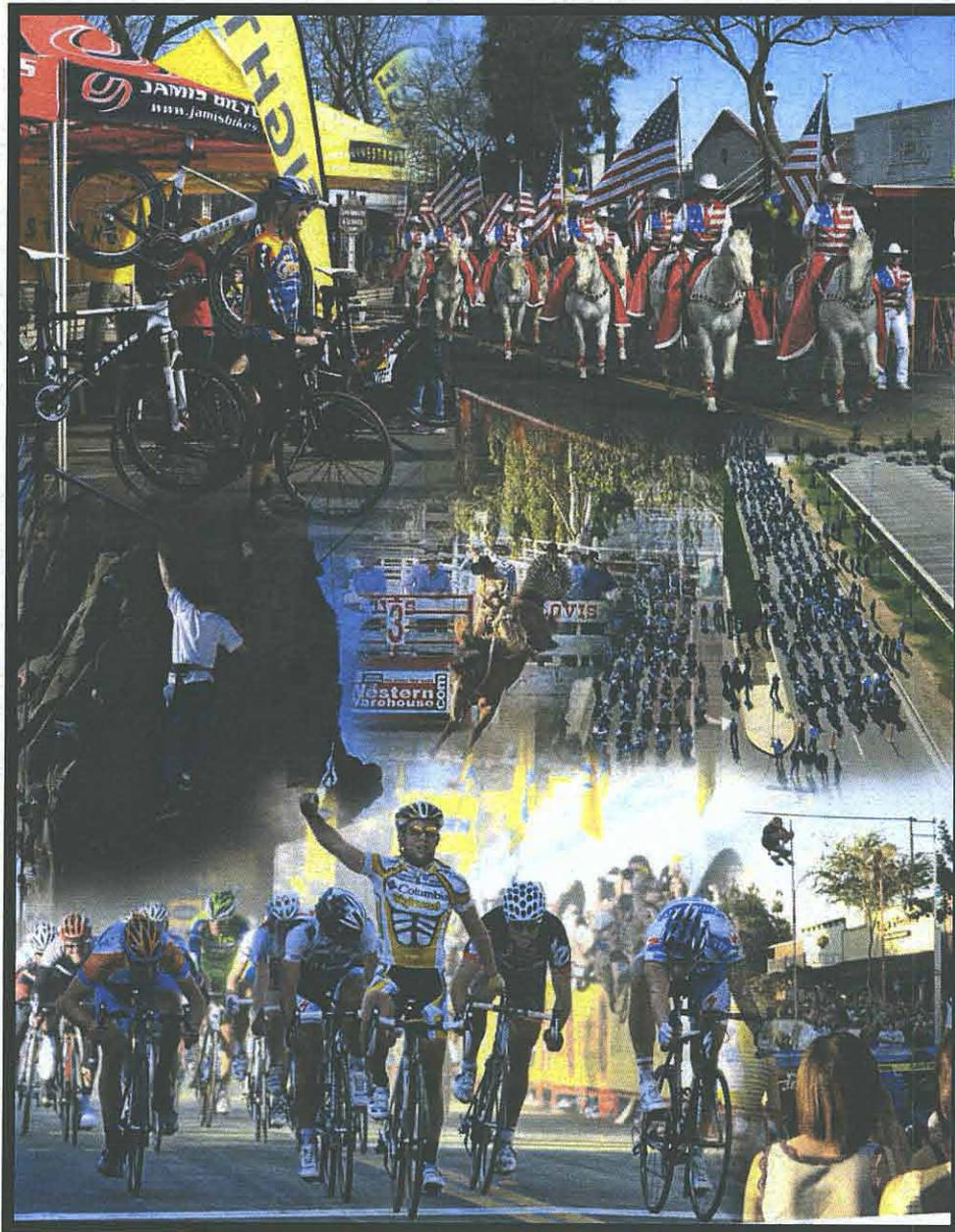


**RECOMMENDED
CITY OF CLOVIS
CALIFORNIA**

Annual Budget

2009 – 2010



**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, 2008

President

Executive Director

GFOA DISTINGUISHED BUDGET AWARD PRESENTATION

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Clovis, California for its annual budget for the fiscal year beginning July 1, 2008.

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

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

Front Cover – Clovis is a festival city with year-round activities including the Amgen Tour of California, Rumble to the Summit, Farmers' Market, Big Hat Days, and the Clovis PRCA Rodeo.

CITY OF CLOVIS



2009 - 2010 BUDGET

**Submitted to City Council
May 15, 2009**

Harry Armstrong
Mayor

José G. Flores
Mayor Pro-Tem

Lynne Ashbeck
Council Member

Nathan F. Magsig
Council Member

Robert Whalen
Council Member

HOW TO USE THIS BUDGET

This Budget document has been designed to provide the public concise and readable information about the City of Clovis. The Budget explains the services and objectives, annual spending plan for the 2009-2010 fiscal year, debt obligations, and other vital information about the operations of the City.

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

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

Table of Contents

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

Executive Summary

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

Introduction

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

Summary of Revenues and Expenditures

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

Debt Obligations

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

Personnel

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

Operations

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

Community Investment Program

The Community Investment Program Section provides a general explanation of all capital projects planned for the 2009-2010 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 2009-2010 through 2013-2014 and is also organized by activity. Projects are identified on the basis of priority need and availability of funding.

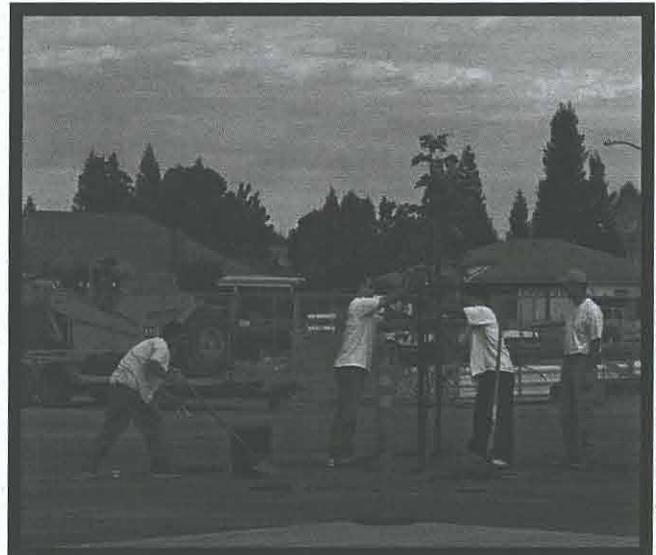
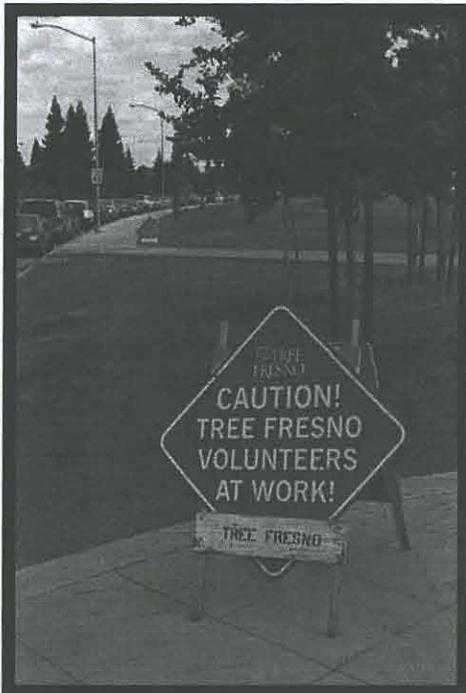
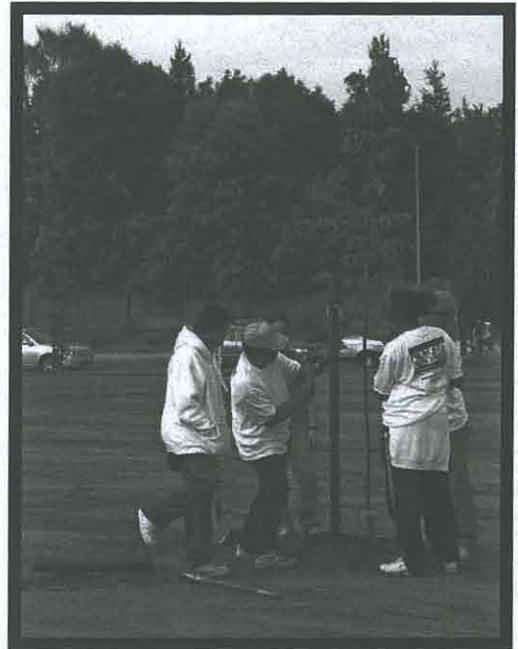
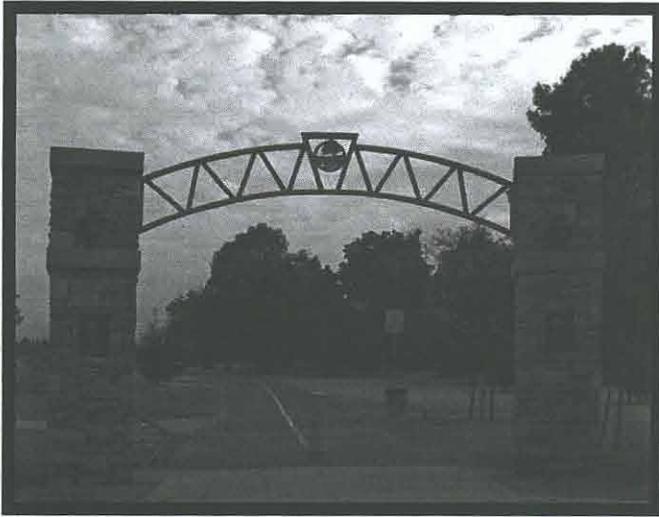
Appendix

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

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

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

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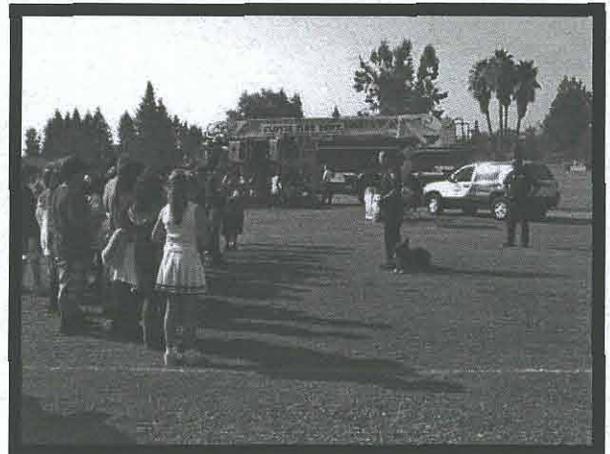
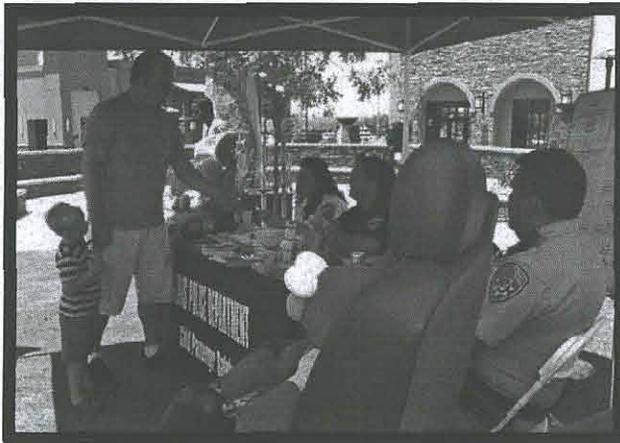
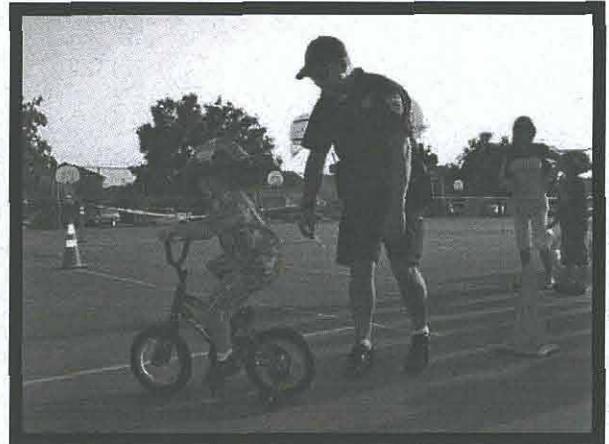
Dry Creek Community Park will open this year. Community volunteers helped with the construction effort by participating in the tree-planting day.

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EXECUTIVE SUMMARY

The Executive Summary provides an overview of key programs and projects to be undertaken by the 2009-2010 Annual Budget and provides a summary of current financial conditions that will offset operating revenues.



Clovis youth learn safe and healthy lifestyles through activities such as the Bike Rodeo, Safe Summer program, and the Red Ribbon drug awareness week.



CITY OF CLOVIS

CITY HALL • 1033 FIFTH STREET • CLOVIS, CA 93612

May 18, 2009

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

EXECUTIVE SUMMARY

The 2009-2010 Annual Budget for general operations and capital improvement programs for the City of Clovis and the Clovis Community Development Agency in the amount of \$161 million is hereby submitted, in accordance with the Clovis Municipal Code.

This year has been a fiscal challenge for communities across the nation given the continuing effects of the economic recession and the City of Clovis has shared in this experience. Overall, the budget is reduced nearly 29% from the prior year. With principles of fiscal prudence, we are pleased to provide the City Council with a balanced budget plan, including reserve funds for contingency and unforeseen emergencies. We caution, however, that this has required significant expenditure reductions from prior years due to declining discretionary revenue collections in the General Fund, the pending need for substantial rate increases to Enterprise operations, and lesser investment in capital projects compared to prior years. 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.

Local Ballot Measure Rejected. In early March 2009, the City submitted a ballot measure to the voters of Clovis which asked whether the local sales tax should be increased by 1% to support essential services such as public safety, parks/landscape maintenance, and senior/recreation services. The measure was put before voters at a time when revenues had already weakened and sustaining service levels for the most essential services were not possible. That measure was soundly defeated by Clovis voters, economic conditions worsened and revenues continued to fall; now the City must proceed with planning for services with constrained revenues, resulting in a re-prioritizing of the depth and types of services which the City will provide. This plan has been prepared consistent with City Council policies and program direction derived from early consultation with the Council in light of the new fiscal realities that will allow the City to weather the current fiscal storms and meet immediate future challenges for the community. Therefore, it is recommended by the City Manager that this budget be considered for approval by the City Council.

State Budget Deficit May Shift to Local Government. The persistent state budget deficit remains a constant threat for revenue take-aways by the State from local government. Under the terms of the Constitutional Amendment passed in 2004 to protect local government from future raids by the State, if the State declares a fiscal emergency, it may borrow up to \$2 billion from local government revenues but must expressly repay the loan within three years and with interest. The purpose and intent of this provision was to provide some flexibility during fiscal crises, presumably after every effort to balance the State budget had been exhausted. In May 2009, the State Department of Finance recommended to the Governor that the State borrow the maximum \$2 billion from local governments to help offset a portion of the State budget deficit for the coming year. The Legislative Analyst's Office (LAO) has also prepared a briefing about this possible source of local revenue for use by the State. This will create a severe financial hardship for the City of Clovis and cause an immediate operating budget deficit of \$1.75 million. At a time when cities and counties throughout the state are dealing with unprecedented revenue shortfalls and making the necessary reductions to services to bring spending in line with revenues, it would be

irresponsible for the State to venture down this path. The LAO has suggested that local government agencies should be able to securitize this new debt and borrow sufficient funds to resolve any impacts in the short run. That may be true, but it requires that a lender be willing to loan the money with confidence that the State will be able to pay back the loan in a timely manner. This type of borrowing and securitization did occur during the past decade and local governments found that interest rates for such risky loans were steep. As a result, local agencies received only 94 cents back for every \$1 loaned. Prospects for such loan ratios are worse this time around because the State has a poorer credit rating and the ability to borrow the full value of the note is unlikely. City officials should oppose such efforts by the State to borrow local government revenue at this time because the State has not demonstrated an effort to make the necessary expenditure reductions for the past eight years, it does nothing to resolve the State's continuing structural deficit except delay payment a few more years, and it will only serve to push many local governments, particularly in the Central Valley and other rural areas that struggle financially, into severe fiscal hardship and for some fiscal crisis. It is both irresponsible and very bad public policy.

Budget Highlights. 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 2009-2010 Annual Budget will provide for a range of public services, focusing on the most essential and urgent services, and also proposes reduction or elimination of some less essential services. Earlier efforts at "belt-tightening" have not resulted in the reduction of expenditure needed to meet the challenges of this economic recession. The circumstances have required a complete re-examination of spending priorities, departmental operations, staffing levels, 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 of city facilities, reduce or suspend public education and outreach, reduce and suspend less essential services, and ultimately reduce the workforce through attrition, retirement, and lay-off. At the time of this writing, the City is meeting with all employees and labor groups to discuss wage/benefit concessions in an effort to avoid further lay-offs. Budget highlights include:

- **The City's goals will continue to redirect public safety resources to achieve response to high priority emergency calls within five minutes, 90% of the time. Although staffing and resources for police and fire services have been reduced within funding constraints, these are essential services and remain a top priority. No new positions will be funded this year and thirteen sworn positions will have funding suspended until additional resources become available. Non-sworn positions will also be reduced. New scheduling formats will be established to meet community needs. There may be opportunities later in the year for additional sworn and non-sworn staffing in the Police Department funded by federal stimulus programs, but no such programs currently exist for the Fire Department. Deployment of fire services will be changed and low priority medical aid calls will receive first response from County Emergency Medical Services; service from Station #1 during periods of reduced staffing will be on "brown out" status to better deploy resources from four fire stations. The Volunteers In Police Services (VIPS) program has been successful in its first year to assist police officers with administrative support in records, investigations, and field patrol. Citizen Emergency Response Team (CERT) volunteers have also provided a support function to on-scene fire fighters and to citizens. Both volunteer programs will be broadened to include education and community outreach in addition to support to front line services. Staffing for service coverage to the community pursuant to master service plans for both police and fire cannot be currently met with the declining tax revenues received by the City. It is recommended that the City revisit strategies for new revenue sources to adequately fund these essential services.**
- **Parks and landscape maintenance services are also an essential service of the City due to the health benefits, aesthetic, and substantial public investment made, but of lesser priority. These services will continue at much reduced levels for nearly half of the acreage within the City because it is supported by the General Fund. 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. At this writing, the City is meeting with employees and labor groups to discuss the impact of early retirements, workforce reduction, and contracting out for certain maintenance activities for cost reduction. No new parks that would be supported by the General Fund will be built except for additions of hardscape and planned equipment replacement in older parks where funding commitments have previously been identified. As the community grows with additional green spaces in new neighborhoods, those will be funded by assessment to property owners within the Landscape Maintenance District (LMD).**

Staffing for service coverage to the community pursuant to master service plans cannot be met with the declining tax revenues and it is recommended that the City revisit the opportunity to study the inclusion of the entire public parks and green space acreage within the LMD for adequate funding.

- 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 would make about \$1.4 million of general taxes available for restoration of more essential services. It is recommended that the City revisit the opportunity to study forming such an assessment district for adequate funding.
- It will be necessary to suspend in part or in whole many of the programs and services offered by the Clovis Senior Center and the Clovis Area Recreation Center. Both centers provide important services to elders and youth/families in the community. Partnerships are being sought for funding and/or service delivery of these centers. The Senior Center will operate with greatly reduced hours and services; however, the Recreation Center programs will be suspended until such time as a funding and/or operating partner is identified.
- Street repair, reconstruction, and widening are essential services of the City and are prioritized by use of the evaluation system for pavement management. This year's program provides an aggressive schedule, funded in part by the release of state bond funding approved by voters for street construction and federal stimulus funding. Deferred maintenance in prior years due to lack of funding is causing greater expense for reconstruction of streets, especially in older neighborhoods. The City is meeting the challenge to seek ways to stretch its limited dollars and making significant strides in improving the overall condition of pavement by utilizing new methods of pavement restoration and taking advantage of a very competitive bidding climate. The budget includes a combination of revenue from Measure C Extension, gas taxes, state bond funds, competitive grants, and developer fees, all in an amount of \$10.2 million.
- Installation of new traffic signals at the following locations: Shepherd and Willow intersection (in cooperation with City of Fresno and in progress); Ashlan and Armstrong intersection (in progress); and Clovis and Nees intersection. These changes will significantly improve traffic and pedestrian safety. Major street improvement projects to overlay/reconstruct pavement include: Clovis Avenue from Shaw to Herndon Avenues; Shaw Avenue from Peach to Minnewawa Avenues; and Sierra Avenue from Fowler to Temperance Avenues.
- Completion and operation of the new sewage treatment-water reuse facility and associated "purple pipe" distribution system for reuse of water for irrigation throughout the east side of the community. Total investment over the past three years is \$70 million into state-of-the-art wastewater treatment and water reuse management. 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 by regional and international water resource management agencies. Both the design-build-operate contract solution with CH2MHill, size and scope of the facility, and the advanced tertiary treatment systems for water reuse certified for 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 liner design for a future cell to deposit refuse. 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 buried at the landfill. New, large, blue totes are being distributed to 60% of City neighborhoods to encourage even more recycling than has been achieved with the green boxes; the remaining 40% will join the program next year. Currently City residents divert 59% of their annual waste from the landfill through recycling. The City will seek to boost that participation and volume in the coming years.

- Proceed with Phase 2 of the General Plan update, expected to be in progress over a 2-3 year period, and look to development and sustainability of the community for the next 20 years. It will also be made to conform to the Regional Blueprint Planning preferred scenario of growth management for the future of the Central Valley. Loma Vista Community in the southeast area will continue to guide growth in that area with special emphasis on design of the McFarlane “Home Place” master-planned community.
- Continued implementation of the Southwest Neighborhood Revitalization Plan with a focus on additional street overlays and reconstruction. 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.
- Implementation of economic development strategies for family-wage job opportunities, improved retail diversity, and expansion of business parks with more outreach to existing businesses for retention and expansion opportunities.
- Advancement of the Technopolis Clovis initiative, to transform the city into an innovative hub for revenue-generating technology businesses and knowledge based workers; team up with partners to encourage entrepreneurship, business start ups, and investment of a private venture capital.
- 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.

