Enterprise Fund)
	b) 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)

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REVISED

REFUSE IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
	c) Liner System (Stage III)					100,000	d Landfill expansion as needed for City
						1,000,000	c growth. Expansion estimated to occur in
						2043 - 2044.	
						(Refuse Enterprise Funds)	
	Clovis Landfill Closure					300,000	d Place impermeable cover over entire
						7,200,000	c landfill, complete drainage system, and
							install gas vents. Estimate closure to occur
							in 2050.
							(Landfill Closure/Post Closure Reserve)
	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	821,000	3,200,000	100,000	0	15,722,500	

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CLOVIS COMMUNITY DEVELOPMENT AGENCY

44100 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
COMMUNITY DEVELOPMENT							
Commercial/Industrial Improvements							
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. (Tax Increment)
TOTAL - COMMUNITY DEVELOPMENT		500,000	200,000	200,000	200,000	200,000	

44700 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
80170	Affordable Housing Project Herndon Area	195,000	100,000	100,000	100,000	100,000	Site preparation for new self-help homes. (Tax Increment)
TOTAL - AFFORDABLE HOUSING HERNDON PROJECT AREA		195,000	100,000	100,000	100,000	100,000	

46500 ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
GENERAL ADMINISTRATION							
80060	Clovis Avenue Corridor Plan Implementation	600,000	500,000	100,000	100,000	100,000	Agency participation in improvements along Clovis Avenue/Railroad Corridor including parking, signs and street improvements. (Tax Increment)

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REVISED

CLOVIS COMMUNITY DEVELOPMENT AGENCY

71364 Old Town Tree Rejuvenation 18,000 d
 Clovis Avenue - Fourth to Fifth 95,000 c

TOTAL - GENERAL ADMINISTRATION	713,000	500,000	100,000	100,000	100,000
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					100,000
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ACCT	PROJECT LOCATION	2008-09	2009-10	2010-11	2011-12	2012-13 or Later	DESCRIPTION
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AFFORDABLE HOUSING - CENTRAL PROJECT AREA

80090	New Home Lots	300,000	100,000	100,000	100,000	100,000	Purchase residential lots for affordable housing.(CDBG)
80100	Home Repair Loans	500,000	100,000	100,000	100,000	100,000	Agency participation in the repair and rehabilitation of affordable housing. (CalHome)
80105	Home Improvement Grants	42,000	40,000	40,000	40,000	40,000	Home improvement and repair grants for senior citizens in mobile home parks. (CDBG)
80120	New Home Construction	180,000	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	250,000					Senior Rental Housing. (Tax Increment)
80180	World Changers-Home Impr	70,000	70,000	70,000	70,000	70,000	Home improvement and repair. (Tax Increment)

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REVISED

CLOVIS COMMUNITY DEVELOPMENT AGENCY

80190	City College Project House	180,000	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	50,000	d				Tract Map improvement plans for the Rialto Rancho subdivision. (Tax Increment)	
80220	Sierra/Fwy 168 Property	50,000	d				Tract Map improvement plans for the subdivision. Prepare tentative map. (Tax Increment)	
80205	Nees/Clovis Subdivision Southeast Corner	50,000	d				Tract Map improvement plans for the subdivision. Prepare tentative map. (Tax Increment)	
80215	Sunnyside Subdivision South of Nees	50,000	d				Tract Map improvement plans for the subdivision. Prepare tentative map. (Tax Increment)	
80210	Ashlan/Fowler Subdivision Infrastructure	50,000	d	700,000	c	500,000	f	Construction of site/civil improvements for the Ashlan/Fowler subdivision. (Tax Increment)
TOTAL - AFFORDABLE HOUSING				2,972,000		670,000		
CENTRAL PROJECT AREA				670,000		670,000	670,000	
GRAND TOTAL - CLOVIS COMMUNITY DEVELOPMENT AGENCY				4,380,000		1,470,000	1,070,000	