The 2009-2010 Annual Budget is the community investment plan to implement the short and long-term goals and target actions established by the City Council as a result of its planning efforts with City staff and the community. This year, with the sputtering economy and perpetual state budget deficit, there is a continued threat of further local revenue being diverted to the State. 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 outcome of such decision. A further loss estimated at \$1.75 million to the City’s general fund would require significant additional cuts to police, fire, or parks maintenance expenditures, short term internal borrowing at medium risk, or use of emergency reserve funding and potential down grading of the City’s fiscal rating. None of these options are desirable and would have significant impact to the community immediately.

Nonetheless, it is important to clearly state the goals and target actions for 2009-2010 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 June 1, 2009. Individual copies may be purchased from the Finance Department upon request. Public hearings to consider the Annual Budget will be held at the regular City Council meetings of June 15 and June 22, 2009, 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.*

Budget Overview

The decline in revenue accelerated this year and intensifies the "perfect storm" of financial conditions that resulted in the need to make a \$2.0 million mid-year expenditure reduction in the General Fund for fiscal year 2008-2009. Beginning in late 2006, and still continuing, the local economy began its decline with an abrupt correction in the housing market by fall 2007 and a growth in population at half the rate of prior years, which immediately affected fees and per capita revenue collections. In addition, the market correction for housing and the number of foreclosures has also affected property valuation downward in 2008. It is expected that the City will experience a decline of 4.5% in assessed property value for 2009-2010. Some recently constructed residential properties are experiencing upwards of a 40% reduction in assessed valuation. This downward trend in assessed valuation and commensurate collection of property taxes for the 2009-2010 fiscal year is in sharp contrast to the double digit growth of previous years. The City's share of property tax and property tax in-lieu of motor vehicle license fees, comprising two of the top three discretionary revenue sources for general operations, is related to property valuation. It represents about 47% 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 36% of total general fund 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. Sales tax volumes are projected to level off beginning in the first quarter of 2010.

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 changing from one of monthly deposits to one of 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 general operations 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. The City has reached that point at which accumulated annual savings have been spent and only emergency reserves remain intact. This year due to the extraordinary economic conditions, the Council directed that a contingency reserve be set aside for the annual operating fund in addition to additional savings in emergency reserve. Due to the need to fund essential services, the City will have to defer the opportunity to save for future maintenance and capital needs for general government operations including the suspension of contributions to equipment replacement funds for police and fire vehicles. When the City's fiscal condition improves, it should be a top priority to restore funding to the equipment replacement fund.

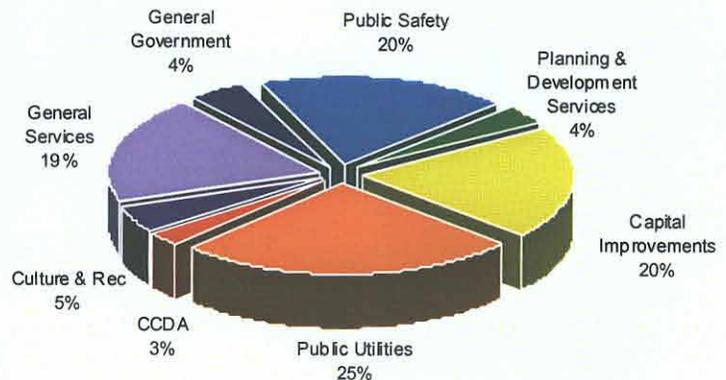
New revenues for police and fire services for new growth areas generally located north of Herndon Avenue and east of Temperance Avenue are beginning to be realized from the Community Facilities District assessments enacted in 2004, but those revenues have performed only modestly due to an extended tax 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 that are shared between police and fire were made in fiscal 2005-2006 in an amount of \$83,000 far short of funding even one safety officer in either department. It is anticipated that the amount to be collected in fiscal 2009-2010 will be about \$442,000.

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 but it has been identified that both the Water and Sewer Enterprise Funds will require substantial rate increases going forward. The Refuse Enterprise is the only enterprise operation with a rate increase of 4% already approved and scheduled for July 1, 2009. 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. It is projected that the Water Enterprise will need a rate increase early within the new fiscal year and the Sewer Enterprise will require a rate increase currently estimated early in the 2011-2012 fiscal year. The Transit Enterprise operation will be required to reduce services due to reductions in transportation tax collections.

The 2009-2010 Annual Budget for all funds totals \$161 million, is balanced by the use of current revenues, anticipated rate increases, both general and capital reserves, and represents a decrease of \$65 million or 29% below the estimated expenditures for the prior year. This decrease in the budget plan is primarily attributed to a reduction in operations throughout the city and reduction in major capital construction. Most departments, especially those that are funded through the General Fund, are showing decreases. Expenditure decreases were required due to the economic recession, which is having a serious impact on sales and property tax related revenues accounting for over 57% of the General Fund. There are no staffing increases proposed in this budget. There are, however, 19 positions including 13 sworn public safety positions, funded by discretionary revenue in the General Fund, which are proposed to be eliminated this year. Complete details of the allocation of personnel are listed in the **Personnel Section** of this budget. 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 in order to avoid further lay-offs. A summary of expenditures by function is provided below:

General Government	\$7,067,500
Public Safety	31,478,000
Planning & Development Services	6,045,100
Capital Improvements	32,094,500
Public Utilities	41,996,400
CCDA	4,279,500
Culture & Rec.	7,675,300
General Services	30,719,350
TOTAL	\$161,355,650



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. According to state housing needs estimates, there is still need for housing production in the City. Clovis expects continued growth in both residential and business sectors next year, although very slow by comparison to prior years. The market for housing will also change with a need for higher density and lower cost units. The recent release of the January 2009 population data by the State Department of Finance estimates 95,128 persons reside in Clovis compared to the previous year of 93,866 representing a 1.34% change over the year. The unemployment rate of Clovis residents has also increased to 9.3% but continues to remain about one-half the rate experienced in all of Fresno County. Clovis continues to experience housing and business growth 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 area.

New housing permits in Clovis are expected to be about 250 units next year. Due to market conditions, new housing starts have been lagging, with only recent activity spurred by both state and federal tax incentives. Business growth begun in the prior year is continuing towards completion this year with many locations on the Herndon, Clovis, and Shaw Avenue Business Corridors. Significant development opened this year with the

anticipated expansion and upgrading of the Sierra Vista Mall. The new Sierra Vista 16 stadium seat theater opened with several new restaurants and eateries adjacent to it creating a pleasant entertainment court in a park-like setting for leisurely days and nights to be spent at the Mall. A major concern, however, now exists with vacancies due to bankruptcy and liquidation of both Mervyn's in fall 2008 and Gottschalk's stores in summer 2009. Re-tenanting these sites will be a challenge over the next few years. The Target center at Willow and Herndon is generating a good draw of customers with a greater diversity of new retail offerings, most notably Best Buy electronics and a variety of apparel shops. Hotels and office buildings continue to be constructed along Shaw and Clovis Avenues with the addition of the Marriott Fairfield Inn, Hilton Garden Inn & Suites, Holiday Inn Express, Hampton Inn, and Homewood Inn & Suites. Shaw Avenue sites present a great infill development opportunity and should attract additional restaurants and other services for visitors.

The Honda North dealership moved to the corner of Willow and Herndon and increased the size of the operation and the offering for alternative and low fuel use vehicles. The former site will need to be remodeled to house additional auto sales but may take some time to re-tenant immediately due to uncertainty in the automotive industry. A second Wal-Mart Store is proposed for the northeast corner of Herndon and Clovis Avenues including grocery sales along with new major retailers such as Kohl's department store and a larger Old Navy store, amongst others. That development has been delayed several years due to legal challenges made concerning the environmental documents. The southwest corner of this intersection is also building out with a mixed office/retail/commercial complex. In 'n Out Burger is opened and obviously a popular location for burger meals year round. Further east on Herndon Avenue banks, restaurants, additional retailers, and medical offices have all been constructed along the corridor. Retail spaces have filled up reasonably well; however, office spaces continue to be very slow for rental. A major construction project began last year for a three-year expansion project at Clovis Community Medical Center to build a \$27 million facility expansion including outpatient surgical services, emergency room expansion, parking lot renovation, and other remodeling to improve capacity and energy efficiency. Further plans to construct medical offices, expand the operating room and patient bed capacity are now underway and medical offices are expected to be completed by 2010. If all projects proceed as planned, it will be a robust expansion market at this end of the corridor over the next several years.

The Dry Creek Industrial Park is beginning to fill the first phase with eight site plans approved for development or constructed. The newest addition is Sierra Pathology, a medical services laboratory. This business will bring 80-120 technical and professional workers to the City. 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 with OfficeBay and VentureBay are built and filling occupancy. APPL is a laboratory for agricultural and environmental testing. In addition, APPL will be providing space for a forensics laboratory to be operated by CSU Fresno. The service retail center adjacent to the R&T Business Park has constructed a first phase to include food and beverage services in addition to fuel sales. Plans for expansion of the street system for another phase of the business park east of Temperance Avenue 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. A third site is planned for Fowler/Herndon. Although currently delayed, these smaller stores will ultimately provide a valued service to the many residents within easy walking distance.

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 big event this year was the 2009 AMGEN Tour of California, the premier bicycle tour likened in challenge to the Tour d' France. The City worked with a group of enthusiastic and generous private sponsors to become a host site for the Stage 4 Finish line complete with Life Style Festival drawing a crowd of 48,000 and plenty of excitement and international television coverage for the one-day event and several days leading up to the event. The City received accolades from the AMGEN Tour Organizers and anticipates submitting a proposal to again host a finish stage of the tour in 2010. The former DMV site, now vacated and ready for development, is currently being marketed to make way for redevelopment as a mixed use housing and retail project as the economy improves. Several developers/investors are evaluating projects at this time.

Economic downturns offer a time of opportunity to begin planning for better times and to adjust programs to meet the challenges that these changes represent. 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 by updating 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 target industries that cluster business built upon technology

needs of the greater economy and business capacity of the region, remains a vital 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 will employ our residents. The economy will be stronger for it and the revenue to support the desired quality of life in the community will become more reliable.

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 the City's policy that new growth and development pay its way and not be a burden to existing taxpayers. 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. New fees have come into existence over the past year that will have an impact to the economics of future building. There is a new fee for mitigation of air quality impacts to the region and a new fee in progress for mitigation of traffic impact to the regional transportation system. Currently the City is undergoing a continued review of its fee-based program to determine where changes may be made to position the City more competitively in the market while at the same time not diminishing quality of community development.

The City, as well as Fresno County and every other city in the county, receives a portion of the local sales tax collected for transportation purposes, Measure C Extension. Clovis will receive about \$1.5 million for local and major street maintenance and repair; Clovis Transit will receive about \$0.9 million to supplement transit services; and a variety of streets, trails, pedestrian and ADA projects will receive about \$0.3 million for improvements this year from this tax. Local communities are benefiting directly from additional funding for streets and roads from the sale of State Bonds, previously approved by voters, and ability to compete for certain categories of funds. Late release of additional program funds were made near the end of the fiscal year and projects will be programmed for delivery in 2009-2010.

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 \$4.6 million when compared to the prior year, seriously impacting services and in some cases, causing the total suspension of programs. In preparation for this budget, it has been necessary to adhere to a strict re-prioritizing of services. Non-essential services have been reduced or suspended, although new partnerships with community organizations and community volunteers are being sought to help supplement some of these service reductions.

Because of the City's fiscal condition, goals established for 2009-2010 included expenditure reductions that would attempt to keep the most essential services operating at acceptable levels for the most urgent needs; target \$500,000 as a fund balance for the General Fund operations budget to account for economic uncertainty during the fiscal year; and begin rebuilding the Emergency Reserve fund to 10% by increasing the amount to 6% of operations for the fiscal year. These larger goals have been met, but will affect some services to the community. There remain few good options for expenditure reduction throughout the City's essential services. The City has repeatedly made expenditure reductions and deferred spending over the past two years and is, for a second year, seeking wage/benefit concessions from employees. The accumulation of these changes has resulted in the reduction or loss of some programs and services, the loss of a significant number of employee positions, and employee lay-offs.

The General Fund as proposed is wholly balanced with current year revenues, that is, proposed expenditures are less than estimated revenues. Revenues as projected are \$49.9 million which is a decline of \$3.7 million or 7% less when compared to the previous year. Expenditures as projected are \$49.8 million and represent a decline of \$4.6 million or 8.5% less than the previous year. The decline in revenue is attributable primarily to the slowdown in retail sales taxes, property taxes, and permit revenues derived from residential construction activity.

To meet the required expenditure reductions employee positions totaling 18 are recommended for elimination this year. The City will seek early retirement for some employees in eligible positions as an alternative to causing lay-offs. If early retirements do not result in the amount of savings necessary, lay-offs will be required. Over the last three years the City will have eliminated 90 general fund positions out of a total of 396 full-time positions. The City is also seeking \$1.5 million in wage/benefit concessions this year from employees. Discussions are currently underway with all employees and bargaining units. As indicated above, several programs are slated for reduction or suspension in order to balance the budget.

Effects of Expenditure Reductions to Public Safety – 13 sworn positions and 2.5 non-sworn positions will be eliminated from the police and fire departments. Re-deployment of resources will focus on patrol activities and urgent needs throughout the community. Re-deployment of fire companies will focus on service from four stations, periodically closing the fifth station when resources are limited. Priority calls for service will continue to receive immediate response.

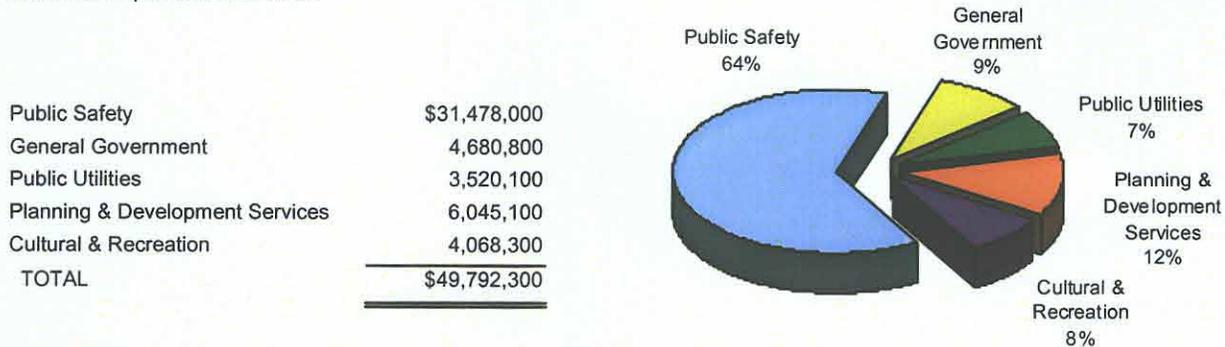
Effect of Expenditure Reductions to Public Utilities – City parks and streets landscape maintenance will continue to suffer in both appearance and quality by reduced maintenance schedules. The City will pursue private contracts for certain streets landscape maintenance when possible and retain employee positions only for maintenance of public park properties.

Effects of Expenditure Reductions to General Services – two services are scheduled for significant expenditure reduction. The City is currently seeking a partnership for continued operations for programs and services at the Senior Center. If such partnership is not successful, the City will be faced with a significantly reduced schedule of operations including reduced hours/days of operation. Staff is also seeking to convert Clovis Area Recreation to a non-profit organization for community recreation. In the meantime it will be necessary to temporarily close the Recreation Center and discontinue most recreation services to reduce expenditures.

Effects of Expenditure Reductions to Planning & Development Services – Significant reductions to staffing and operations was implemented in the prior year and elimination of only one additional position will be needed. Private building activity remains very low compared to prior years although housing starts have seen an uptick during recent months and some commercial activity continues to move forward. It is recommended that extra help be utilized to address increased demands for building inspection that may occur during the year.

Because of these budgetary constraints and the need to maintain essential services, the General Fund is unable to transfer funds to the General Government Facilities Fund again this year. This fund was established to perform ongoing facility maintenance, equipment maintenance and replacement, facility remodeling and new construction. This fund is also the source of revenue for ongoing technology equipment replacement and improvement, supplemental revenue for park improvements and loan advances for purchase of property assembly for economic development initiatives. City facilities and equipment continue to age and will need remodeling and equipment upgrades; deferred maintenance will only serve to increase the cost of necessary repairs.

As noted, general fund expenditures for 2009-2010 are \$4.6 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 operations such as police and fire protection, streets and parks maintenance, recreation and senior services. The distinction between “discretionary” and “non-discretionary” revenues is the key to understanding the financing of local government 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 24% of the City’s current year 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** of this budget.

The General Fund balance at the end of the 2009-2010 fiscal year is estimated to be \$0.5 million and is unreserved, undesignated but intended to help offset the impact of any revenue shortfall due to economic uncertainty. As noted, there is an Emergency Reserve in the General Fund of \$2.99 million or 6.0% of annual

expenditures, 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 2009-2010 utilizing current revenue and, when appropriate, reserves. As indicated previously in this letter, the refuse enterprise operation has a scheduled rate increase this year; two enterprise operations, refuse and water, have or will require rate increases in the budget year; while transit must reduce services to address reduced revenues from transportation taxes. These funds are included in the Summary of Fund Balances and other tables in the **Summary of Revenue and Expenditures Section** of this budget.

The 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 providing the most essential services within budgetary constraints as directed by the City Council. It provides substantial investment in planned maintenance and upgrade of sewer, water, and street facilities; directs some 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. For these reasons, I recommend the budget for consideration and adoption by the City Council.

The 2009-2010 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.

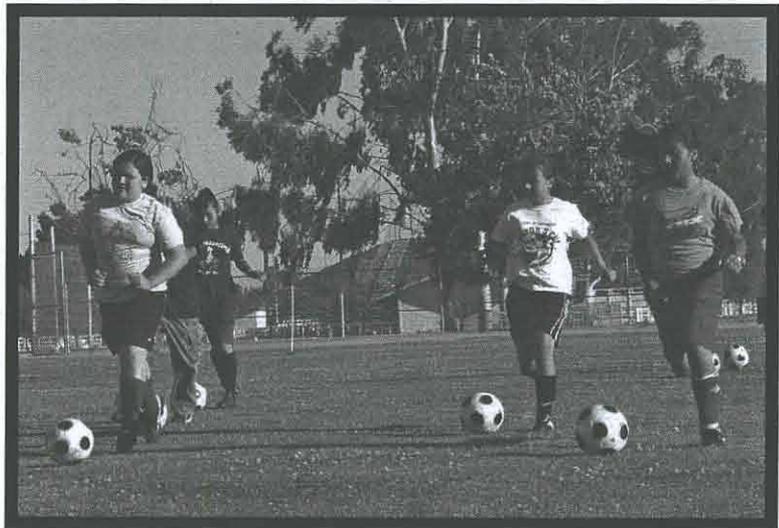
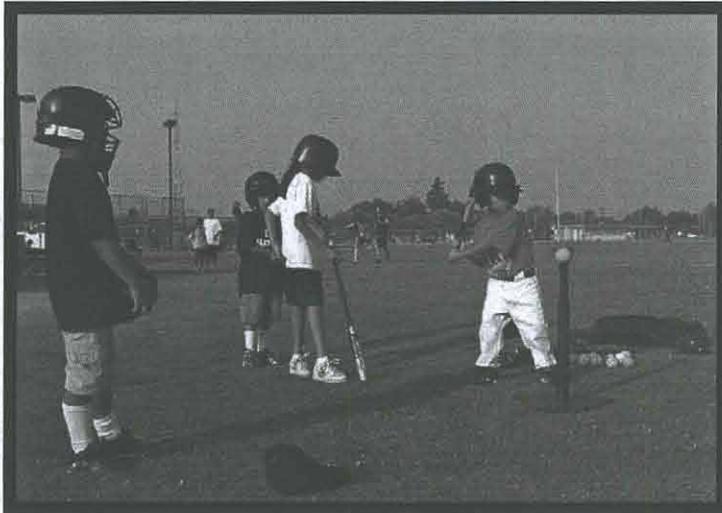
Respectfully submitted,

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

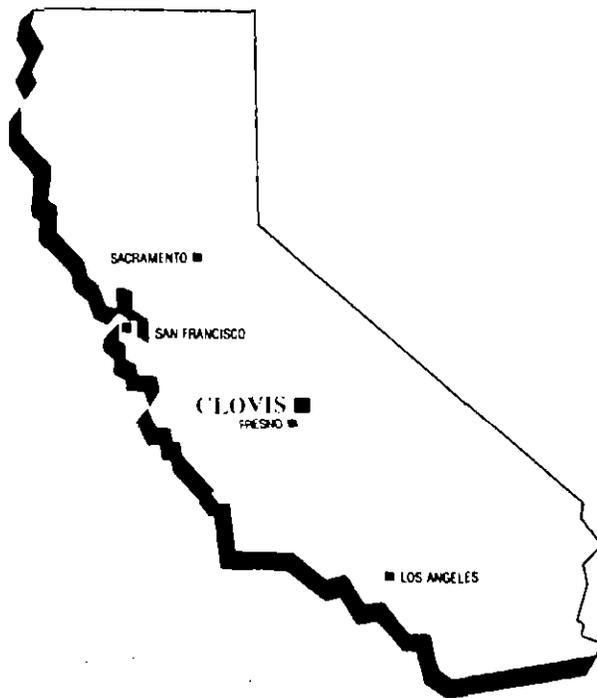
INTRODUCTION

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 Police Activities League (PAL) gives kids healthy activities and positive role-models.

INTRODUCTION



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

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

VISION, MISSION AND LONG-RANGE GOALS

The vision statement 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 after consultation with citizens, provides a statement to summarize those things that really matter to the City in its role of leading and delivering services to the community:

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

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

The priority goals for Clovis 2010 - 2015 and target actions for the upcoming year are:

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

- As funding permits, continue with Phase 2 of the update to the General Plan to respond to community land use and planning for the next 20 years with consideration for the principles of the Regional Blueprint, state laws addressing climate change, and financial sustainability; ensure that infrastructure and service capacity are provided concurrent with the demands of growth and development;
- Seek opportunities to include policies that encourage use of “green” building practices; provide trails to link neighborhoods and village centers designed with active people in mind;
- Preserve and reinvigorate older neighborhoods and continue a focus on public infrastructure and housing improvements for Southwest Clovis; pursue neighborhood meetings to discuss plans for urban uses within the “Dry Creek Preserve” residential area;
- Seek opportunities to encourage a transition of the Shaw Avenue East business corridor from retail only to more mixed use concepts of office, retail, hospitality, and housing;
- Prepare concept plans for a regional park at the Big Dry Creek Basin and seek funding for parks and green space that would rehabilitate existing facilities, but suspend efforts to invest in new facilities until such time as funding to maintain new facilities becomes available;
- Assure safe building designs and occupancies; address ADA compliance issues.

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;
- Prioritize response to calls for service from sworn police officers in order to maintain target response times for high priority calls for emergency services; rely on non-sworn staff and citizen patrols to assist with lower priority calls;
- Prioritize response to calls for fire and emergency medical services in order to maintain target response times for high priority calls for emergency services; assign low priority medical assistance calls to County EMS ambulance service and assist only upon request;
- Take a preventive approach to safety through public education utilizing community volunteers and citizen partnerships;
- Prepare the community for emergencies and disasters with active volunteers;
- 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 utilizing more non-sworn staff and citizen patrols.

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

- Actively pursue business retention, expansion, and attraction throughout the City and provide business assistance and incentives as appropriate for job expansion;
- Focus marketing efforts on business contact to develop leads for filling existing retail and office vacancies as well as new construction for business expansion;
- 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;
- Consult with private businesses to seek views on the economy and need for assistance or problem resolution; conduct business roundtable meetings as appropriate;
- Support transportation connections in the region for the efficient movement of goods and services;
- Support businesses seeking incubation for business and job growth and facilitate growth and capacity of the workforce;
- Support and advance the Technopolis Clovis initiative to grow the community in such a way as to foster innovation and entrepreneurship.

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

- Revisit the possibility of establishing a Citywide Landscape Maintenance District and/or a Citywide street lighting district to improve reliability of funding for maintenance of this public investment and to remove these services from the uncertainties of general fund support;
- Seek opportunities to align fee revenue with specific services;
- Aggressively pursue grants to fulfill unmet service needs and seek greater use of community volunteers by every department;
- Seek opportunities for new alliances for partnerships with other public and/or private 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.

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

- Seek support and assistance from citizens to keep well-maintained, attractive neighborhoods; seek methods to reduce the cost of maintaining transportation corridors;
- Suspend discussions of ways to provide a community and cultural arts center for a later time when the economy and local government funding recovers;
- Seek grant funds for the rehabilitation of existing park facilities but suspend efforts to obtain funding to build new park facilities supported by the General Fund until such time as funding for maintenance can be identified;
- Continue working with local schools for educational excellence and public service partnerships.

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 and online news to reach a wide range of citizens;
- Enhance community partnerships to achieve programs and amenities for residents at minimal or lesser cost;
- Seek alternative ways to offer information provided by the Citizens' Academy;
- Promote community volunteerism;
- Continue offering *Connecting With Clovis* news magazine in partnership with *CUSD Today*;
- Streamline the use of the CRM automated contact service for better effectiveness;
- Provide continuous improvement and updating to the website to meet communication needs;
- Support ways to preserve the City's history.

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

- Support activities to maintain a customer service work culture;
- Emphasize initiative, creativity, responsible problem solving, and accountability for the workforce;
- Remain competitive in the marketplace for employees;
- Seek training methods through alliances with other agencies;
- 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 guiding document for the City's future growth and community development. The General Plan undergoes major review and update by the City every ten years. Because of recent changes in state law, the Sphere of Influence is now required to be reviewed by the Local Agency Formation Commission (LAFCO) every five years. The current Sphere of Influence was approved in December 2000 and review will be performed in conjunction with the current program to update the 1993 General Plan. In the intervening years between major revisions of the General Plan, the City has utilized Specific Plans to focus on defined areas of the City for more precise parameters for land use and development. Ideas for consolidating these Specific Plans into the General Plan for better management and implementation will be considered with the update. The Service and Infrastructure Master Plans provide the implementation details for City services and are updated every five years. The Five-Year Community Investment Program for capital projects provides a schedule of improvement projects and implements the Service and Infrastructure Master Plans as part of the

annual budget process. Due to changes in state law, there will be a need to include a greenhouse gas reduction plan and other regulations that address climate change. There is also a need to strengthen economic development strategies in the General Plan. Administrative discussions have begun to develop a framework for renegotiating tax sharing agreements between cities and the county. This initiative to include all fifteen cities in the discussion of the strategies for the next iteration of tax sharing agreements is currently in development.

MAJOR POLICIES

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

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

FINANCIAL POLICIES

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

- The City's budget policy states that all operating budgets shall be balanced and ongoing costs will not exceed current revenues plus available fund balance that exceeds reserve fund requirements. The minimum reserve for any operational fund is 5% of the budgeted expenditures with the goal for reserves of up to 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.
- The Enterprise Funds are to be fully supported by user fees and charges, and the Internal Services Funds are to be funded at appropriate levels to ensure reasonable ability to respond to unforeseen events. Annually, the City has designated a contribution of general funds to the General Government Services Fund (an Internal Service Fund) to address the building space needs for new fire stations, safety training facilities, new animal shelter, regional park facilities, business and industrial parks, upgrades and new technology for improved productivity, and major remodeling, repairs, or additions to existing facilities. However, due to budgetary constraints during this economic recession, this policy was suspended in 2007. This policy should be resumed as economic recovery occurs.
- The City will not issue long-term debt to cover current operations. The City will consider the issuance of long-term debt to purchase/build capital assets when those assets will benefit users over several years and it is determined that it is more equitable to spread the capital investment and financing costs of the asset to current and future users of the asset.

- Annually the City will have an 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.
- Development impact fees will be established to ensure that new growth pays the cost of infrastructure improvements and is not a burden to existing tax payers.
- The City will invest available cash assets in a manner consistent with the safeguards and diversity that a prudent investor would adhere to with primary emphasis on preservation of principal, sufficient liquidity to cover anticipated payment outflows, and high yields consistent with the first two goals. The City's investments will be consistent with Section 53601 of the Government Code of the State of California that identifies which types of investments are eligible for investment of public funds and the maximum percentage of an investment portfolio that is allowed for any one investment.

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

KEY BUDGET OBJECTIVES

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

1. Maintain appropriate service levels for public safety, crime prevention, hazard prevention and emergency response in the community by prioritizing the most essential services and seeking alternative methods to meet lesser priority demands for services in order to meet the requirements for constrained spending.
2. Plan for the future of the City and its sustainability by updating the 1993 General Plan, including updates to all service and infrastructure master plans.
3. Maintain appropriate service levels with a reduced workforce that will best promote community appearance and the environment and seek to protect the substantial public investment in streetscapes, parks, trails, and street trees.
4. Pursue an economic development strategy that will facilitate the growth of new or expanded business and jobs that will improve the overall tax base of the City, improve the diversity of the local economy, and improve the median household income of residents in the community.
5. Pursue an aggressive capital investment program with current funds and supplemental funds available from federal economic stimulus sources to provide a safe, clean, and well-maintained community for all residents and to induce increased employment from construction contracts; 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 categories of revenue is especially important for the General Fund. It is the key to understanding the financing of general government operations and services such as public safety, street lighting, parks, recreation and general administration. Understanding these categories of revenue makes clear how decisions that are made about funding for local government and use of these revenues can affect these very basic government services. With shrinking sources of revenue, the terms "discretionary" and "non-discretionary" revenues have taken on greater importance.

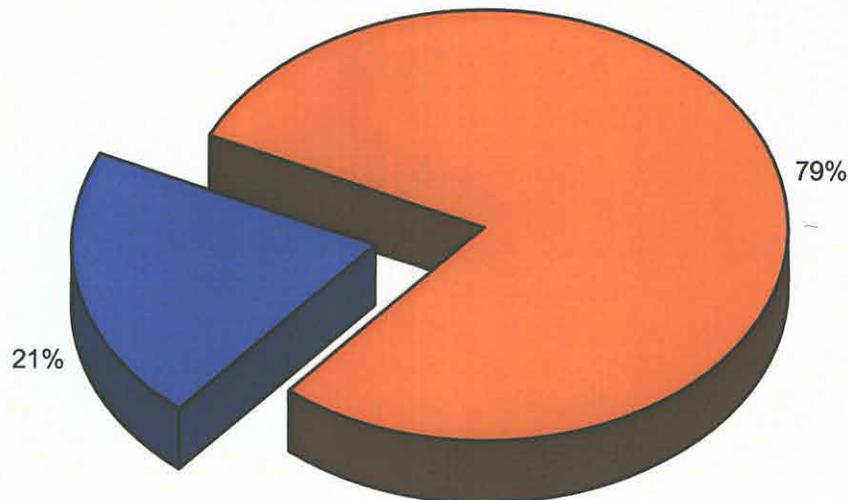
Discretionary revenues are those for which the City can determine the use, without restriction, by deciding how these funds will be expended and on which programs. Examples of discretionary revenues are property taxes, most sales taxes, and vehicle license fees, all of which may be allocated to support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

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

The following chart entitled "Summary of Discretionary and Non-discretionary Revenues 2009-2010" illustrates that only 21% of total annual revenues are discretionary with the remaining 79% non-discretionary. The City's discretionary revenues this year total \$33.6 million. The remaining \$127.7 million of revenue is non-discretionary. Of the discretionary revenues, the chart entitled "Use of Discretionary Revenues 2009-2010" shows that the City will use 88% or \$29.4 million of the total \$33.6 million of discretionary funds for public safety.

SUMMARY OF DISCRETIONARY AND NONDISCRETIONARY REVENUES 2009-2010

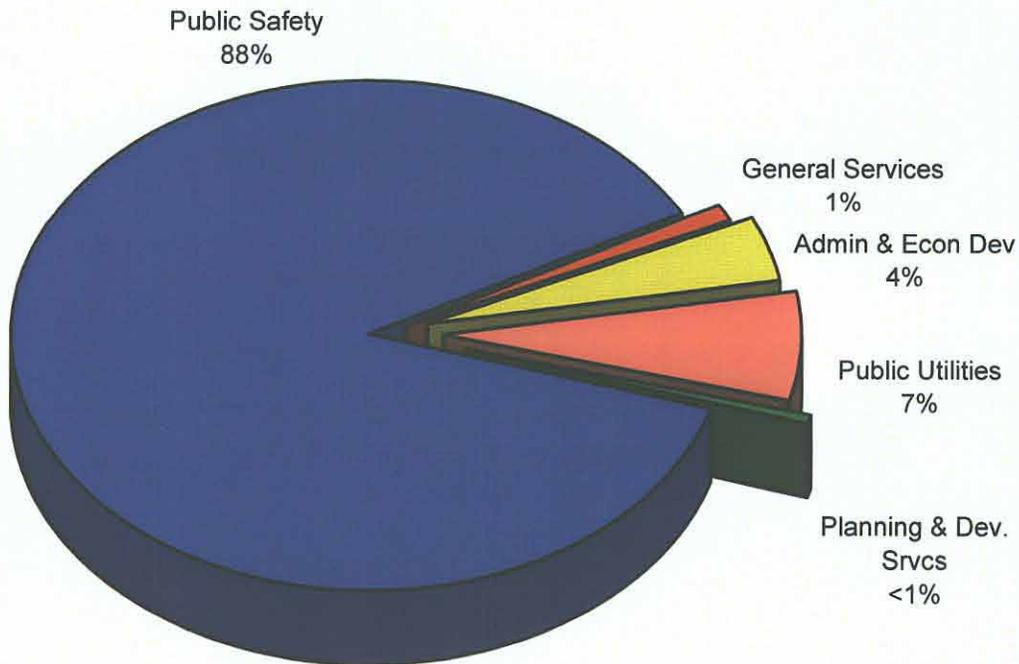
	<u>Discretionary</u>	<u>Non Discretionary</u>	<u>Total</u>
Property Taxes	15,702,000	4,399,000	20,101,000
Other Taxes	17,509,000	330,000	17,839,000
Licenses & Permits	0	1,438,000	1,438,000
Fines & Forfeitures	0	225,000	225,000
Use of Money & Property	50,000	2,081,500	2,131,500
Revenue From Other Agencies	445,000	15,298,000	15,743,000
Charges For Current Services	6,000	77,105,200	77,111,200
Other Revenues	0	8,180,400	8,180,400
TOTAL CURRENT FUNDING	33,712,000	109,057,100	142,769,100
(Addition to)/Use of Reserves	(63,700)	18,650,250	18,586,550
TOTAL	33,648,300	127,707,350	161,355,650



■ Discretionary ■ Non-Discretionary

USE OF DISCRETIONARY REVENUES 2009-2010

Departments	Total Expenditures	Non Discretionary Revenues	Use of Discretionary Revenues
City Council	227,300	94,000	133,300
City Clerk	2,568,700	2,419,700	149,000
City Attorney	746,000	254,000	492,000
City Manager	1,108,400	528,000	580,400
General Services	27,575,150	27,234,450	340,700
Finance	1,985,600	1,930,000	55,600
Police	21,335,900	1,522,000	19,813,900
Fire	10,142,100	575,000	9,567,100
Public Utilities	53,247,400	50,888,200	2,359,200
Planning & Development Services	6,045,100	5,888,000	157,100
Capital Improvements	32,094,500	32,094,500	0
CCDA	4,279,500	4,279,500	0
TOTAL	161,355,650	127,707,350	33,648,300



ECONOMIC OUTLOOK

As the economy slowly recovers later in the fiscal year, the City of Clovis will continue to attract its share of interest from expanding residential development, retail and professional businesses as well as business start ups and local manufacturing companies because it is a desirable community in which to live and do business. 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 will be supported by 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 yields increased property tax base and improved median household income. These efforts continue to pay off. The inventory of business development 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 this past year with more than half of the decline resulting from declining sales of automobiles, fuel sales at service stations, and construction materials. Despite the economic downturn, these consistently high rankings illustrate the importance of Clovis as a strong marketing location within the region. A major element of the City's 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. Phase 1 (80 acres) is committed to development with construction of successful businesses completed on 40 acres and 40 acres planned. The initial \$3.6 million public investment in infrastructure has yielded more than \$29 million in private investment in business facilities at the site, resulting in 374 jobs. Phase 2 (80 acres) is privately held and actively marketed for development. Phase 3 (125 acres) is in the planning stages with street alignment and zoning in progress. Immediately south of the Business Park is Clovis Community Medical Center Campus, now undergoing a three-year expansion program to build additional outpatient surgical facilities, expanded emergency room, additional patient tower, additional medical and administrative offices, and new parking facilities.

Long-range projects that will have a positive effect on the local economy in the next five years include: 1) continued expansion of the privately held Dry Creek Industrial Park and attraction of business to the Research and Technology Business Park; 2) redevelopment of mixed use commercial and housing at the old DMV site in Old Town Clovis; 3) major expansion of medical facilities at Clovis Community Medical Center; 4) new hotel/restaurant start ups along the Shaw and Clovis business corridors; 5) increased occupancy of the Main Street expansion of the Sierra Vista Mall; and 6) bids for new tourist destination events such as large bicycle tours or competitions and statewide track meets. A greater challenge that will take several years will be attracting new tenants for major anchors at the Mall to fill spaces left by the bankruptcies of Mervyn's and Gottschalk's during a time of retail contraction. The City continues to work in partnership with the Mall to assist with attraction efforts.

The current economic conditions are resulting in weak performance of tax revenues that support city services. State and Federal budget deficits and failure to properly manage and control these deficits create a persistent problem that will continue to have a negative effect on private investment in California and its regions and impact the amount of funding available for public investment in streets, roads, and public transit. Long term economic forecasts for the Central Valley offer positives about the opportunities for job growth particularly in alternative energy, logistics and related businesses. Much longer term efforts to improve the diversity of types of industries, to provide for ready to build industrial sites, and to match or upgrade worker skill with jobs remain the focus of partnerships throughout the region and provide promise for business expansion as the economy recovers. To the credit of leaders in the region, business and government have joined forces to advance a regional agenda for improving opportunities for job creation and for education and preparation of the workforce. It is a constructive effort that the City and entire community should continue to support. Continued population growth, a youthful demographic, growth in household income, relatively low rates of inflation, significant depreciation of housing values, and low interest rates will help contribute to a continued demand for homes and other goods and services.

Recently the Central Valley earned the distinction of reaching a population that is equal to the San Francisco Bay Area and will continue to emerge as a respected political and economic force in California's future. Opportunities for leveraging the strength of population of these two regions have been fruitful, especially in the area of funding for transportation. 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 capture its share of the future expected economic growth in the region and, to do so, must continue to review 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 types (general fund, special revenue, capital projects, debt service, and assessment districts) are prepared on a modified accrual basis. This means expenditures are recorded when the liability is incurred and revenues are recognized if they are received during the fiscal year or shortly thereafter. In addition, the City treats encumbrances as expenditures only for budgetary control purposes. Encumbrances open at year-end are reported as reservations of fund balances since they do not constitute expenditures or liabilities. Available expendable resources include beginning fund balance and current year revenues and transfers from other funds.

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

FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

Based on the City's Master Development Plans, the program consists of broad evaluation and establishment of priorities for capital projects essential for future development. An important part of the process of developing the community investment program for capital improvements is determination of the logical order of construction of projects included in the master plans so that underground work is well coordinated to be accomplished in advance of above ground work. Public service programs and the master plans are the principal 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. Due to significant declines in revenue collection during the year and continued projections of declining revenues, it has necessitated the realignment of programs and expenditures for every department supported by the General Fund.

Following adoption of the budget, it is sometimes necessary to amend the budget. The City Manager may transfer any appropriation within a specific fund not to exceed \$5,000 for appropriations and \$2,500 for reserves. Transfers of more than \$5,000 in appropriations and \$2,500 in reserves require Council action.

BUDGET CALENDAR

Departmental Submittal (including CIPs)	March 3, 2009
City Manager Budget Review	March 3 – April 25, 2009
Preview of Recommended Budget to City Council	May 11, 2009
Introduction of Recommended Budget to City Council	May 18, 2009
Council Budget Review and Public Hearings	June 15 and 22, 2009
Adoption of Budget	June 22, 2009

BUDGET CONTROL

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

APPROPRIATIONS LIMITATION

In November 1979, California voters approved a constitutional amendment that established an Appropriations Limitation for the state and local governments. In June 1990, the electorate approved Proposition 111 that amended the provisions of the constitution to provide for the adjustment of the Limitation. The formula now used to calculate the Appropriations Limit is the percentage change in California Per Capita Income (PCI) or the percentage change in valuations of non-residential construction (NRC) plus the percentage change in the City's population or the County's, whichever is greater. The State Department of Finance has provided the City with the population estimates and the Per Capita Income. The City's population increased 1.34% from 2008. The Department of Finance reports that the PCI was 0.62%. The change in non-residential construction was 7.70%. Therefore, the change in non-residential construction is used.

Appropriations Limitation 2008-2009	\$124,707,891
Add: Change in Population (1.34%)	<u>1,671,086</u>
	\$126,378,977
Add: Change in NRC (7.70%)	<u>9,731,181</u>
Appropriations Limitation 2009-2010	\$136,110,158
Less: Proposed Expenditures Subject to Limitation in 2009-2010	<u>33,556,927</u>
Amount of Unused Authorized Appropriations	<u>\$102,553,231</u>

It is recommended that the Council's adoption of the Budget include the establishment of the City's Appropriations Limitation for the 2009-2010 fiscal year at \$136,110,158.

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 performed by the operating sections within the General Fund.

General Government Services Fund

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

HCD Block Grand Fund

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

Landscape Maintenance Fund

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

Liability and Property Insurance Fund

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

Park 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. The final payment on the bonds was made in 2008-09 and therefore there is no amount budgeted for 2009-10.

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.