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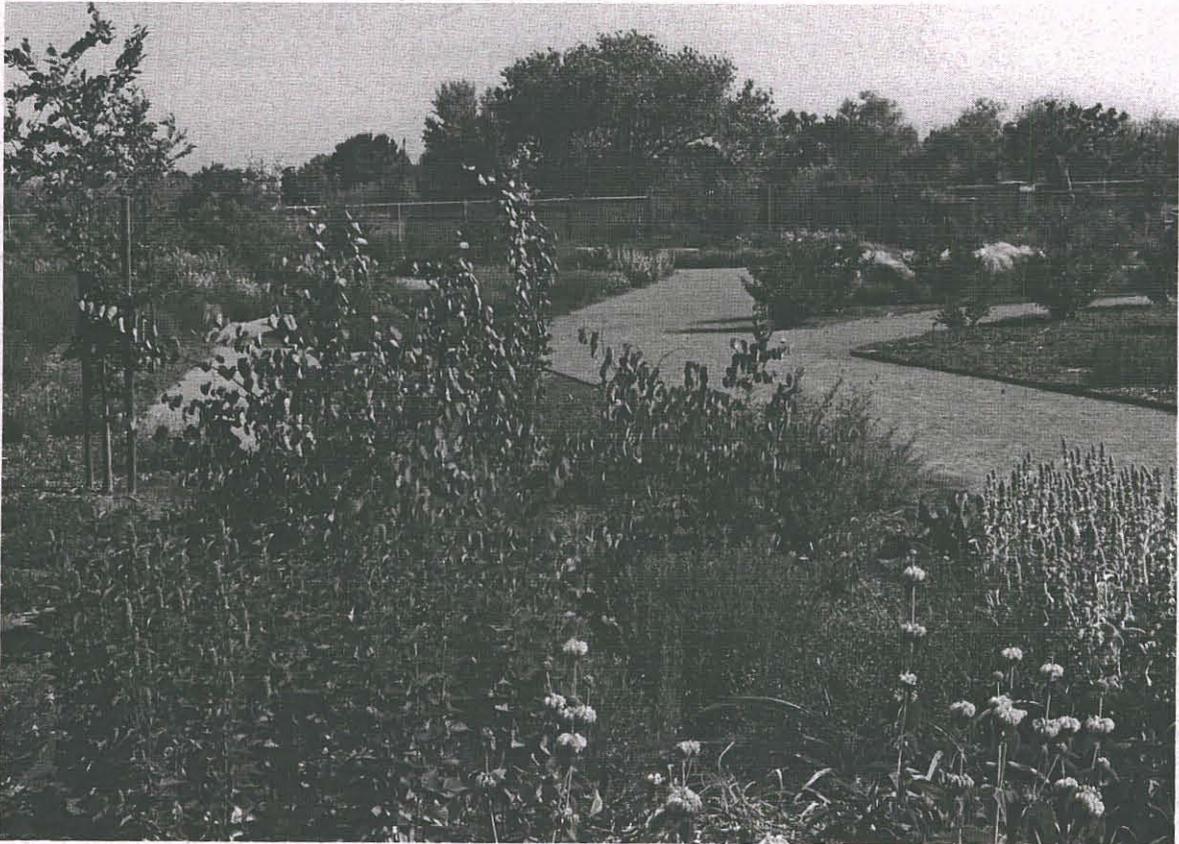
GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS

f	Development Fees	GPM	Gallons per Minute
c	Construction	Hardscape	Landscaping such as patios, sidewalks, and paths
d	Design	HBRR	Highway Bridge Rehabilitation and Repair. A federal funding source for repair and replacement of bridges
a	Property Acquisition	HOPE	Housing Opportunities through Education
s	Construction Supervision	LMD	Landscape Maintenance District
u	Underground Service Alert	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
n/o	North of	MCC	Motor Control Center
s/o	South of	MGD	Million Gallons per Day
w/o	West of	NFPA	National Fire Protection Association
e/o	East of	PCI	Pavement Condition Index.
ADA	Americans with Disabilities Act. A federal act requiring accessibility for the disabled to all facilities	PMS	Pavement Management System. A computer-based pavement management and inventory system, which helps staff, identify street project priorities.
BTA	Bicycle Transportation Account	PVC	Polyvinyl Chloride. A pipe material used for sewer and water main construction
CallHome	A program to enable low and very-low income households to become or remain homeowners	REMOVE	Reduce Motor Vehicle Emissions. A state source of funding for projects that reduce motor vehicle emissions
CCDA	Clovis Community Development Agency	RTU	Remote Terminal Unit
CDBG	Community Development Block Grant. A source of federal funding for improvements in low income or blighted areas	STP	Surface Transportation Program. A federal source of funding under "SAFETEA-LU" for street construction and reconstruction activities
CIP	Community Investment Program	ST-WRF	Sewage Treatment and Water Reuse Facility
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	TE	Transportation Enhancement Activity. A federal source of funding under "SAFETEA-LU" for enhancement of transportation facilities through beautification or restoration of historic facilities
CUSD	Clovis Unified School District	UGOH	Underground Overhead. The undergrounding of overhead facilities such as electric, phone and cable
DBCP	Dibromochloropropane Pesticide used in the past by farmers for Nematodes. Has now been found in the groundwater	VCP	Vitrified Clay Pipe. A pipe material used for sewer main construction
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		