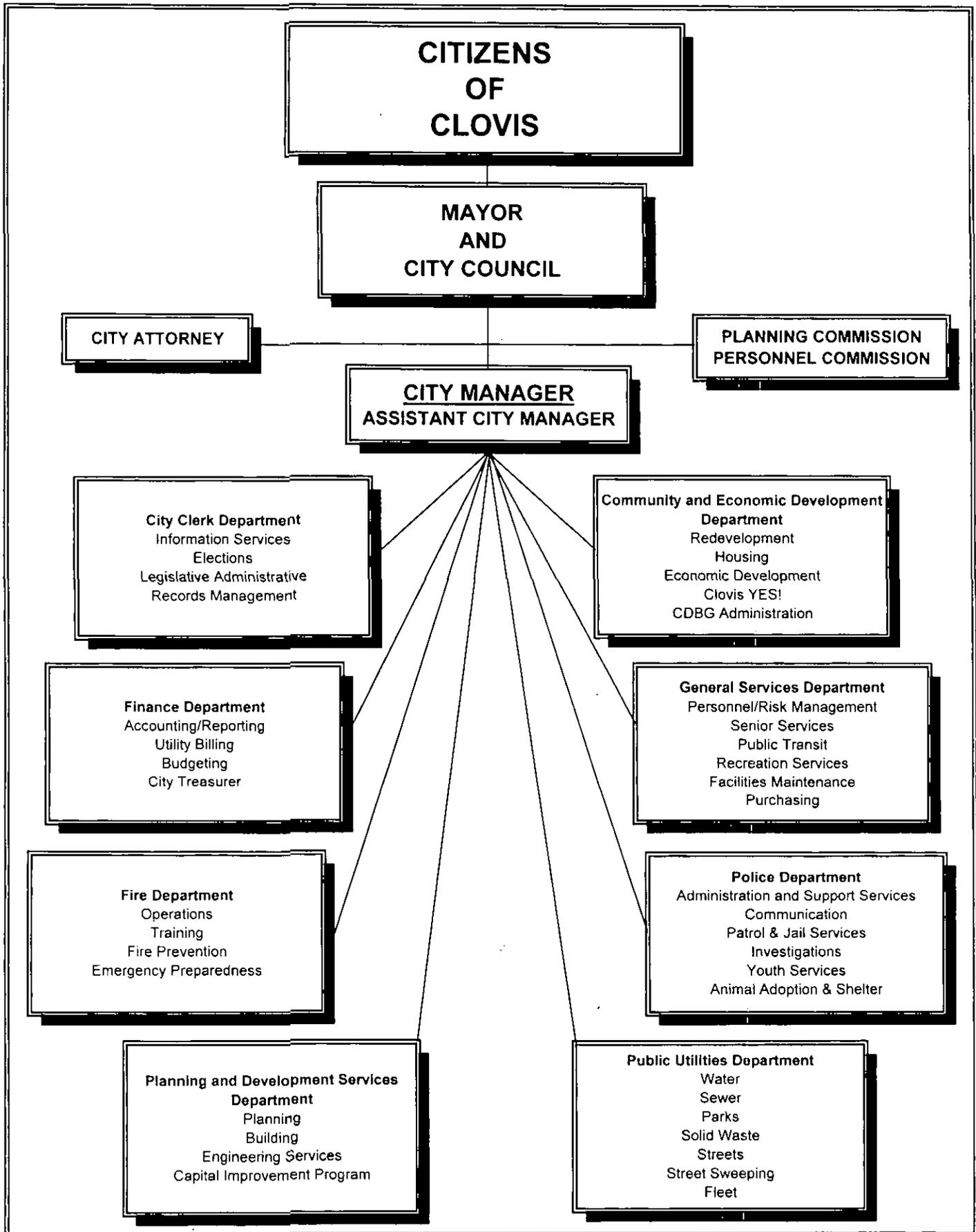
Water Construction-Enterprise Fund

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

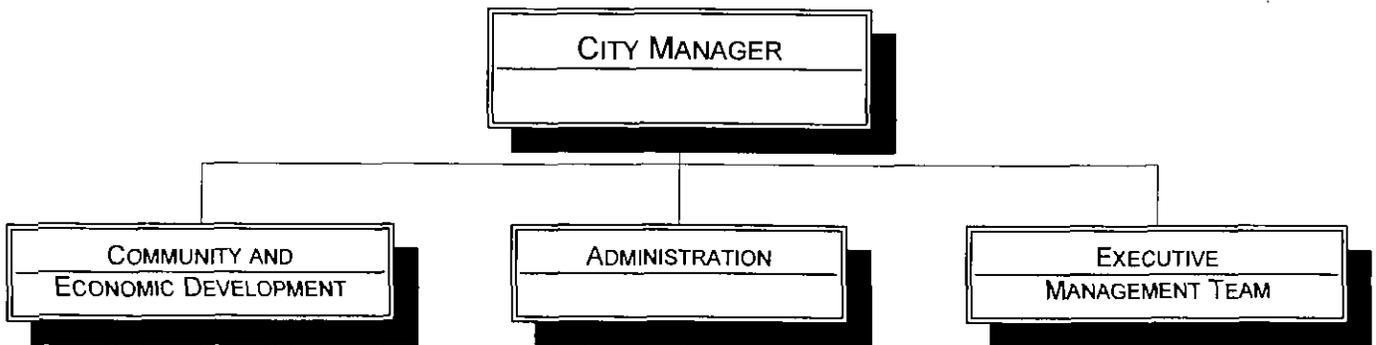
Water Service Fund

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.

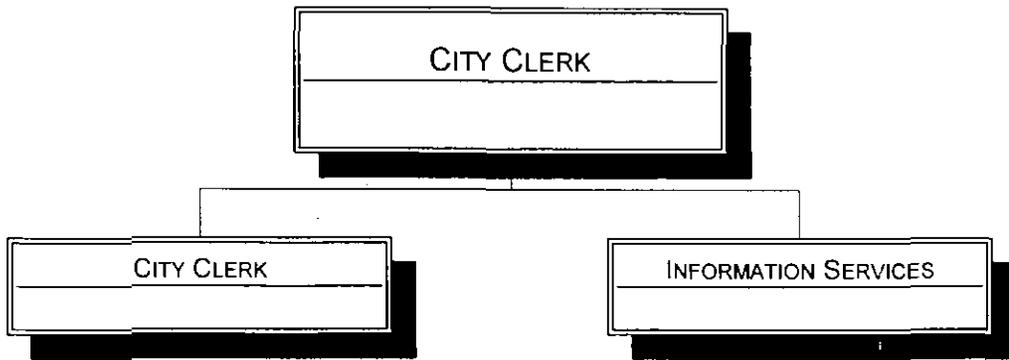
CITY OF CLOVIS ORGANIZATION CHART



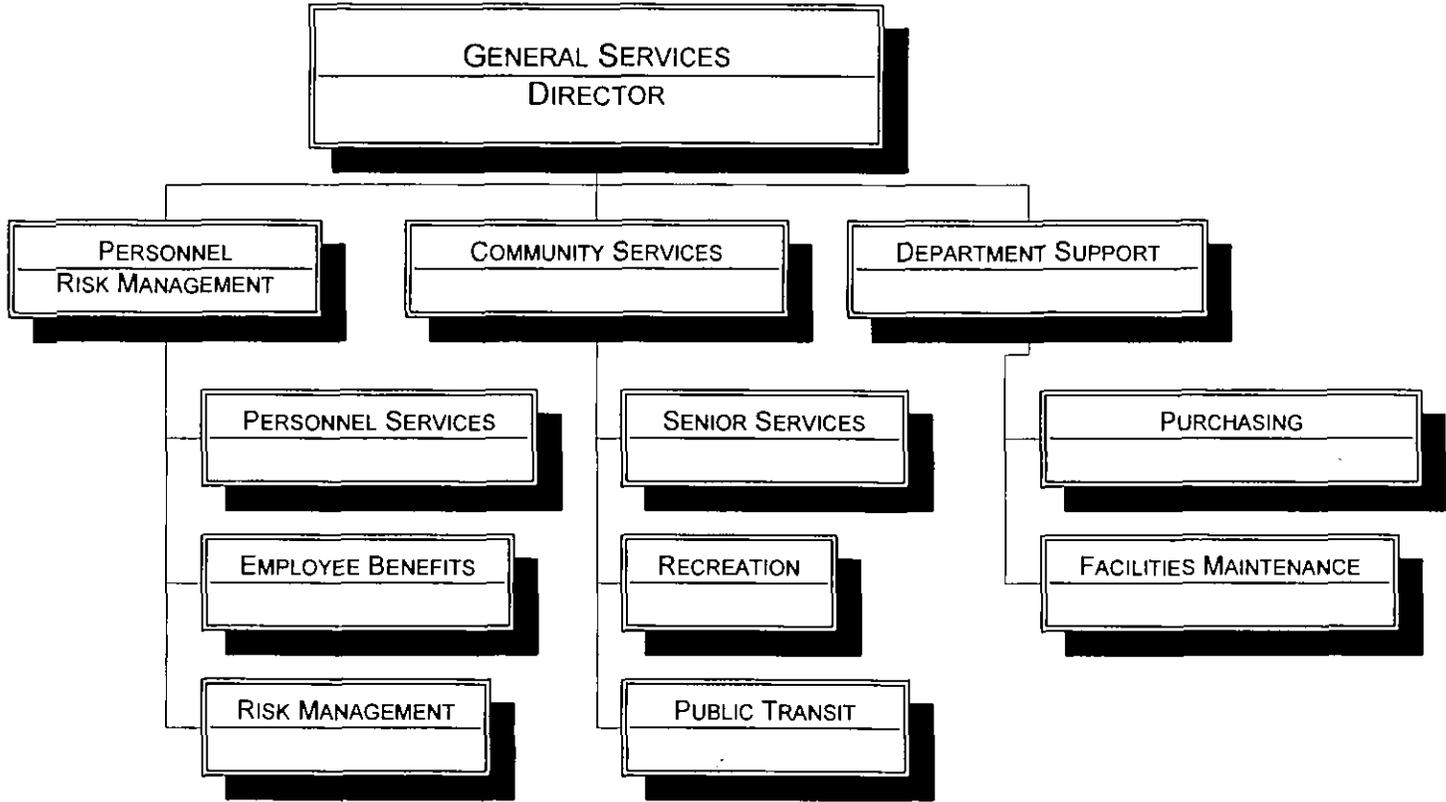
City Manager Department



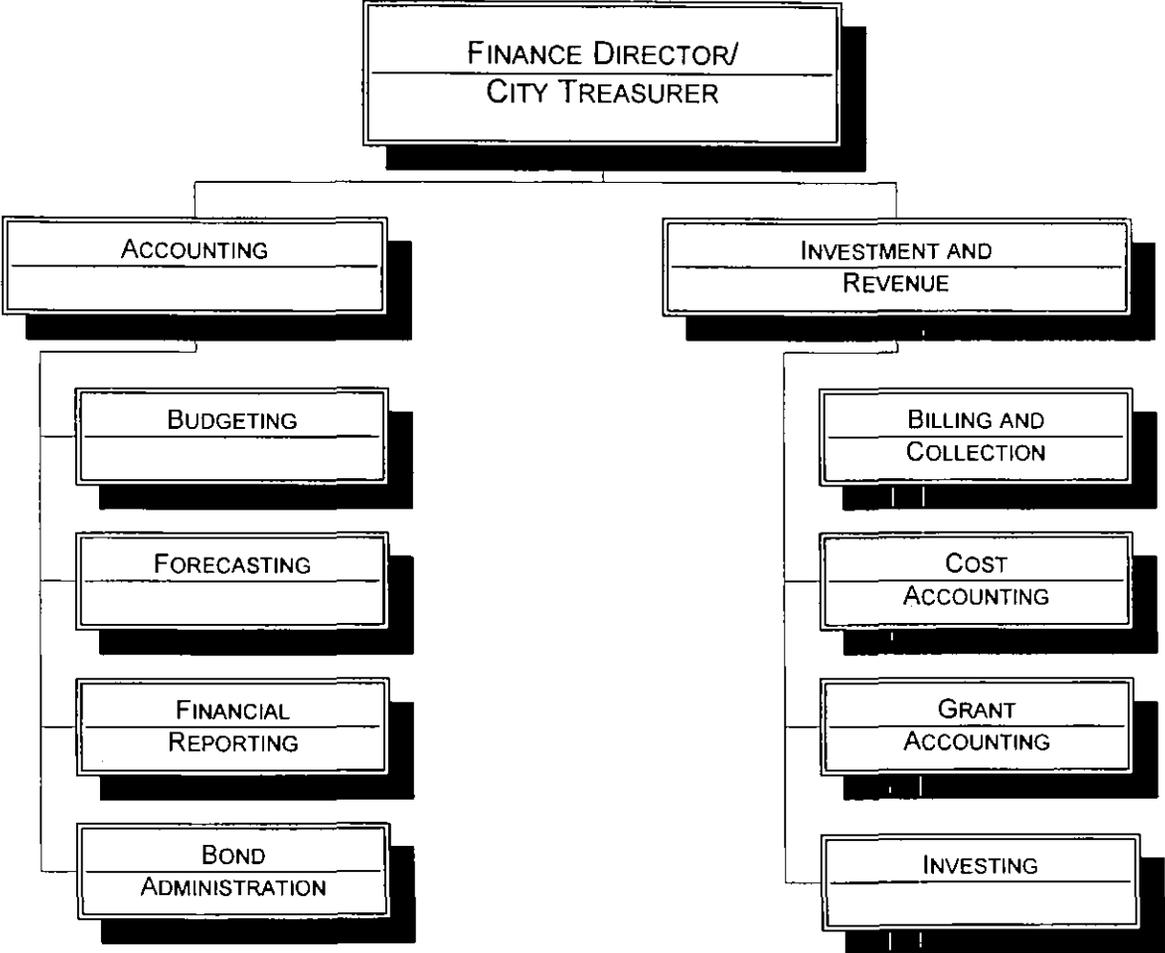
City Clerk Department



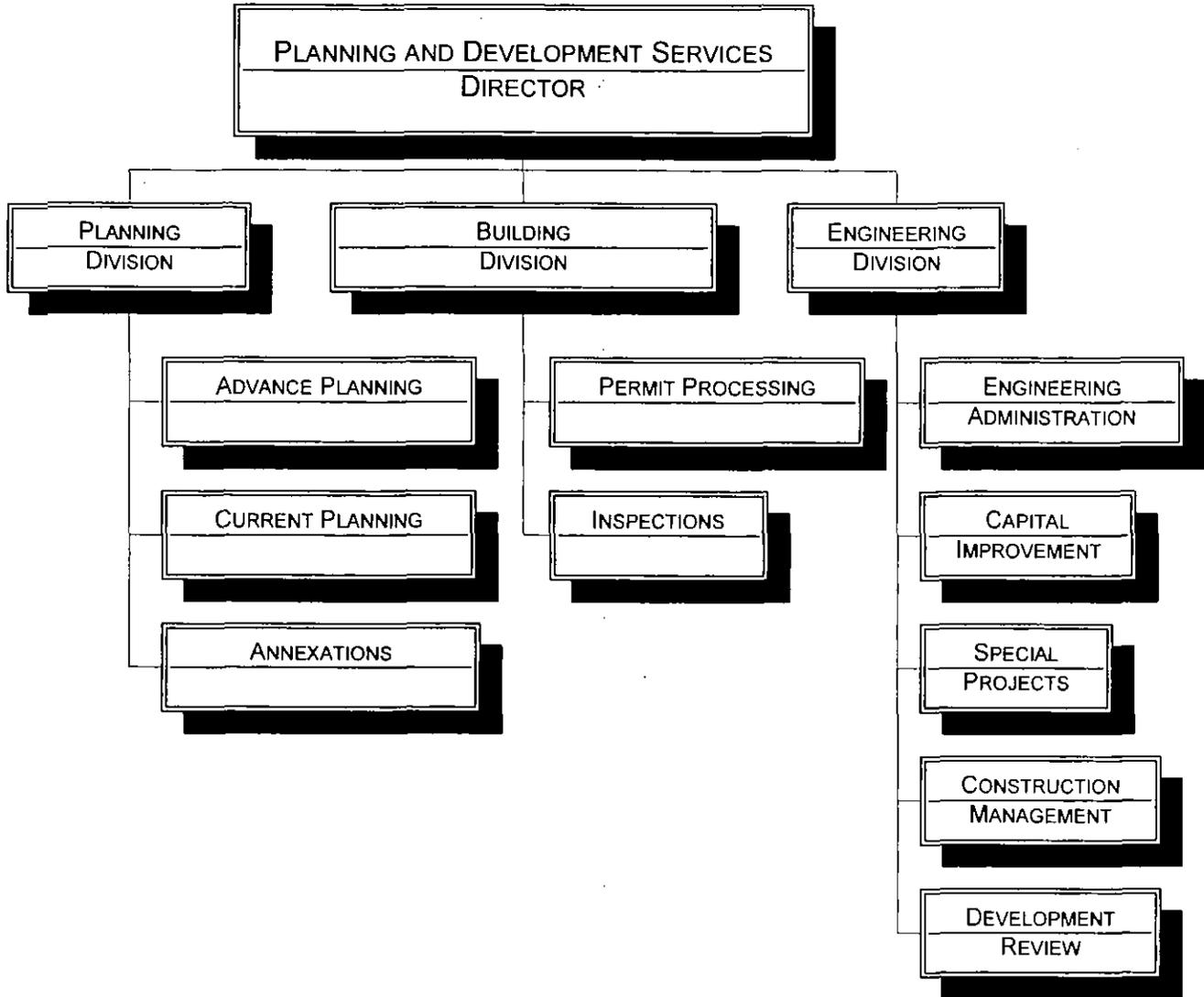
General Services Department



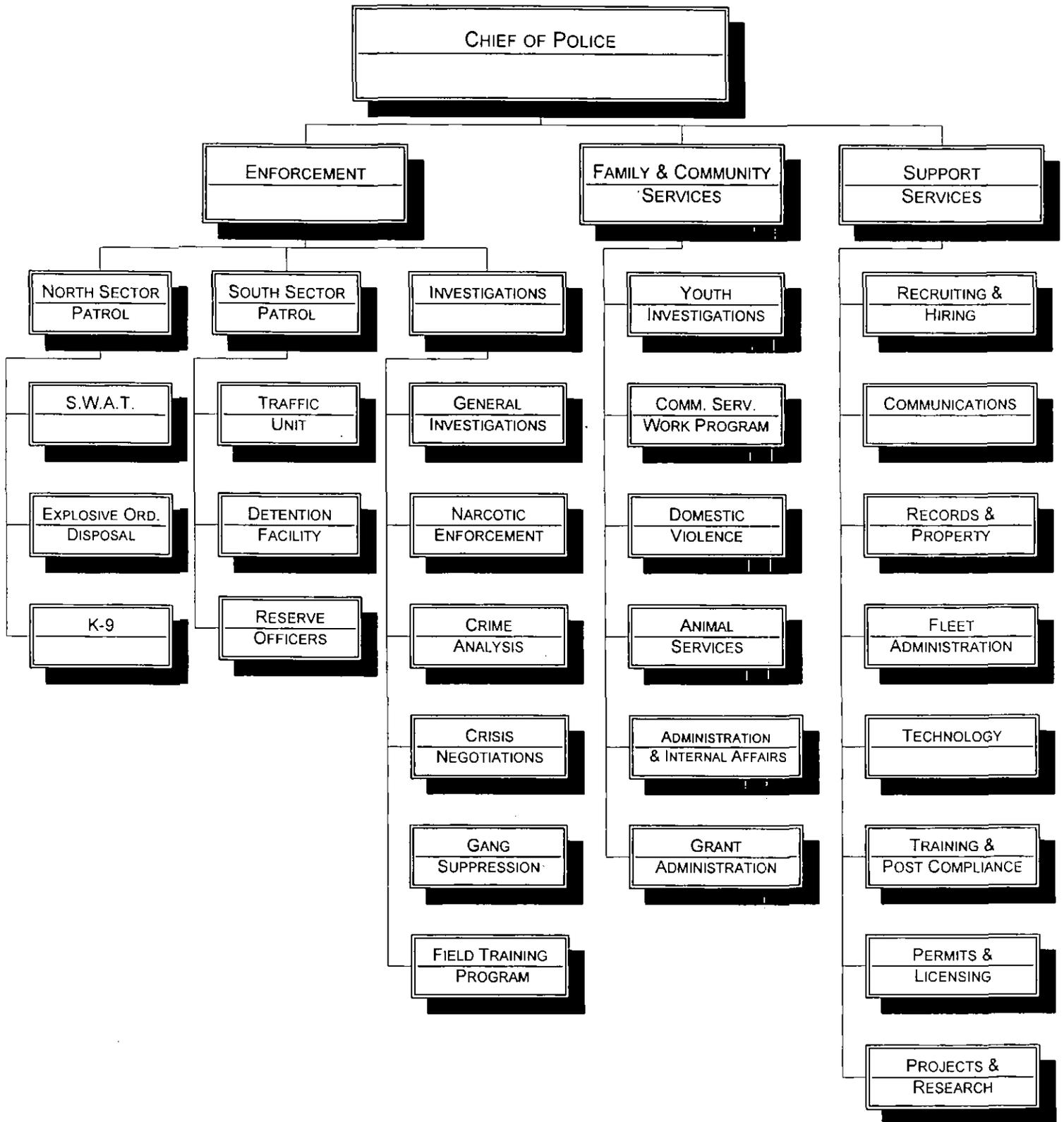
Finance Department



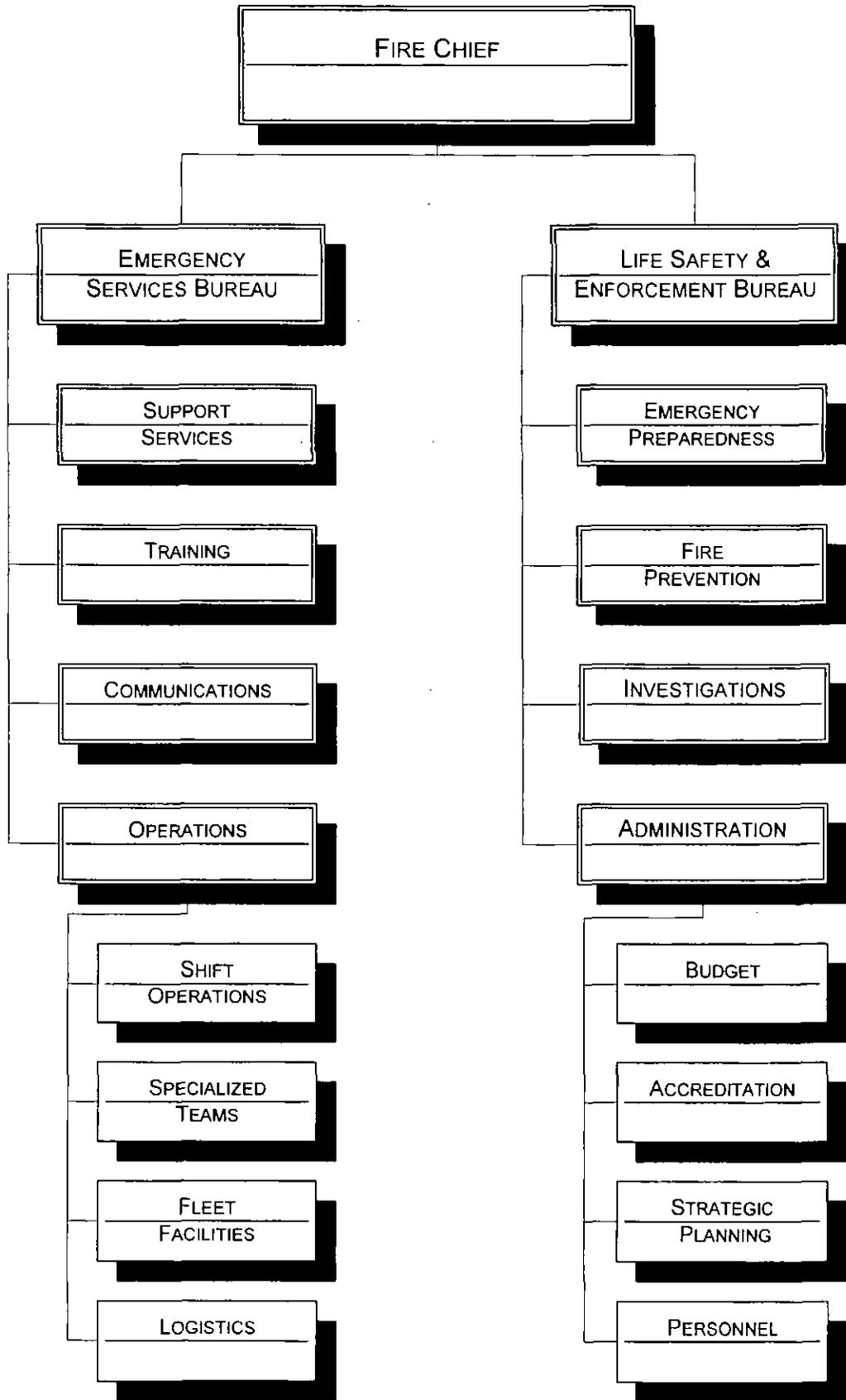
Planning and Development Services Department



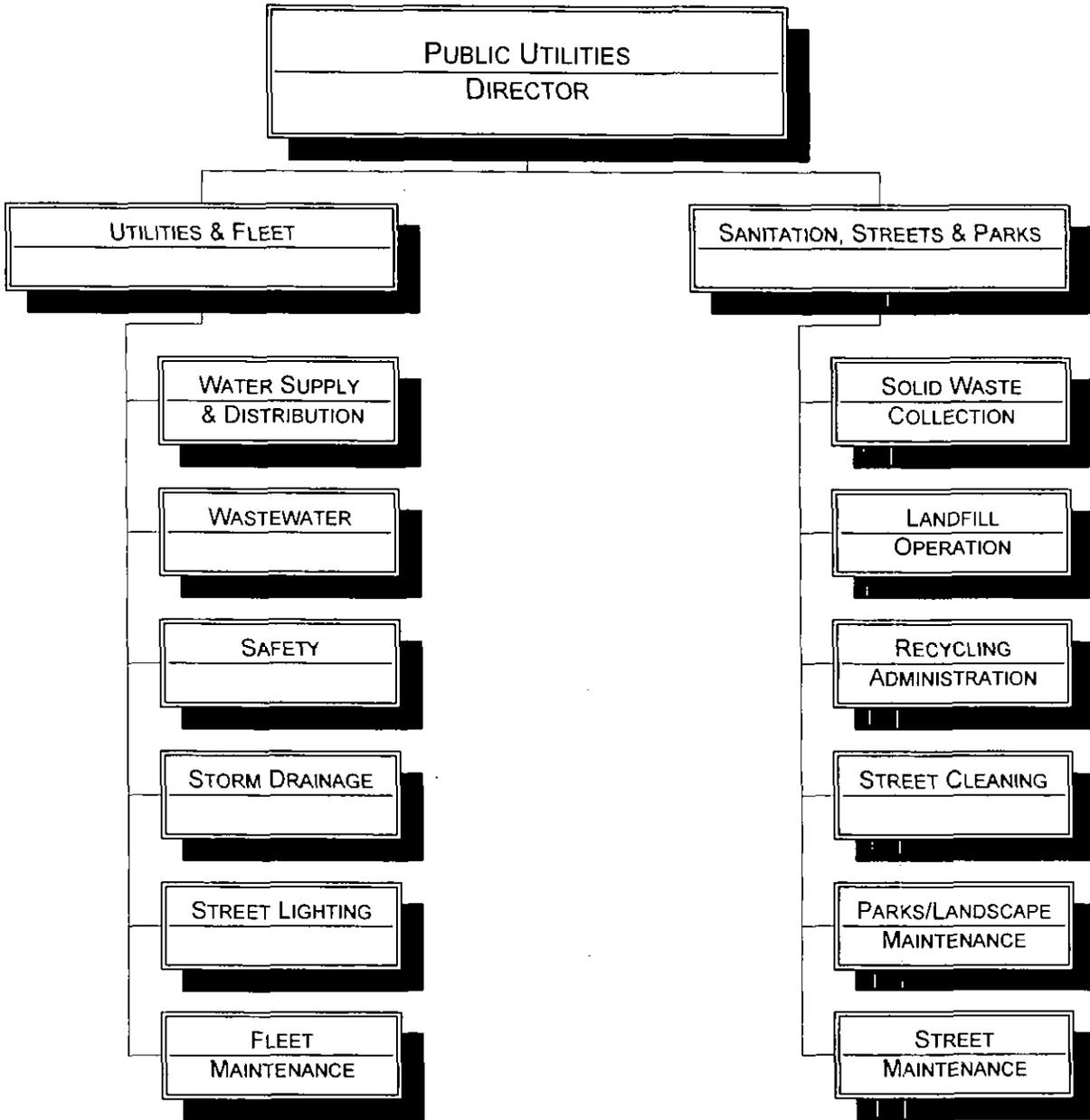
Police Department



Fire Department



Public Utilities Department



Clovis Community Development Agency



**CITY OF CLOVIS
2009-2010 MANAGEMENT STAFF**

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

**AD HOC BUDGET
PREPARATION TASK FORCE**

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

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

SUMMARY OF REVENUES & EXPENDITURES

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.



March 2009 ■ 1-B

Voters turn down sales tax, reelect incumbents

By James Harbo Phillips
Clovis Community News

At 7 a.m. on March 1, voters in Clovis turned down a sales tax increase and reelected incumbent Mayor Alan A. Blair to the fifth year of his term. Blair, who has served as Mayor since 2003, was reelected by a margin of 65 percent to 35 percent. The voters also rejected a 1.5 percent sales tax increase and a 1.5 percent increase in the city's property tax rate. The voters also rejected a 1.5 percent increase in the city's property tax rate. The voters also rejected a 1.5 percent increase in the city's property tax rate.

Spring brings Big Hat Days, rodeo and much more

By James Harbo Phillips
Clovis Community News

Spring is in the air and with it a new season of exciting outdoor activities. Among these activities are some of the largest events that strengthen Clovis' reputation for its broad quality of life and atmosphere. These events include the Big Hat Days, the Rodeo, and the Rodeo Parade. The Big Hat Days is a three-day event that features a variety of activities, including a parade, a rodeo, and a concert. The Rodeo is a two-day event that features a variety of rodeo events, including bull riding, barrel racing, and team roping. The Rodeo Parade is a parade that features a variety of floats, including a parade float, a parade float, and a parade float.



The year's Clovis rodeo sponsored by the Professional Rodeo Cowboys' Association will be held April 28-29. The annual event is one of the largest rodeos in the world.

Argen Tour of California brought about 50,000 spectators racing into Clovis last month

By James Harbo Phillips
Clovis Community News

What would a top cyclist do when he had the chance to ride through the City of Clovis? He would take it. The Argen Tour of California, a multi-day cycling event, brought about 50,000 spectators into Clovis last month. The event is one of the largest cycling events in the world and is held in Clovis, California. The event is held in Clovis, California, and is one of the largest cycling events in the world. The event is held in Clovis, California, and is one of the largest cycling events in the world.

The best-laid plan

■ What is the general plan and what does it mean to me?

By David Big, Deputy City Manager
Special to Clovis Community News

As we begin the City's general plan update and presentation to the City Council, it is important to understand the general plan and what it means to you. The general plan is a long-term vision for the City and is one of the most important documents that the City has. It is a document that outlines the City's goals and objectives for the future. It is a document that is developed by the City Council and is one of the most important documents that the City has. It is a document that outlines the City's goals and objectives for the future.

Clovis PD volunteers are quick to heed the call

By James Harbo Phillips
Clovis Community News

Today, the Clovis Police Department has a new addition to its ranks. A group of volunteers, known as the Clovis Police Department Reserve, have joined the force. These volunteers are a group of people who are interested in law enforcement and want to help the Clovis Police Department. They are a group of people who are interested in law enforcement and want to help the Clovis Police Department. They are a group of people who are interested in law enforcement and want to help the Clovis Police Department.

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Law Enforcement and the Police, are one of many ways to support the Clovis Police Department Reserve.

The City of Clovis entered a partnership with the Clovis Unified School District and CUSD Today to create a joint publication of these newspapers to more economically provide information to the community on school- and city-related events, resources, and news.

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, 2009; the total estimated revenue for 2009-2010; the total proposed budget expenditures for 2008-2010; and the projected ending fund balance for each fund as June 30, 2010.

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

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

FUND HIGHLIGHTS

General Fund - The General Fund as proposed is wholly balanced with current year revenues, that is, proposed expenditures are less than estimated revenues. Revenues as projected are \$49.9 million which is a decline of \$3.7 million or 7% less when compared to the previous year. Expenditures as projected are \$49.8 million and represent a decline of \$4.6 million or 8.5% less than the previous year. The decline in revenue is attributable primarily to the slowdown in retail sales taxes, property taxes, and permit revenues derived from residential construction activity. Expenditures overall are declining, but some expenditures categories are increasing necessitating a reduction in others. Reductions are occurring in overtime, extra help, travel and training, and capital expenditures. Salary and benefit costs are also reflecting declines due to unfunding several positions and employee concessions. This budget reflects the unfunding of 18 previously approved and funded positions. All these positions are currently vacant or the city will seek early retirement for some employees to avoid layoffs. A complete listing of recommended positions and unfunded positions is included in the **Personnel Section**. In addition the General Fund has \$2.99 million, or 6.0% of expenditures, designated to be set aside as an emergency reserve. The General Fund also reflects a \$0.5 million unreserved, undesignated balance, to help offset the impact of any revenue shortfall due to economic uncertainty.

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 \$3.1 million for 2009-2010. 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 again this year. There are insufficient reserves in the General Government Facilities Fund to fund but a limited number of minor projects at this time and all other funds are committed to future debt service requirements.

Enterprise Funds - All of the City's Enterprise Funds show sufficient revenue and working capital to meet current operating requirements. The Refuse Enterprise has an approved rate increase of 4% effective July 1, 2009. This increase will allow the City to continue to make the required improvements at the landfill and maintain required bond coverage as well as continue to pay back its interfund loans. It is also projected that the Water Enterprise will need a rate increase early in the 2009-2010 fiscal year while the Transit Enterprise operation will be required to reduce services due to reductions in transportation tax collections. Also, in the Street Cleaning Fund one vacant position has been eliminated.

Capital Improvements - Several major projects are included in the 2009-2010 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 2009-2010 that do not currently have funding sources identified.

Debt Service Funds - All debt service requirements are being met in 2009-2010. The remaining fund balances represent debt service reserve requirements.

SUMMARY OF RESOURCES AND APPROPRIATIONS 2009-2010

Fund	Beginning Balance	Transfers	Current Resources	Expenditures	Ending Balance
GENERAL					
General Fund	436,310	0	49,856,000	49,792,300	500,010 *
SPECIAL REVENUE FUNDS					
Clovis Com Dev Agency	4,306,720	(1,350,000)	3,562,000	2,193,650	4,325,070
Clovis YES	(2,440)	0	636,100	630,900	2,760
HCD Block Grant	(14,870)	0	111,000	89,950	6,180
Landscape Assessment District	3,110,000	0	2,590,000	2,590,000	3,110,000
Total Special Revenue	7,399,410	(1,350,000)	6,899,100	5,504,500	7,444,010
INTERNAL SERVICE FUNDS					
Liab & Prop Ins	470,400	0	950,100	1,213,800	206,700
Employee Benefits	89,170	0	15,735,100	15,701,600	122,670
Fleet Maintenance	1,267,970	0	7,473,000	7,663,900	1,077,070
General Govt Services	4,554,320	0	8,161,900	8,526,750	4,189,470
Total Internal Service	6,381,860	0	32,320,100	33,106,050	5,595,910
ENTERPRISE FUNDS					
Refuse Disposal	4,618,730	(1,451,000)	12,777,000	12,521,400	3,423,330
Sewer Service	8,096,980	1,643,000	8,003,000	11,751,500	5,991,480
Street Cleaning	10,670	0	960,000	917,800	52,870
Water Service	5,271,390	(811,000)	11,192,000	10,695,600	4,956,790
Transit	191,470	0	3,416,900	3,607,000	1,370
Total Enterprise	18,189,240	(619,000)	36,348,900	39,493,300	14,425,840
CAPITAL IMPROVEMENT FUNDS					
Sewer Construction	12,585,700	(143,000)	2,265,000	6,874,000	7,833,700
Park Projects	1,690,500	0	1,359,000	2,705,000	344,500
Street Construction	3,498,800	0	7,487,000	10,152,000	833,800
Water Construction	3,465,200	811,000	1,644,000	5,213,000	707,200
Clovis Com Dev Agency	1,817,500	0	1,597,000	3,414,500	0
Refuse Construction	0	0	2,793,000	2,793,000	0
General Govt Facilities	158,000	585,000	200,000	943,000	0
Total Capital Improvement	23,215,700	1,253,000	17,345,000	32,094,500	9,719,200
DEBT SERVICE FUNDS					
Clovis Comm Dev Agency	208,600	1,350,000	0	1,365,000	193,600
Total Debt Service	208,600	1,350,000	0	1,365,000	193,600

* The General Fund maintains a designation of \$2,993,000 or 6.0% 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>
\$ 1,350,000	CCDA	CCDA Debt Service ...to pay debt service	\$ 585,000	Measure A*	Gen Govt Facilities ...public safety facility improvements
373,000	Sewer Capital-Dev	Sewer Service ...to pay debt service	49,000	Comm Sanitation*	Refuse Disposal ...acquisition of refuse containers
270,000	Sewer Capital-Dev	Sewer Service ...for sewer plant improvements	500,000	Refuse Disposal	Sewer Cap-Dev ... repayment of interfund loan
811,000	Water Service	Water Capital-Dev ...to pay debt service	1,000,000	Refuse Disposal	Sewer Service ...repayment of interfund loan

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

<p>Sewer Capital - Sewer Capital-Enterprise Sewer Capital-Developer</p> <p>Water Construction - Water Capital-Enterprise Water Capital-Developer</p>	<p>Clovis Community Development Agency - Community Development Fund Affordable Housing Herndon Redevelopment Area Herndon Area Affordable Housing</p>
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* Measure A and Community Sanitation Funds are unbudgeted funds and as such, are not shown on the preceding schedule, but are 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 2009-2010 revenues and expenditures. The schedule on the following page combines all the City's funds into one summary schedule while the 2009-2010 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 "2009-2010 Budget Summary-All Funds" includes all funding sources and expenditures for all Governmental and Proprietary Funds. A review of the revenue shows that "Charges for Current Services" is the largest revenue source followed by "Charges to Other Departments". Included in "Charges for Current Services" are the charges for the City's Enterprise Funds (water, sewer, refuse, etc.). This revenue source makes up 33% of the total funding sources. The source "Charges to Other Departments" reflects interfund charges, or revenue derived, by the City's Internal Service Funds such as General Services, Employee Benefits, Fleet Services, and Liability and Property Insurance to other operating funds for services received from the Internal Service Funds. This funding source reflects 21.3% of the total. (Please read the note at the bottom of the Budget Summary about the affect Internal Service Fund charges have on the City's revenues and expenditures). Property Taxes, which includes motor vehicle license fees which are now classified as property tax, is showing only very modest growth due to the foreclosures and declining property values. Property taxes account for 14.1% of the city's revenue. The revenue source "Sales & Use Tax" which accounts for 8.7% of total revenue, is projected to decline overall, but the decline is anticipated to lessen during the first quarter of 2010.

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

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

2009-2010 BUDGET SUMMARY - ALL FUNDS

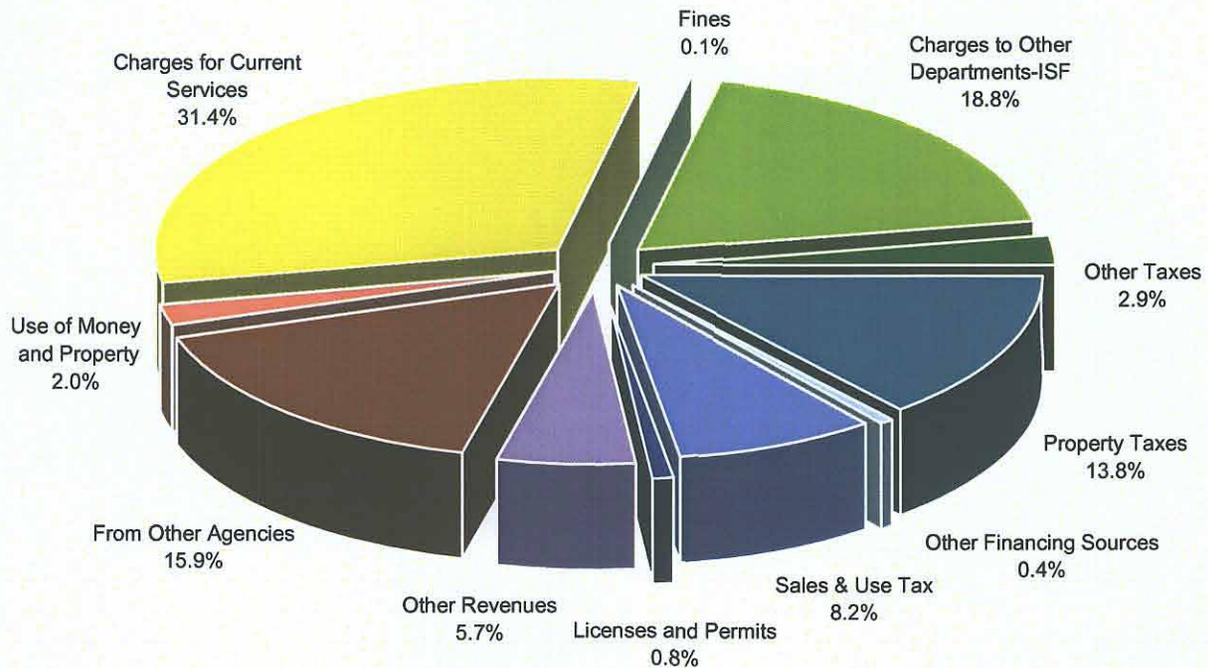
Included in the schedule below are items that are not considered revenue/expenses for financial reporting purposes. These items are:
 Contributed Capital (included in "Charges for Current Services") -- Reported as equity for financial reporting
 Long-term Debt (COPs and loans; included in "Other Financing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

	2007-2008 ACTUAL	2008-2009 ESTIMATED	2009-2010 BUDGET
<u>FUNDING SOURCES</u>			
Property Taxes	21,482,384	22,162,000	20,101,000
Sales & Use Tax	14,266,968	13,111,000	12,455,000
Other Taxes	4,783,879	4,636,000	5,384,000
Licenses and Permits	1,782,564	1,302,000	1,438,000
Fines	352,677	236,100	225,000
Use of Money & Property	7,014,438	3,262,300	2,131,500
From Other Agencies	15,956,988	25,436,500	15,743,000
Charges for Current Services	52,484,829	50,306,700	46,723,000
Other Revenues	20,232,529	9,067,620	8,180,400
Charges to Other Departments-ISF	30,410,877	30,187,040	30,388,200
Other Financing Sources	19,100,000	615,000	0
Total Revenues and Other Financing Sources	187,868,133	160,322,260	142,769,100
Beginning Fund Balances	123,853,711	119,270,000	55,831,120
Total Available Resources	311,721,844	279,592,260	198,600,220
<u>EXPENDITURES/EXPENSES</u>			
Salaries-Regular	32,813,372	31,049,990	30,257,300
Overtime	2,952,614	3,150,720	2,792,800
Extra Help	2,658,631	2,953,600	2,747,200
Benefits	15,613,819	14,709,890	13,177,100
Vehicle Charges	6,891,154	7,049,440	6,747,300
Energy	4,493,270	4,814,850	5,635,100
Communications	550,409	532,830	535,900
Professional Services	12,519,845	14,529,250	15,959,900
Repair and Maintenance	2,501,781	2,621,050	2,590,200
State Mandates	574,814	509,000	536,000
Special Events	48,162	43,900	43,500
Building and Equipment Rental	81,462	90,010	109,300
Office Supplies	642,886	719,210	724,900
Materials and Supplies	4,220,491	4,597,790	4,404,700
Travel and Meeting Expense	182,631	199,380	185,400
Training	335,291	439,620	427,300
Dues and Subscriptions	104,783	110,830	107,050
Administration and Overhead	12,148,259	12,316,820	12,516,200
Employee-Related ISF Charges	15,448,462	15,167,340	15,220,100
Liability Insurance Prog-ISF	1,003,738	1,174,960	1,033,100
Debt Service	19,111,946	17,618,400	16,341,000
Capital Outlays/Improvements	59,079,524	91,576,460	29,264,300
Total Expenditures/Expenses and Other Uses	193,977,344	225,975,340	161,355,650
Net Operating Transfers *	1,525,500	2,214,200	634,000
Ending Fund Balances	119,270,000	55,831,120	37,878,570

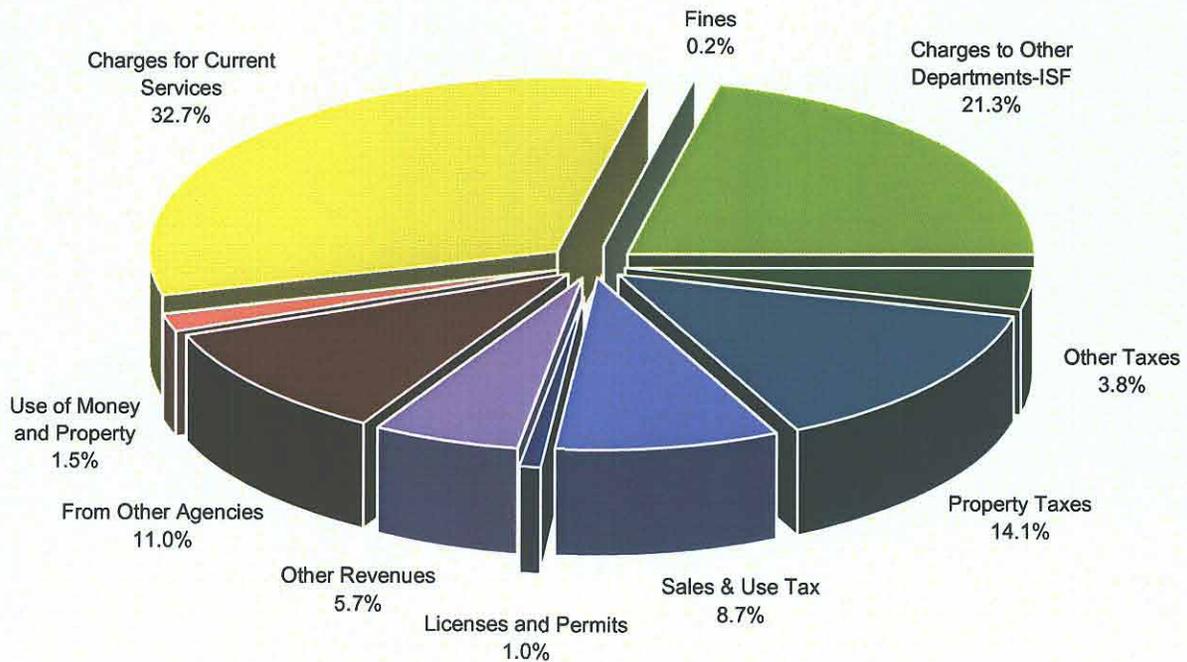
The numbers presented above include revenue and expenses for the City's Internal Service Funds. These funds act as cost allocation departments in that they accumulate the cost of goods and services and distribute these costs to the various other user departments. The user departments in turn record an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