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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.



The Clovis Botanical Garden has recently expanded and now features even more native and drought tolerant planting areas to educate the community on local arboreal issues. The Clovis Botanical Garden Committee supports this project, which is located at the City of Clovis Dry Creek Park site.

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 7:00 p.m. Council meetings are open to the public and citizens are encouraged to attend and participate.

Bob Whalen, Mayor
bobw@cityofclovis.com

Harry Armstrong, Mayor Pro Tem
harrya@cityofclovis.com

Lynne Ashbeck, Council Member
lynnea@cityofclovis.com

José "Joe" Flores, Council Member
Josef@cityofclovis.com

Nathan Magsig, Council Member
nathanm@cityofclovis.com

FRESNO COUNTY BOARD OF SUPERVISORS

(District #5)
Bob Waterston, Supervisor
Room 301, Hall of Records
2281 Tulare Street
Fresno, CA 93721-2198
(559) 488-3665

(District #2)
Susan Anderson, Supervisor
Room 301, Hall of Records
2281 Tulare Street
Fresno, CA 93721-2198
(559) 488-3542

STATE

ASSEMBLY MEMBER

(29th District)
Michael N. Villines
6245 N. First Street, Suite 106
Fresno, CA 93710
(559) 446-2029

SENATOR

(14th District)
Dave Cogdill
4974 E. Clinton Way, Suite 100
Fresno, CA 93727
(559) 253-7122

UNITED STATES

REPRESENTATIVE

(21st District)
Devin Nunes
264 Clovis Ave. #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	324-2060
Business License	324-2112	Personnel	324-2725
City Clerk	324-2060	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	299-4964	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	1999	68,807
	1960	5,546	365,945	2000	70,746	805,005
	1970	22,133	413,329	2001	70,834	823,900
	1980	33,021	514,621	2002	72,808	826,550
	1990	49,300	667,490	2003	75,977	841,400
	1994	61,300	755,200	2004	80,884	862,642
	1995	64,750	764,810	2005	86,015	883,537
	1996	64,963	760,896	2006	89,924	899,514
	1997	66,477	766,191	2007	92,269	917,515
	1998	67,716	781,632	2008	94,278	931,098

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

CLIMATE

	Average Daily Temperature (Degrees)			Precip. (Inches)
	Maximum	Minimum	Mean	
January	65.0	32.0	48.5	3.32
February	76.0	35.0	55.5	2.12
March	79.0	35.0	57.0	0.02
April	98.0	39.0	68.5	0.49
May	97.0	46.0	71.5	0.05
June	105.0	52.0	78.5	0.00
July	111.0	59.0	85.0	0.00
August	108.0	58.0	83.0	0.02
September	106.0	50.0	78.0	0.02
October	91.0	44.0	67.5	0.20
November	79.0	35.0	57.0	0.09
December	68.0	28.0	48.0	2.31
YEAR	111.0	28.0	69.5	8.64

Source: <http://www.wrh.noaa.gov/climate>

AREA (SQUARE MILES)

Year	City of Clovis	Year	City of Clovis
1950	1.05	1998	16.06
1960	2.88	1999	16.93
1970	4.22	2000	17.28
1980	9.02	2001	17.67
1990	14.34	2002	18.40
1993	15.23	2003	18.60
1994	15.29	2004	19.20
1995	15.29	2005	19.75
1996	15.73	2006	20.66
1997	15.97	2007	22.77

Source: City of Clovis

RETAIL SALES INFORMATION

2006 RETAIL SALES (In Thousands of Dollars)	<u>Type of Business</u>	<u>City of Clovis</u>	<u>Fresno County</u>
	Apparel	35,852	336,112
	General Merchandise	330,257	1,458,800
	Specialty Stores	-	976,537
	Food Stores	88,978	645,977
	Eating & Drinking Places	116,871	903,880
	Home Furnishings & Appliances	18,703	306,821
	Bldg. Materials & Farm Implements	167,788	925,034
	Auto Dealers & Auto Supplies	328,241	1,943,249
	Service Stations	61,981	789,189
	Other Retail Stores	121,818	773,203
	Retail Stores Total	1,270,489	9,058,802
	All Other Outlets	164,383	3,501,847
TOTAL ALL OUTLETS	1,434,872	12,560,649	

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

ANNUAL TAXABLE SALES (In Thousands of Dollars)	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>
		1970	25,012	883,810	1998	753,424
	1980	165,377	3,131,515	1999	860,498	7,771,284
	1989	382,518	5,141,372	2000	930,608	8,472,055
	1990	448,565	5,739,359	2001	987,182	8,592,575
	1993	563,945	5,898,497	2002	1,039,125	9,038,725
	1994	631,550	6,143,336	2003	1,089,523	9,742,637
	1995	656,089	6,351,055	2004	1,228,225	10,424,959
	1996	699,068	6,552,968	2005	1,333,463	11,888,436
	1997	713,334	6,823,928	2006	1,434,872	12,560,649

Source: State Board of Equalization

MISCELLANEOUS BUILDING INFORMATION

**DWELLING
UNITS**

<u>Year</u>	<u>City of Clovis</u>	<u>Year</u>	<u>City of Clovis</u>
1970	4,347	1998	24,533
1980	13,357	1999	25,108
1988	17,705	2000	25,494
1989	18,585	2001	26,315
1990	19,379	2002	27,404
1993	21,892	2003	29,001
1994	22,732	2004	31,003
1995	23,360	2005	32,282
1996	23,726	2006	33,538
1997	24,127	2007	34,256

Source: City of Clovis, County of Fresno

**NEW
DWELLING
UNITS
AUTHORIZED**

<u>Year</u>	<u>City of Clovis</u>		
	<u>Single</u>	<u>Multiple</u>	<u>Total</u>
1993	957	82	1,039
1994	822	18	840
1995	542	86	628
1996	366	0	366
1997	287	114	401
1998	385	21	406
1999	397	178	575
2000	386	0	386
2001	821	0	821
2002	1007	82	1089
2003	1510	87	1597
2004	1542	490	2032
2005	1144	105	1249
2006	954	302	1256
2007	688	30	718