2008-2009 ESTIMATED REVENUES



2009-2010 BUDGET REVENUES



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

2009-2010 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	16,160,000	3,941,000							
Sales & Use Tax	12,455,000								
Other Taxes	5,384,000								
Licenses and Permits	1,428,000							10,000	
Fines	225,000								
Use of Money & Property	76,000	7,000				40,000	75,000	135,500	0
From Other Agencies	2,457,000	768,000	111,000	636,100				104,000	920,000
Charges for Current Services	5,199,000				2,590,000			465,000	
Other Revenues	6,472,000	443,000				180,000	150,000	52,400	
Charges to Other Departments-ISF						730,100	15,510,100	7,595,000	6,553,000
Total Sources	49,856,000	5,159,000	111,000	636,100	2,590,000	950,100	15,735,100	8,361,900	7,473,000
<u>EXPENDITURES/EXPENSES</u>									
Salaries-Regular	21,802,500	361,900	40,300			108,800	181,600	1,173,200	897,300
Overtime	2,412,300	0						43,500	18,000
Extra Help	1,320,900	42,000		465,000				130,000	29,000
Benefits	9,208,600	135,600	15,300	89,400		35,900	56,700	438,200	391,300
Vehicle Charges	2,356,100	19,500	3,000			5,700	11,500	92,700	61,600
Energy	1,385,000	30,900						944,200	
Communications	239,400							242,000	1,000
Professional Services	3,589,900	485,500	200	15,500	2,590,000		100	269,500	50,000
Repair and Maintenance	356,700							1,540,500	432,000
State Mandates									6,000
Liability Insurance Prog-ISF						1,033,100			
Special Events	1,500						42,000		
Building and Equipment Rental	1,000	91,300						2,000	
Office Supplies	85,400	5,100		6,000				560,500	1,000
Materials and Supplies	846,400	48,300						91,200	2,426,000
Travel and Meeting Expense	134,700	11,000		7,000		200	200	7,800	6,000
Training	327,700	5,500		6,000		10,700	1,300	30,100	5,000
Dues and Subscriptions	88,200	6,450	350			1,000	600	1,150	1,000
Administration and Overhead	4,924,000	729,600	30,800	42,000		18,400	36,500	141,200	785,700
Employee-Related ISF Charges							15,220,100		
Debt Service		1,586,000						2,368,000	529,000
Capital Outlays/Improvements	712,000	3,414,500		0			151,000	1,394,000	2,024,000
Total Uses	49,792,300	6,973,150	89,950	630,900	2,590,000	1,213,800	15,701,600	9,469,750	7,663,900

2009-2010 BUDGET SUMMARY - BY FUND

Page 2 of 2

<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	
									20,101,000
									12,455,000
									5,384,000
									1,438,000
									225,000
220,000	333,000		26,000	264,000	410,000	125,000	160,000	260,000	2,131,500
			3,167,900			534,000	7,045,000		15,743,000
15,350,000	7,670,000	960,000	209,000	10,593,000	1,855,000	700,000	282,000	850,000	46,723,000
	0		14,000	335,000	0			534,000	8,180,400
									30,388,200
<u>15,570,000</u>	<u>8,003,000</u>	<u>960,000</u>	<u>3,416,900</u>	<u>11,192,000</u>	<u>2,265,000</u>	<u>1,359,000</u>	<u>7,487,000</u>	<u>1,644,000</u>	<u>142,769,100</u>
1,991,800	581,400	270,700	951,800	1,896,000					30,257,300
180,900	12,000	8,600	30,500	87,000					2,792,800
112,000	10,000	3,000	585,300	50,000					2,747,200
977,500	280,300	116,300	565,200	866,800					13,177,100
2,528,700	220,500	394,300	722,000	331,700					6,747,300
35,000	600,000			2,640,000					5,635,100
7,100	2,000	1,400	28,000	15,000					535,900
2,619,900	4,861,000		271,000	1,207,300					15,959,900
17,400	18,000	600		225,000					2,590,200
530,000									536,000
									1,033,100
									43,500
15,000									109,300
37,900	9,000			20,000					724,900
80,300	51,000	6,500		855,000					4,404,700
6,500	2,000		5,000	5,000					185,400
9,000	6,000		1,000	25,000					427,300
1,600	1,000		700	5,000					107,050
1,558,000	1,807,300	116,400	446,500	1,879,800					12,516,200
									15,220,100
954,000	1,248,000				6,403,000			3,253,000	16,341,000
3,651,800	2,042,000	0	0	587,000	471,000	2,705,000	10,152,000	1,960,000	29,264,300
<u>15,314,400</u>	<u>11,751,500</u>	<u>917,800</u>	<u>3,607,000</u>	<u>10,695,600</u>	<u>6,874,000</u>	<u>2,705,000</u>	<u>10,152,000</u>	<u>5,213,000</u>	<u>161,355,650</u>

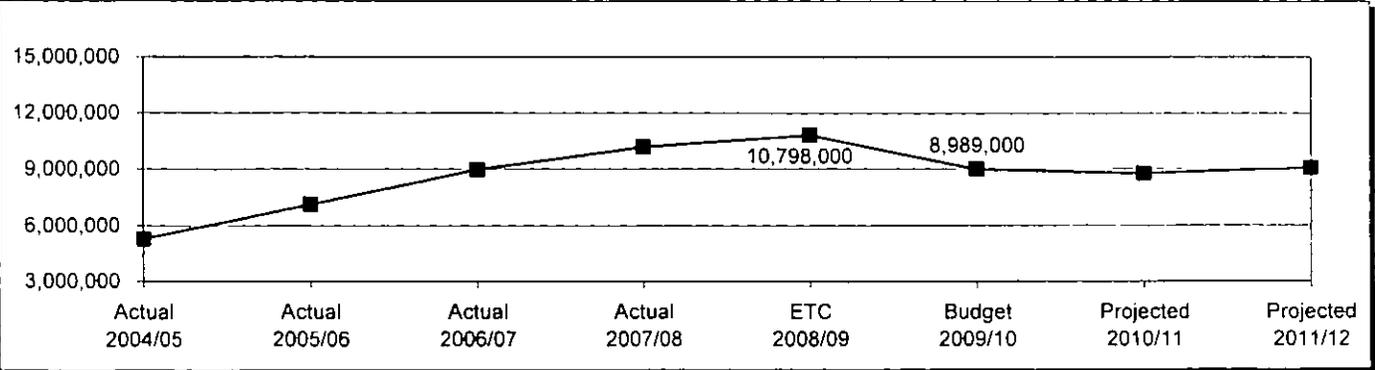
REVENUE BY SOURCE

Property Taxes-General Fund

Property tax revenues have taken on a larger role in the General Fund's revenue structure due to actions taken at the state level. Beginning in 2004/05, one-quarter of the City's sales tax revenue is swapped for an equal amount of property tax. Also, Vehicle License Fees (VLF), previously a state subvention revenue source, are now replaced with a like amount of property tax revenues. This is a permanent shift and will increase in the same percentage as increases in assessed valuation in the city. The County of Fresno assesses property owners within the county and distributes the tax to the appropriate agencies based on their sharing percentage. The City's share of the county-wide 1% is about 18.19%. In 2008/09, the City of Clovis is expecting to receive about \$10,798,000 in property taxes on real and personal property. Growth in this revenue source is affected by several factors, among them are increased assessed values due to new construction, increased base due to annexation, the statutory maximum increase in assessed value of 2% per year, and changes in value related to property resale. The decline in property taxes in 2009/10 reflects the impact of the housing market crisis, and the downward valuation of properties sold or constructed in the last 5-6 years. As a result, the City is projecting that gross property taxes (before Educational Revenue Augmentation Fund reductions) will decline approximately 6% in 2009/10. Property tax revenue is about 18% of total General Fund revenue.

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

2004/05	\$4,708	2006/07	\$6,627	2008/09	\$7,750	2010/11	\$7,139 est
2005/06	\$5,553	2007/08	\$7,685	2009/10	\$7,285 est	2011/12	\$7,282 est



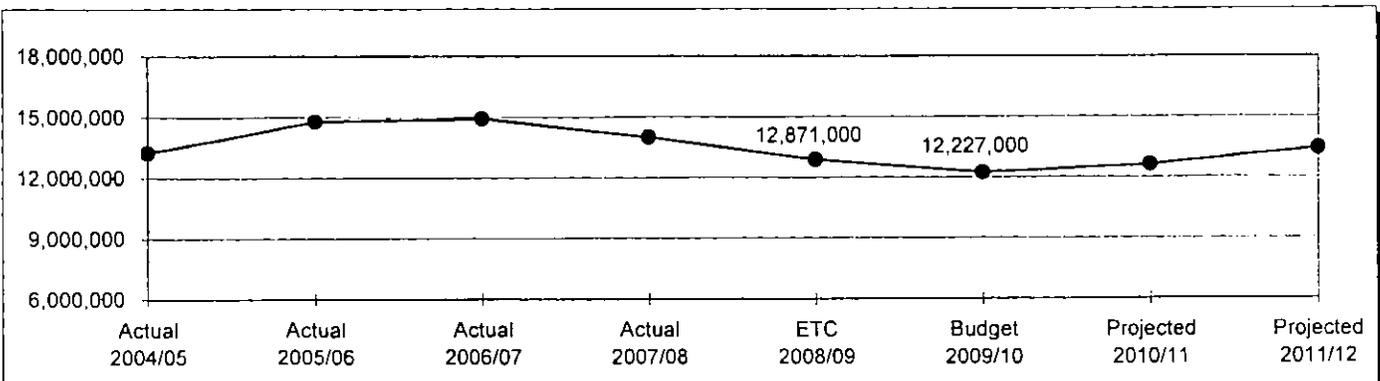
Sales Tax-General Fund

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

Major Segments:

Department Stores	23%
Auto Sales	14%
Restaurants	10%
Building Materials	9%
Misc Retail	8%
Service Stations	8%

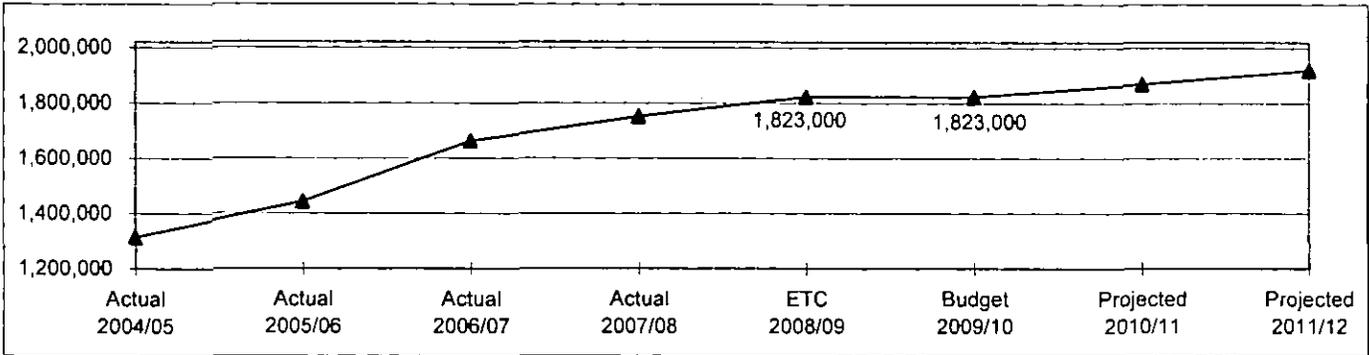
The top ten retailers generate 37% of the sales tax and the top 100 retailers generate 79% of the sales tax in Clovis. For the first time, sales tax experienced a decline in 2007/08 as the result of factors such as reduced gas consumption, housing market troubles, the credit crisis, and unease in consumer spending. The economic downturn is projected to continue to impact spending with declines in sales tax of 8% in 2008/09 and 5% in 2009/10.



REVENUE BY SOURCE

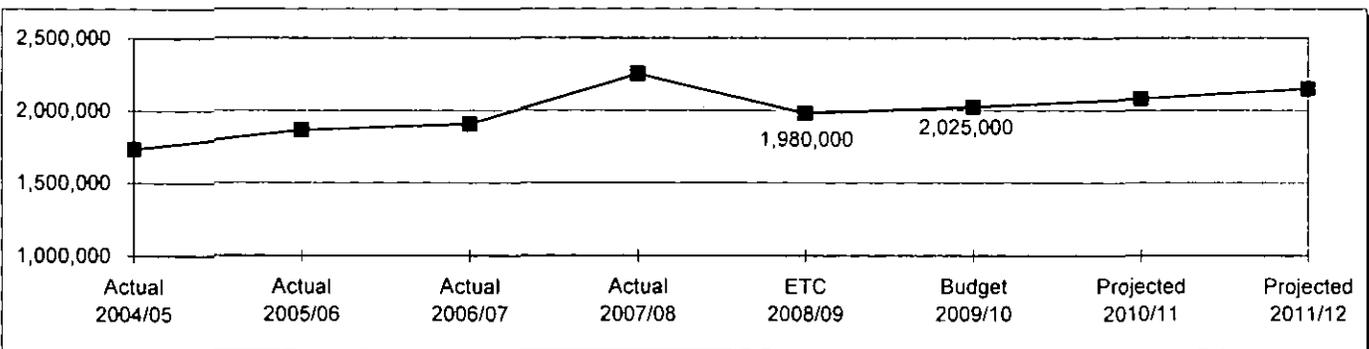
Franchise Fees-General Fund

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 stay flat due to offsetting increases in the population with residents cutting costs due to the economy. This revenue source provides approximately 4% of the General Fund revenue.



Business Licenses-General Fund

Business Licenses are required of all people doing business within Clovis. Most businesses pay fees based on gross receipts. There is a minimum and a maximum business license fee, which is adjusted for inflation. Business license fees in 2007/08 increased dramatically as a result of a discovery audit which billed for the current year and prior three years. In 2008/09 and forward, revenues are expected to return to a normal revenue growth trend at the rate of inflation adjusted for new businesses.



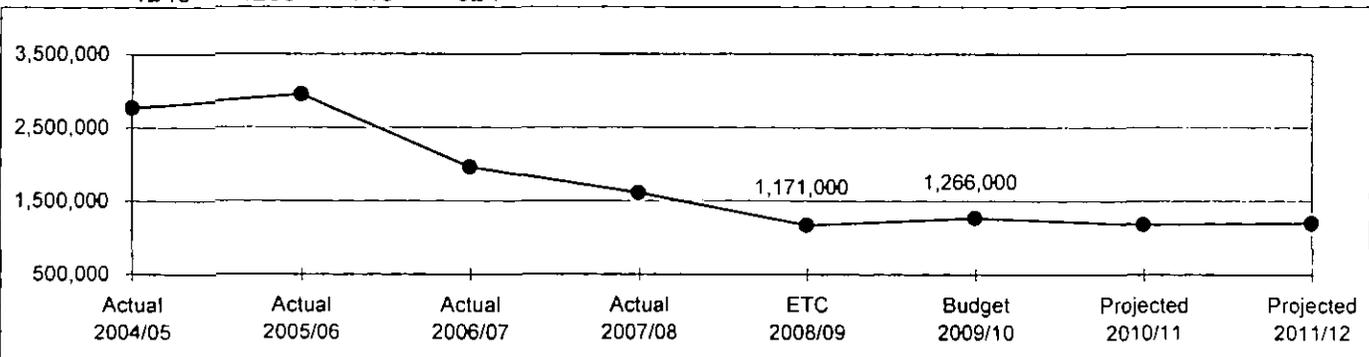
Building Permits-General Fund

The City collects a fee for each building-related permit issued. The fees are based on the national uniform building codes. The City's building activity has been significantly impacted by the housing market downturn resulting in decreased permit revenue for remodeling projects and new construction. This slow down is projected to continue in the 2009/10 budget and going forward.

Building permit activity for dwelling units:

Total building valuation for 2008 was \$208,250,000.

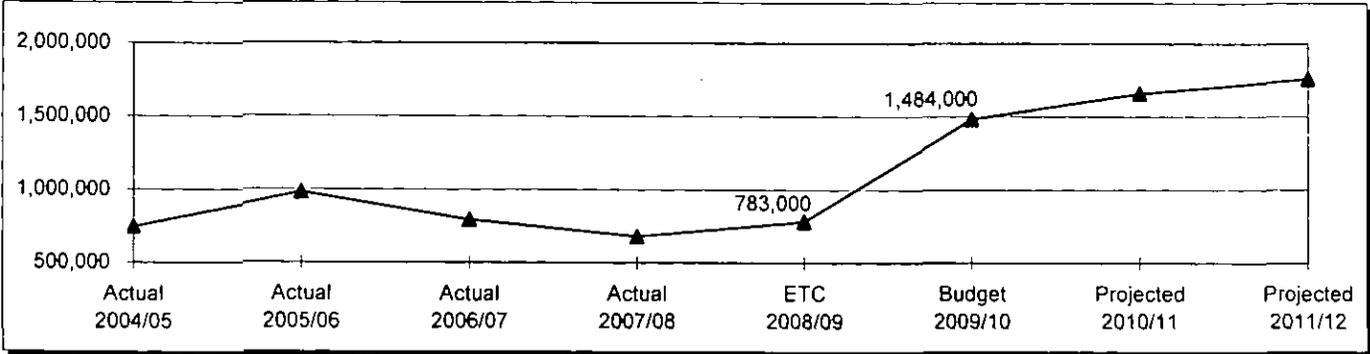
2005	2006	2007	2008
1249	1256	718	524



REVENUE BY SOURCE

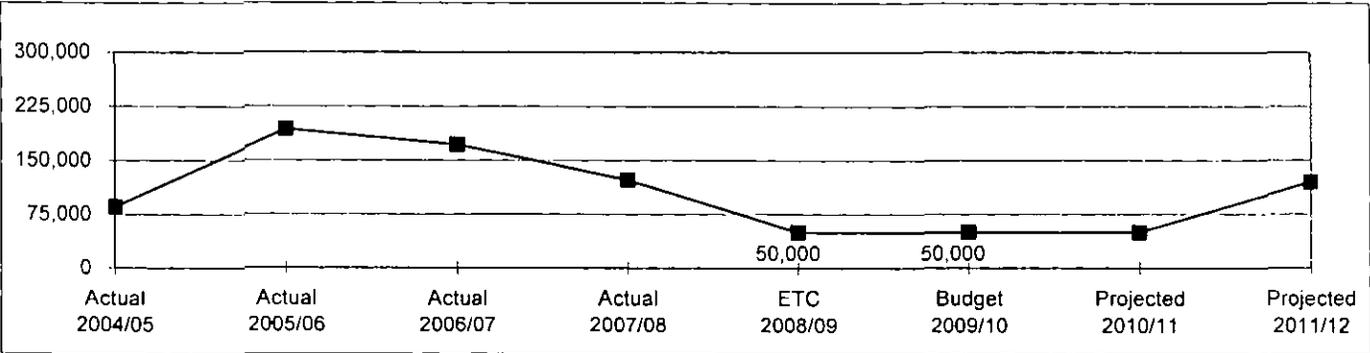
Other Taxes-General Fund

This category includes transient occupancy tax and real property transfer tax. This revenue is expected to experience a slight increase in 2008/09 due to the opening of two new hotels. The significant increase in 2009/10 and forward is due to the opening of several other new hotels.



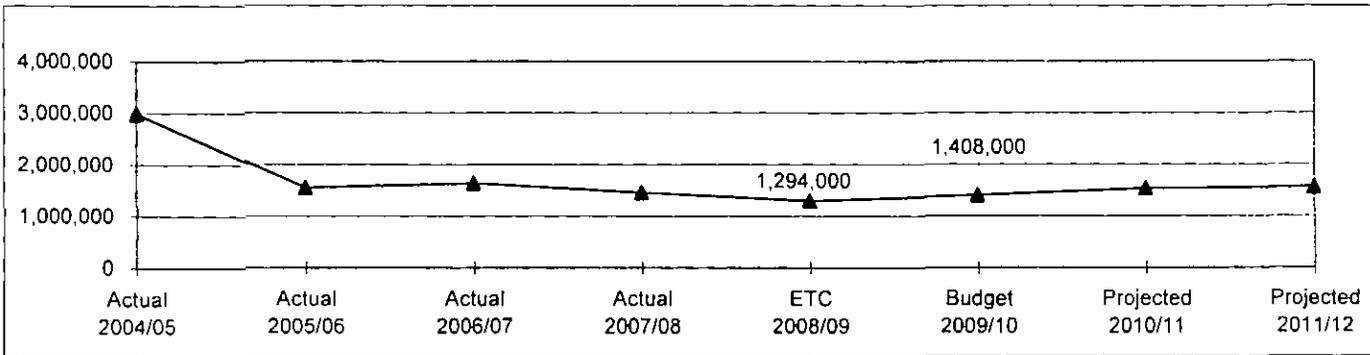
Interest Revenue-General Fund

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 2008/09 and 2009/10 are 2.84% and 1.84%, respectively.



State Subventions-General Fund

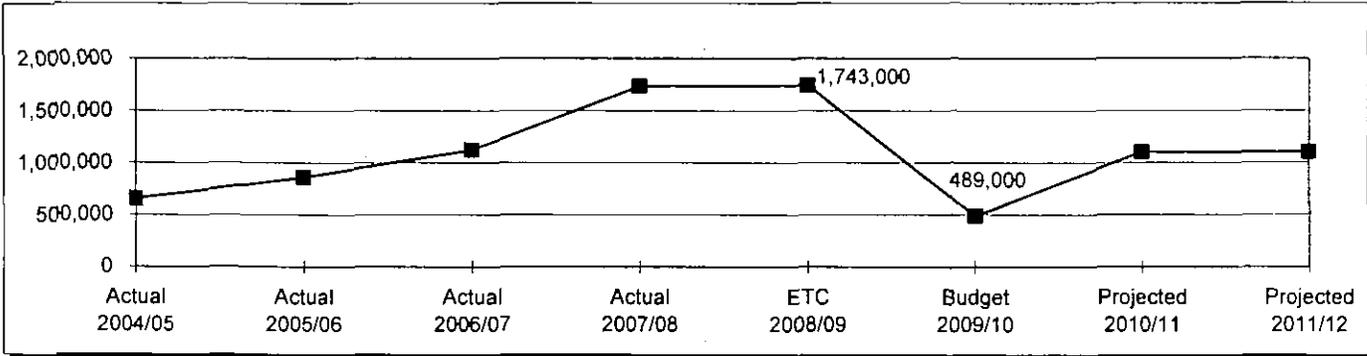
This category includes revenue collected at the state level and redistributed back to local agencies on a per capita basis. Revenue sources include vehicle license fees (VLF) and gas tax. Beginning in 2004/05, all but a small portion of vehicle license fees are now classified as property taxes.



REVENUE BY SOURCE

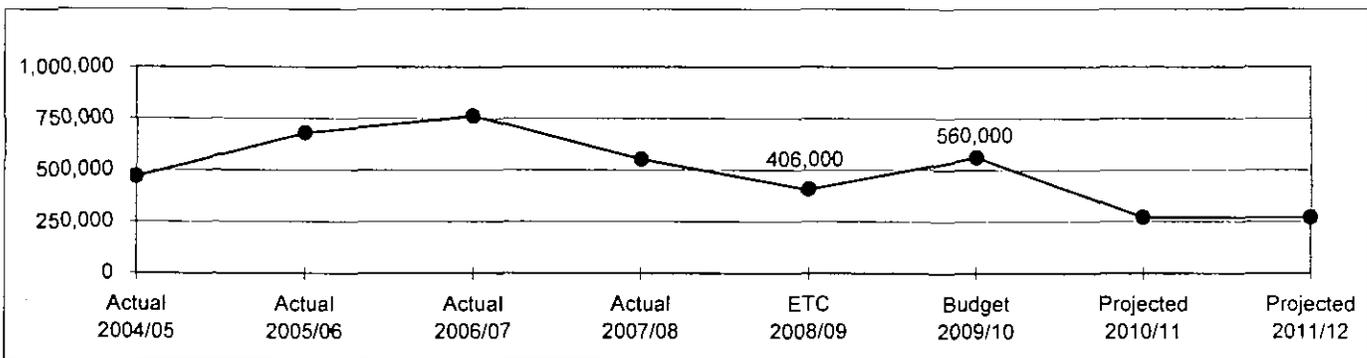
Grants-General Fund

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



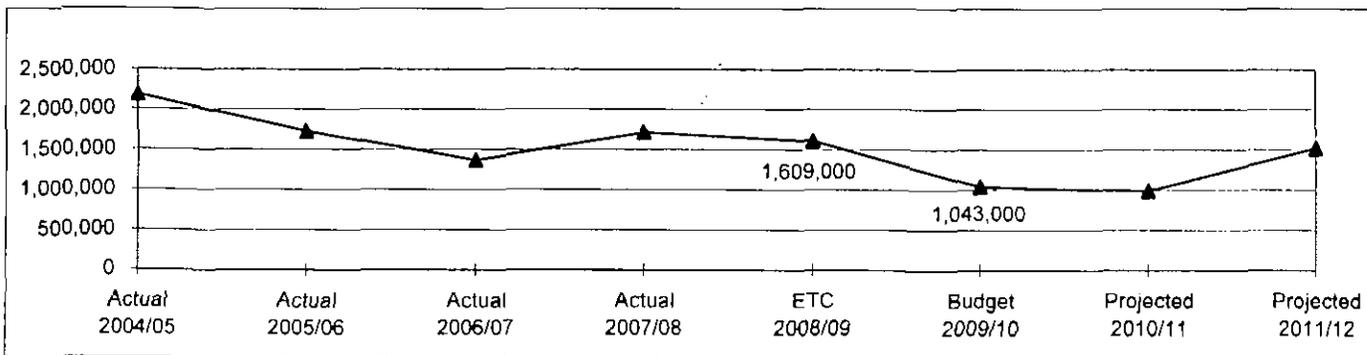
Revenue From Other Agencies-General Fund

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

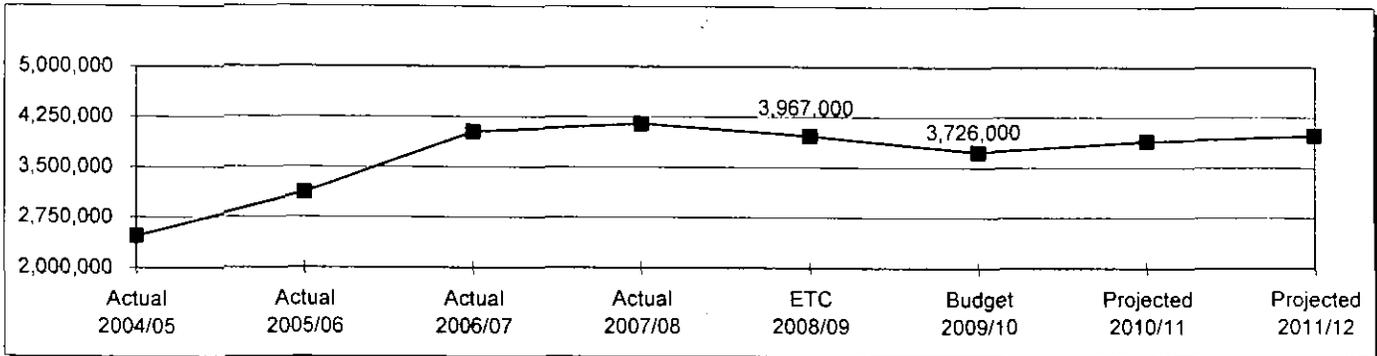
Planning fees are charged for processing requests for use permits or entitlement permits. This includes conditional use permits, zone changes, subdivision maps, and general plan changes. The amount of revenue is directly related to the amount of advance development activity. Additional revenue is generated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

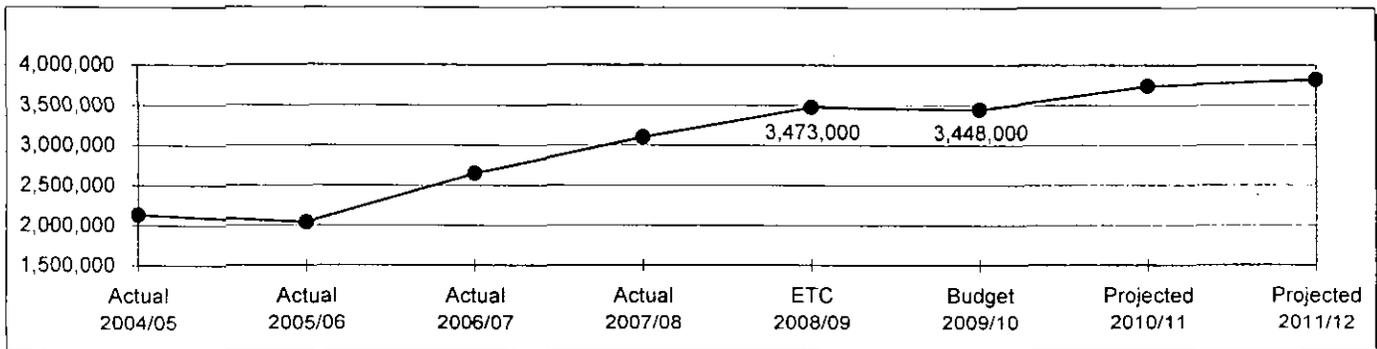
Engineering Fees/Charges-General Fund

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.



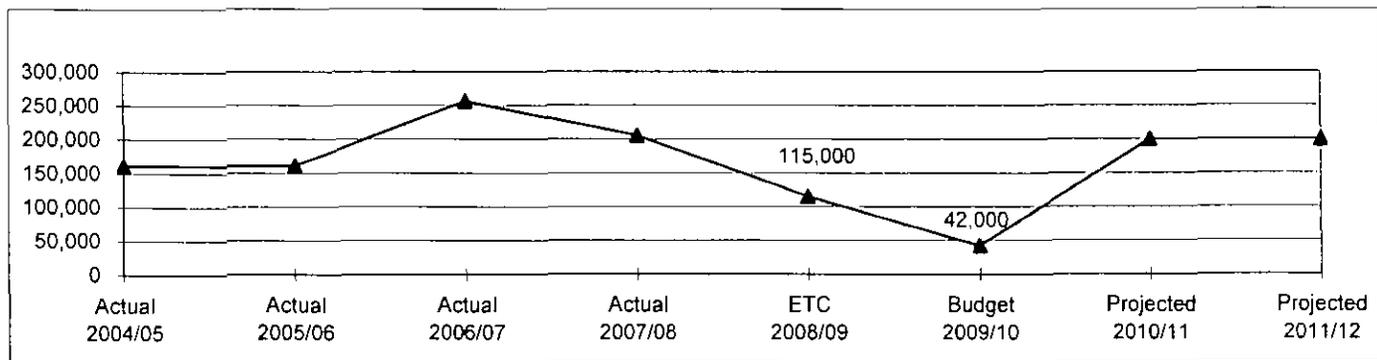
Revenue for Current Services-General Fund

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

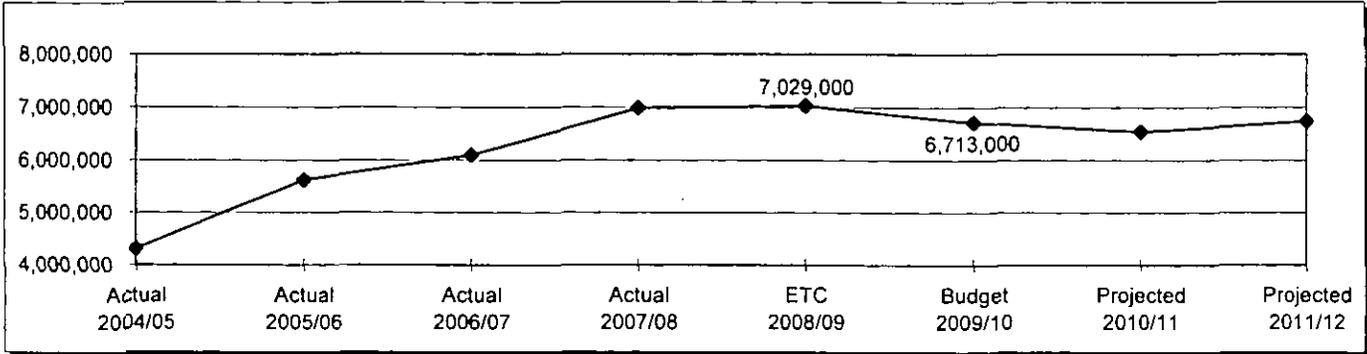
This category includes revenue from the sale of equipment as well as asset forfeiture revenue. Normally asset forfeiture amounts are appropriated throughout the year and are not included during the budget process.



REVENUE BY SOURCE

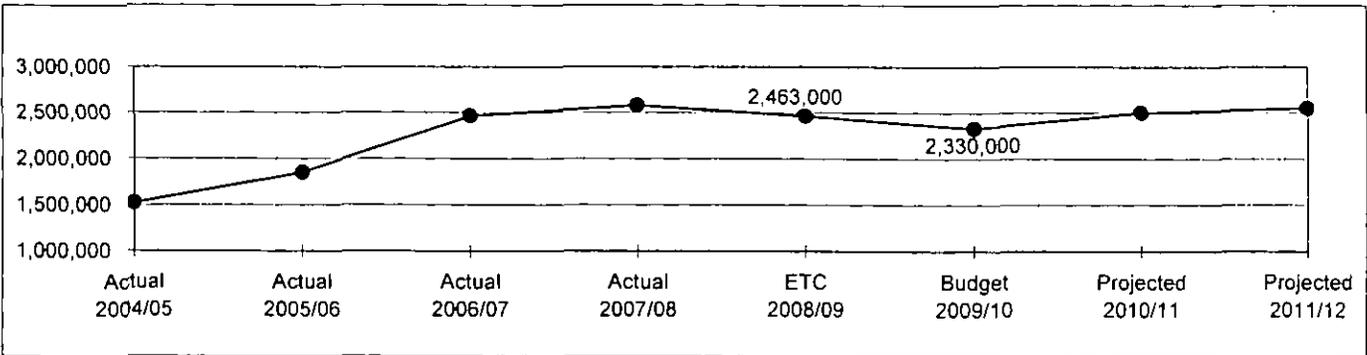
Property Tax in lieu of VLF-General Fund

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



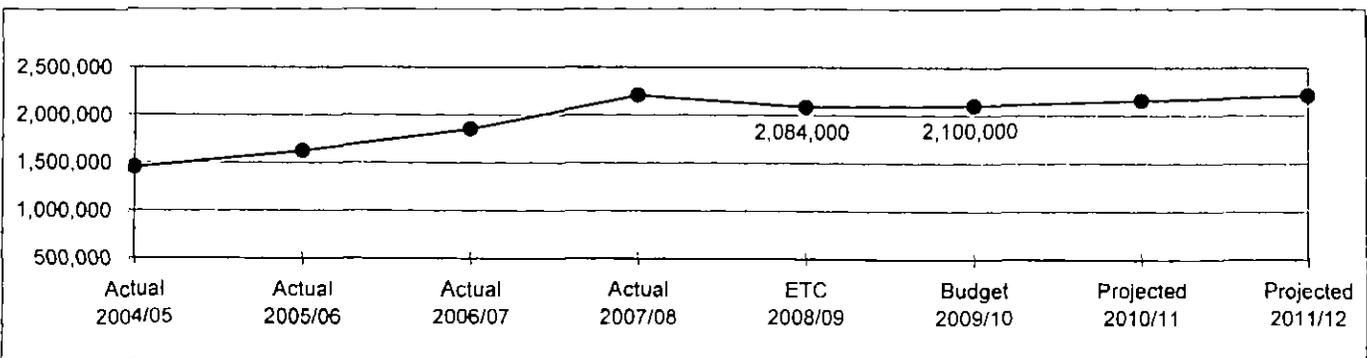
Administrative Charges-General Fund

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



Tax Increment-Clovis Comm Dev Agency

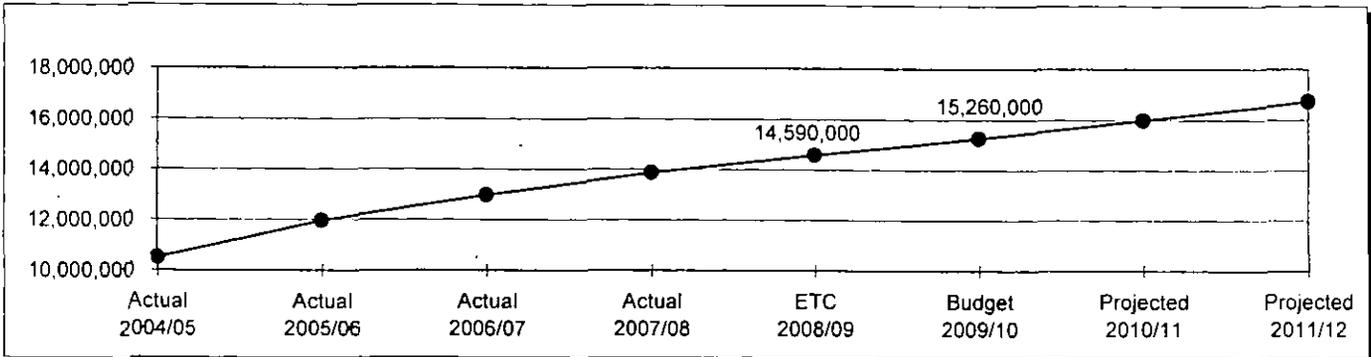
Tax Increment is derived from property taxes that are the result of increased property valuation and growth occurring in the two project areas of the Agency.



REVENUE BY SOURCE

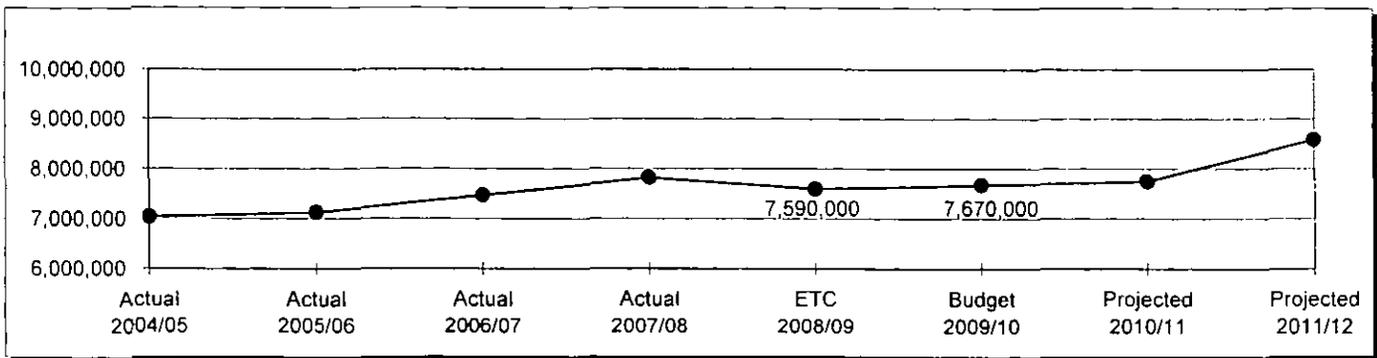
Refuse Charges-Refuse Disposal Fund

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



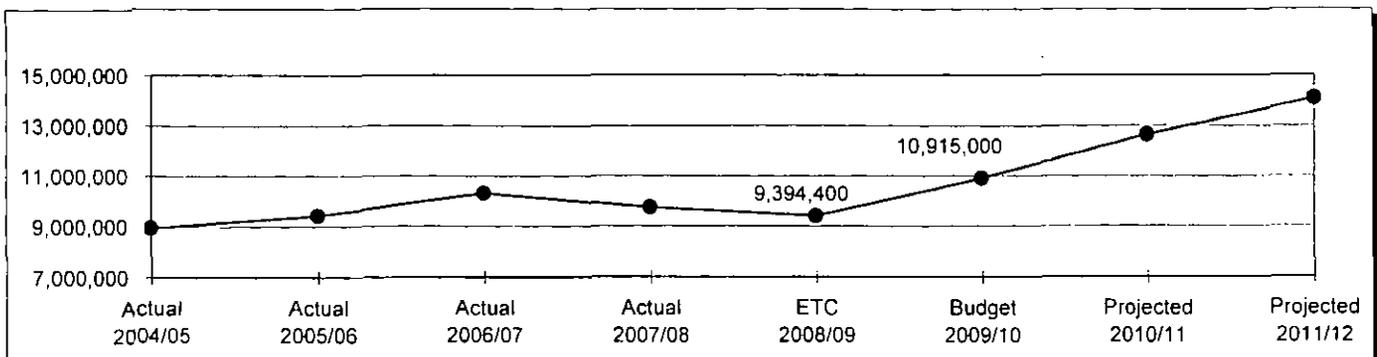
Sewer Charges-Sewer Service Fund

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, along with a rate increase projected at 10% in 2011/12.



Water Charges-Water Service Fund

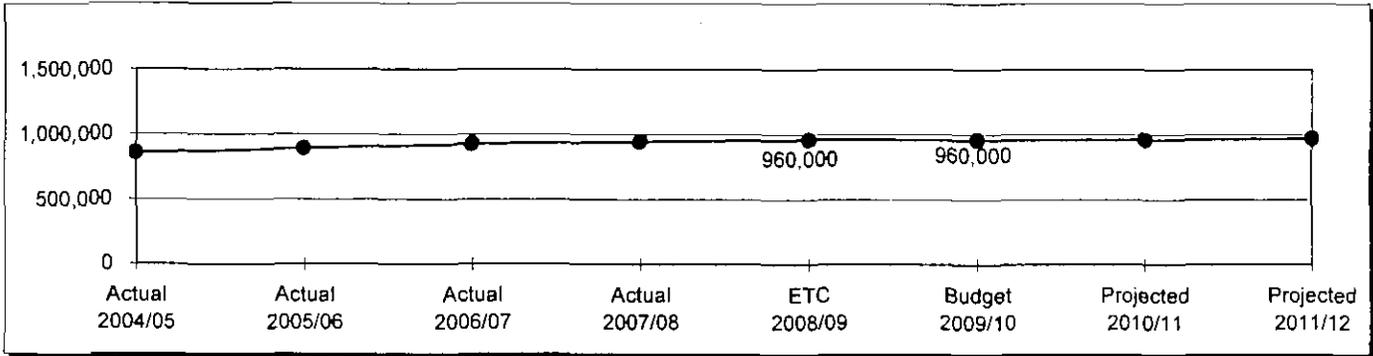
Production, distribution, and treatment of water are charged to residential and commercial users based on usage. Different rates are established for different types of users and different quantities used. Factors that are considered in revenue projections include population growth and rate increases projected at 15% in 2009/10, 15% in 2010/11, and 10% in 2011/12. There may also be significant fluctuations in revenue based on the weather and the resulting change in landscape watering.