Source: City of Clovis

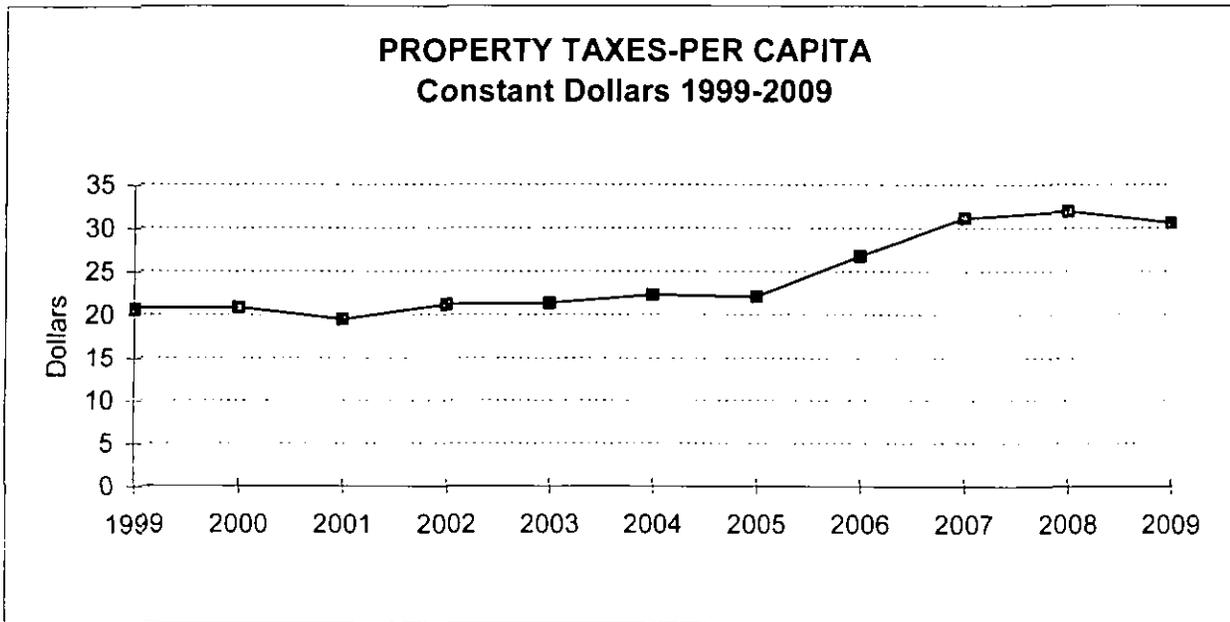
**BUILDING
PERMITS ---
VALUATIONS**

<u>Year</u>	<u>City of Clovis</u>
1993	131,659,043
1994	125,143,000
1995	103,860,000
1996	85,895,000
1997	68,558,000
1998	93,043,000
1999	109,919,000
2000	116,031,000
2001	218,682,000
2002	274,932,000
2003	424,038,000
2004	475,212,000
2005	413,927,000
2006	381,429,000
2007	275,057,000

Source: City of Clovis

REVENUE BY CATEGORY GENERAL PROPERTY TAXES

	<u>AMOUNT RECEIVED</u>	<u>% OF TOTAL REVENUE</u>	<u>PER CAP</u>	<u>PER CAP (ADJUSTED FOR INFLATION)</u>
1998-99	3,473,516	13.46%	51.29	20.76
1999-00	3,654,042	12.59%	53.10	20.82
2000-01	3,803,007	12.10%	53.76	19.47
2001-02	3,887,879	11.48%	54.89	21.17
2002-03	4,236,128	11.27%	58.18	21.31
2003-04	4,863,116	12.28%	64.01	22.30
2004-05	5,289,881	11.53%	65.40	22.09
2005-06	7,122,967	14.74%	82.81	26.80
2006-07	8,972,385	17.06%	99.78	31.18
2007-08 (EST)	9,433,000	17.27%	102.23	31.95
2008-09 (EST)	9,606,000	17.78%	101.04	30.62

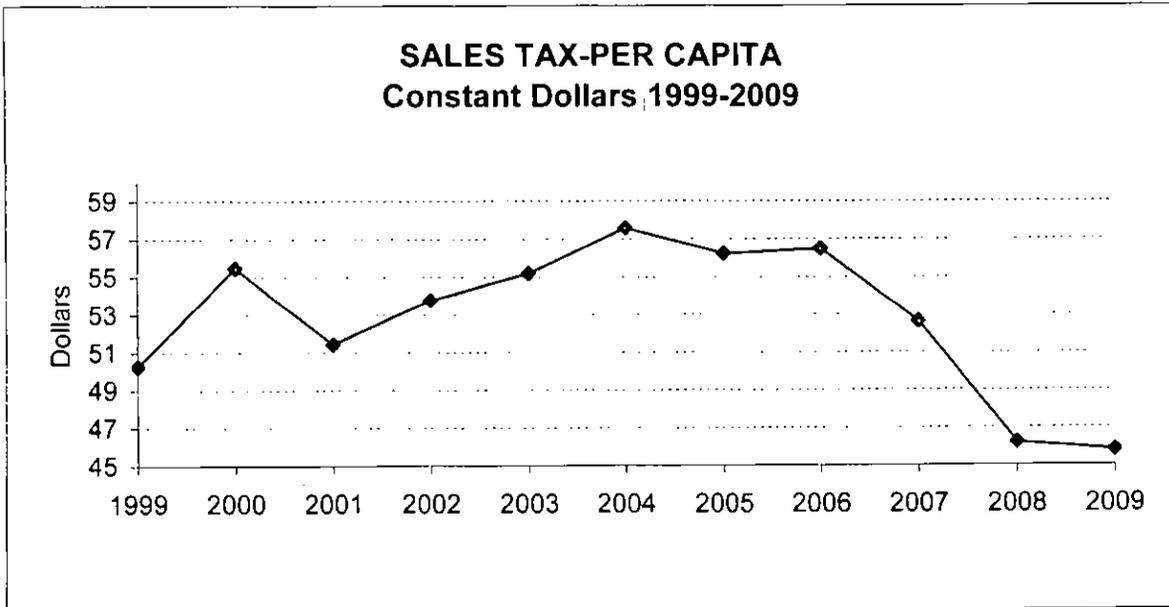


REVENUE BY CATEGORY

GENERAL FUND

SALES TAX

	<u>AMOUNT RECEIVED</u>	<u>% OF TOTAL REVENUE</u>	<u>PER CAP</u>	<u>PER CAP (ADJUSTED FOR INFLATION)</u>
1998-99	8,405,918	32.58%	124.13	50.25
1999-00	9,583,293	33.03%	141.52	55.49
2000-01	9,681,715	30.80%	136.85	51.44
2001-02	10,755,199	31.77%	151.84	53.79
2002-03	11,412,157	30.37%	156.74	55.20
2003-04	12,381,593	32.38%	162.97	57.58
2004-05	13,463,352	29.34%	166.45	56.23
2005-06	15,015,009	31.06%	174.56	56.49
2006-07	15,146,424	28.80%	168.44	52.64
2007-08 (EST)	14,071,000	25.76%	152.50	46.21
2008-09 (EST)	14,371,000	26.59%	151.16	45.81



**CITY OF CLOVIS
PRINCIPAL EMPLOYERS
JUNE 30, 2007**

<u>Employer</u>	<u>Approximate Number of Employees</u>
Clovis Unified School District	5,979
Pelco	1,811
City of Clovis	793
Clovis Community Hospital	771
Target	404
Wal-Mart	403
Alorica	350
A T & T	328
Anlin Industries	325
Savemart	278

GLOSSARY

Abbreviations used in the Five-Year Capital Improvement Program.

f	Development Fees
c	Construction
d	Design
a	Acquisition
n/o	North of
s/o	South of
w/o	West of
e/o	East of

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.

Capital Improvement 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

CIP - Capital Improvement Program

CMAQ - Congestion Mitigation and Air Quality Program. A Federal source of funding under "ISTEA" for projects that reduce air pollution emissions caused by transportation activities through increased efficiency of transportation systems.

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

CUE - Clovis Unaffiliated Employees

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.

GAC - Granular Activated Carbon. Large (20,000 gallon ±) vessels filled with Granular Activated Carbon for removal of DBCP.

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.

HBRR - Highway Bridge Rehabilitation and Repair. A federal funding source for repair and replacement of bridges.

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

ISTEA - Intermodal Surface Transportation Efficiency Act. A federal act for funding of state and local transportation projects.

LIS - Land Information System

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.

Nondiscretionary Funds - Those funds that are specifically restricted as to their use and may not be utilized for other purposes.

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.

PMS - Pavement Management System. A computer-base pavement management and inventory system that helps staff identify street project priorities.

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.

SLTPP - State and Local Transportation Partnership Program. A state source of funding for street improvement projects. Funding is project specific.

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.

STP - Surface Transportation Program. A Federal source of funding under "ISTEA" for street construction and reconstruction activities. Funding must be applied for and is project specific.

TEA - Transportation Enhancement Activity. A Federal source of funding under "ISTEA" for enhancement of transportation facilities through beautification or restoration of historic facilities. Funding must be applied for and is project specific.

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.

Wellhead Treatment Facilities - The purification system installed on water wells.

Working Capital - The excess of current assets over current liabilities.