REVENUE BY SOURCE

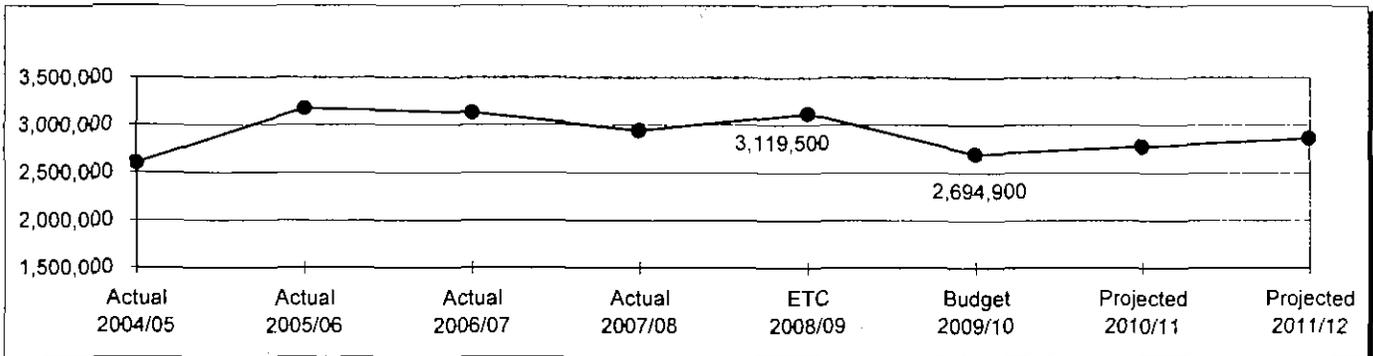
Street Cleaning Charges-Street Cleaning Fund

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



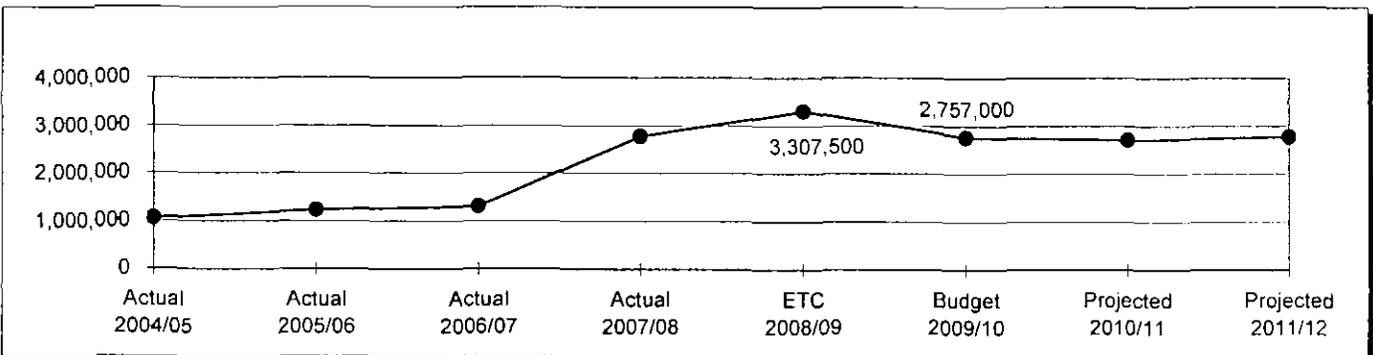
Local Transportation Funding-Street Construction & Transit Funds

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, voters in Fresno County passed an extension to this program through 2027, generating more than \$1.7 billion over the next 20 years. Although the tax rate is the same, the distribution percentage changed resulting in an increase in the City of Clovis' share of this sales tax. 2009/10 reflects a major decline anticipated in sales tax as a result of the recessionary climate, along with the closure of two major department stores.

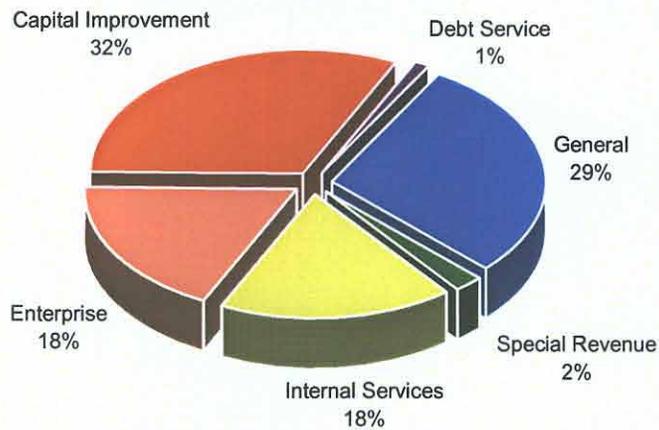


SUMMARY OF EXPENDITURES BY FUND

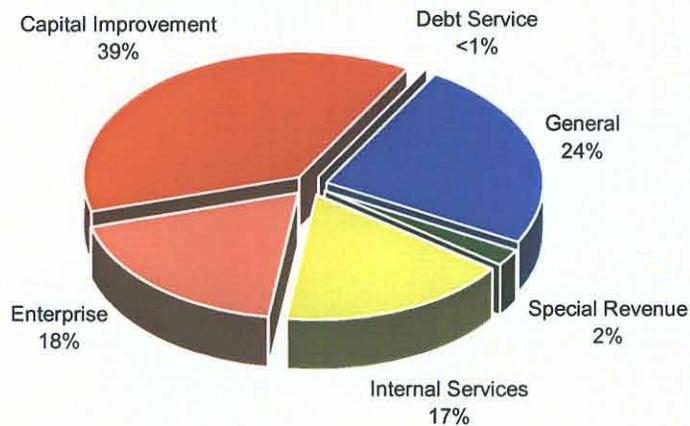
	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
GENERAL FUND	56,637,200	54,419,090	49,792,300
SPECIAL REVENUE FUNDS			
CCDA	1,885,316	2,320,660	2,193,650
HCD Block Grant Admin	110,665	110,870	89,950
Clovis YES	266,041	552,940	630,900
Landscape Maintenance District	1,815,344	2,127,900	2,590,000
INTERNAL SERVICES FUNDS			
Liability & Property Insurance	1,128,868	1,291,100	1,213,800
Employee Benefit	15,771,216	15,635,470	15,701,600
Fleet Maintenance	7,757,776	11,551,730	7,663,900
General Govt Services	10,594,579	10,627,600	8,526,750
ENTERPRISE FUNDS			
Refuse Service	12,519,625	13,163,470	12,521,400
Sewer Service	7,773,563	12,123,520	11,751,500
Street Cleaning	955,320	941,430	917,800
Transit	3,823,455	5,349,030	3,607,000
Water Service	9,827,565	11,452,510	10,695,600
CAPITAL IMPROVEMENTS FUNDS			
Sewer Construction	38,629,323	42,012,700	6,874,000
Parks Projects	3,110,541	6,460,500	2,705,000
General Government Facilities	2,611,899	1,565,000	943,000
Street Construction	9,243,153	20,536,500	10,152,000
Water Construction	4,033,874	9,664,800	5,213,000
Refuse Construction	958,941	941,900	2,793,000
CCDA	2,912,506	2,484,220	3,414,500
DEBT SERVICE			
Lease Revenue Bonds	62,406	0	0
Assessment District Bonds	680,131	0	0
CCDA	868,037	642,400	1,365,000
TOTAL	<u><u>193,977,344</u></u>	<u><u>225,975,340</u></u>	<u><u>161,355,650</u></u>

EXPENDITURES BY FUND

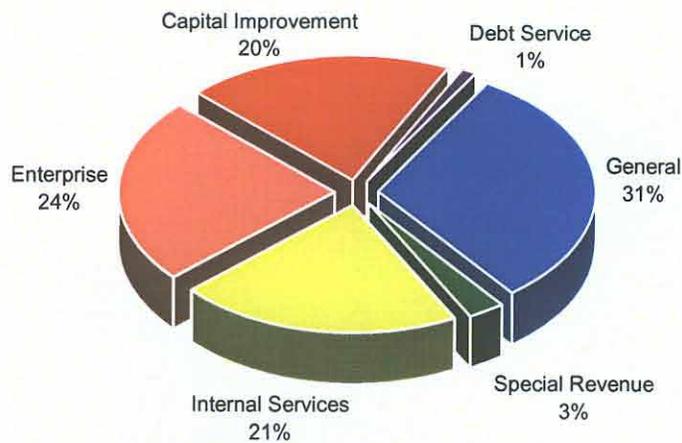
2007-2008 ACTUAL



2008-2009 ESTIMATED



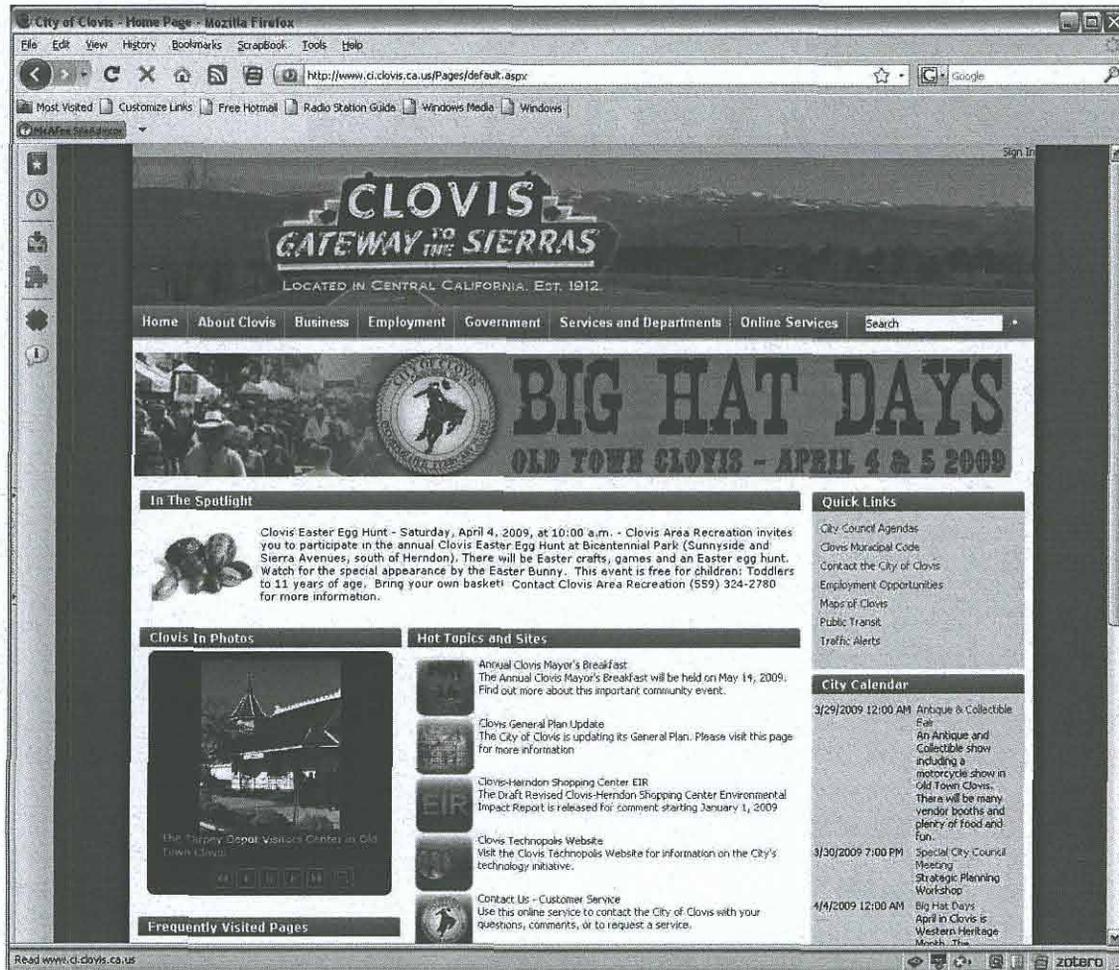
2009-2010 BUDGET



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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 City of Clovis Information Services Division has worked hard over the last year to improve e-services to the City's customers. One effort was the new City website, which features accessibility enhancements for users with disabilities and new functionality for all users.

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 2009-10 is calculated at 15% of total assessed valuation or \$1,162,620,920. The City currently has no general obligation debt outstanding.

LEGAL DEBT LIMIT

Assessed Valuations	\$ 7,648,051,336
Add back exempt property	<u>102,754,800</u>
Total Assessed Value	<u>\$ 7,750,806,136</u>
Legal Debit Limit	
15% of Total Assessed Value	\$ 1,162,620,920

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, 2008, is as follows:

Tax Allocation Bonds	\$ 19,100,000
Capital Leases	8,777,303
Long-Term Loans	2,000,463
Long-Term Contracts	15,914,823
Revenue Bonds	173,645,000

In addition to the debt amounts listed above, the City incurred new non-general obligation debt in the form of a capital lease during the 2008-09 fiscal year. A capital lease is being utilized to purchase new police vehicles.

2009-2010 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.

	<u>Total Amount Issued</u>	<u>Amount Outstanding 6/30/2009</u>	<u>DEBT SERVICE REQUIREMENTS (Principal and Interest Only)</u>		
			<u>2007-2008 Actual</u>	<u>2008-2009 Revised Estimate</u>	<u>2009-2010 Budget</u>
<u>Assessment District Bonds- w/Government Commitment</u>					
Sierra Vista	\$7,450,000	\$0	\$666,575	\$0	\$0
<u>CCDA Tax Allocation Bonds</u>					
96 Tax Allocation Bonds	11,320,000	0	688,159	0	0
08 Tax Allocation Bonds	19,100,000	19,100,000	0	627,400	1,350,000
<u>Capital Leases</u>					
Fire Station 34	1,510,774	748,805	152,547	152,600	154,000
Fire Truck, Refuse and Landfill Equip	3,259,500	400,877	500,712	503,500	283,000
Fire Station 31 Relocation	6,090,000	5,293,166	541,257	542,300	543,000
Police Vehicles	500,000	211,891	111,048	111,400	112,000
Fire Truck	1,116,078	972,131	4,625	180,400	181,000
14 Police Vehicles	615,000	615,000	0	0	127,000
<u>Lease Revenue Bonds</u>					
Fire Trucks, Parks, Energy Project, Compactor and Greenwaste Containers	2,620,000	0	319,374	0	0
<u>Long-Term Loans</u>					
2003 State of CA-R & T Infrastructure	720,000	521,871	51,704	52,200	53,000
CalHFA HELP Loan	710,485	799,658	22,613	23,300	24,000
Recreation-Winery Property	2,000,000	0	725,023	700,100	0
<u>Long-Term Contracts Payable</u>					
** 1993 WWTP Expansion/Upgrade (Payable to the City of Fresno)	15,916,932	12,985,472	1,300,148	1,219,200	1,242,000
** 1995A WWTP Expansion (3.0 MGD) (Payable to the City of Fresno)	13,025,000	2,830,000	962,804	1,013,400	1,024,000
<u>Revenue Bonds</u>					
1998 Sewer Enterprise-Refundings	15,330,000	14,310,000	872,761	872,400	872,000
1998 Refuse-Landfill Improvements	10,030,000	6,160,000	783,620	784,400	786,000
2001 Sales Tax-Public Safety	15,000,000	0	1,400,143	1,234,300	0
2001 Corporation Yard	19,755,000	16,610,000	1,420,882	1,426,100	1,429,000
2003 Water Improvement	44,330,000	39,775,000	3,235,967	3,246,200	3,243,000
2005 Waste Water	25,735,000	25,735,000	1,285,433	1,282,000	1,282,000
2007 Waste Water	68,540,000	68,540,000	3,284,904	3,184,900	3,185,000
<u>Long-Term Interfund Borrowings</u>					
* Refuse Fund	6,240,000	5,000,000	767,000	665,000	1,650,000
<u>Total Appropriations for Principal and Interest</u>			<u>\$19,097,299</u>	<u>\$17,821,100</u>	<u>\$17,540,000</u>
* Repayments of principal are budgeted as transfers. Please see transfers schedule for more information.					
** These contracts were amended in September 2007. The amounts shown are revised to reflect the current agreement with the City of Fresno.					

2009-2010 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 Shepard/Temperance bonds. The City acts as an agent on these bonds in that it receives assessments from the properties within these districts and then makes payment to a paying agent who in turn pays the bondholders.

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

The 2000-1 Shepard/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 Shepard/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.

2009-2010 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 2009/10 budget is \$530,000 for principal and \$820,000 for interest.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
09/10	\$530,000	\$820,000	\$1,350,000
10/11	550,000	798,104	1,348,104
11/12	575,000	775,604	1,350,604
12/13	595,000	755,179	1,350,179
13/14	610,000	736,341	1,346,341
14/15	630,000	715,798	1,345,798
15/16	655,000	693,704	1,348,704
16/17	675,000	667,054	1,342,054
17/18	710,000	635,891	1,345,891
18/19	735,000	603,379	1,338,379
19/20	770,000	569,901	1,339,901
20/21	805,000	535,251	1,340,251
21/22	845,000	498,951	1,343,951
22/23	880,000	461,001	1,341,001
23/24	915,000	421,511	1,336,511
24/25	960,000	379,181	1,339,181
25/26	995,000	333,972	1,328,972
26/27	1,050,000	286,681	1,336,681
27/28	1,095,000	237,078	1,332,078
28/29	1,150,000	185,163	1,335,163
29/30	1,205,000	130,703	1,335,703
30/31	230,000	97,375	327,375
31/32	240,000	86,213	326,213
32/33	250,000	74,575	324,575
33/34	265,000	62,344	327,344
34/35	275,000	49,519	324,519
35/36	290,000	36,100	326,100
36/37	300,000	22,088	322,088
37/38	315,000	7,183	322,183
Total	<u>\$19,100,000</u>	<u>\$11,675,844</u>	<u>\$30,775,844</u>

2009-2010 DESCRIPTION OF LONG-TERM DEBT

Capital Leases

During 1999/00 the City entered into a fifteen-year lease for fire station #34 at an interest rate of 5.62%. The last payment on this lease is scheduled for March 2015. Included in the 2009/10 budget is \$114,000 for principal and \$40,000 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 2009/10 budget is \$271,000 for principal and \$12,000 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 2009/10 budget is \$104,000 for principal and \$8,000 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 2009/10 budget is \$334,000 for principal and \$209,000 for interest.

During 2007/08 the City entered into a seven-year lease for a new fire truck. The interest rate on the lease is 3.36%. The last payment is scheduled for May 2015. Included in the 2009/10 budget is \$149,000 for principal and \$32,000 for interest.

During 2008/09 it is anticipated that the City will enter into a five-year lease for fourteen new police vehicles. The interest rate on the lease will be approximately 3.93%. The last payment will be scheduled for 2014. Included in the 2009/10 budget is \$114,000 for principal and \$13,000 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>
09/10	\$1,086,000	\$314,000	\$1,400,000
10/11	898,363	280,356	1,178,719
11/12	850,347	244,799	1,095,146
12/13	802,494	209,582	1,012,076
13/14	836,162	174,566	1,010,728
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	262,977	10,732	273,709
Total	<u>\$8,241,870</u>	<u>\$1,818,856</u>	<u>\$10,060,726</u>

2009-2010 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 2009/10 budget is \$37,000 principal and \$16,000 interest.

In August 2004, the City entered into a ten year agreement with the California Housing Finance Agency for a HELP loan to provide assistance in the development of low income multifamily rental units known as Hotchkiss Terrace. The interest rate on this loan is 3.0%. Interest accrues on an annual basis and a balloon payment to pay all outstanding principal and interest is due in August 2014. Included in the 2009/10 budget is \$24,000 for interest.

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

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>
09/10	\$37,000	\$40,000	\$77,000
10/11	37,768	38,979	76,747
11/12	38,924	38,548	77,472
12/13	40,115	38,101	78,216
13/14	41,343	36,642	77,985
14/15	42,608	12,786	55,394
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	761,186	1,187	762,373
Total	<u>\$1,232,356</u>	<u>\$232,342</u>	<u>\$1,464,698</u>

2009-2010 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 2009/10 budget is \$567,000 for principal and \$675,000 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 2009/10 budget is \$890,000 for principal and \$134,000 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>
09/10	\$1,457,000	\$809,000	\$2,266,000
10/11	1,540,514	717,037	2,257,551
11/12	1,637,606	624,246	2,261,852
12/13	677,515	559,048	1,236,563
13/14	720,241	515,368	1,235,609
14/15	764,846	468,959	1,233,805
15/16	812,736	423,724	1,236,460
16/17	855,463	379,934	1,235,397
17/18	900,536	333,839	1,234,375
18/19	947,488	285,328	1,232,816
19/20	997,257	234,278	1,231,535
20/21	1,049,843	183,166	1,233,009
21/22	1,099,612	132,116	1,231,728
22/23	1,151,729	80,087	1,231,816
23/24	1,203,086	26,674	1,229,760
Total	<u>\$15,815,472</u>	<u>\$5,772,804</u>	<u>\$21,588,276</u>

2009-2010 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 2009/10 budget is \$130,000 for principal and \$742,000 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 2009/10 budget is \$490,000 for principal and \$296,000 for interest.

The City issued the 2001 Sales Tax Revenue Bonds in March 2001 for \$15,000,000 at interest rates varying from 3.50% to 4.50%. These bonds were issued to pay for the construction of a new public safety facility and are recorded in the General Government Services Fund. The final payment was scheduled for September 2015. The bonds were defeased in September 2008. Therefore, no amount has been budgeted in 2009/10 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 2009/10 budget is \$600,000 for principal and \$829,000 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 2009/10 budget is \$1,390,000 for principal and \$1,853,000 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 2009/10 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 2009/10 budget is \$3,185,000 for interest.

2009-2010 DESCRIPTION OF LONG-TERM DEBT

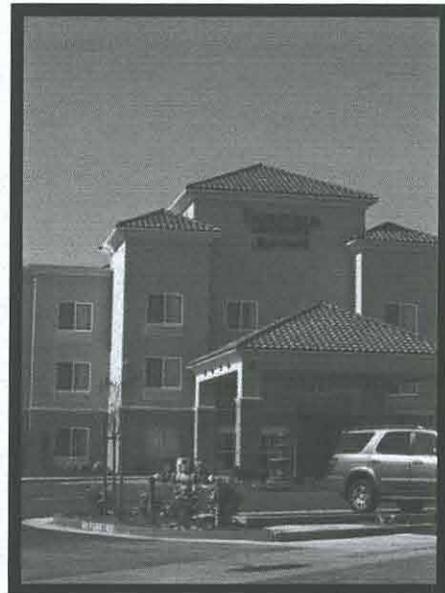
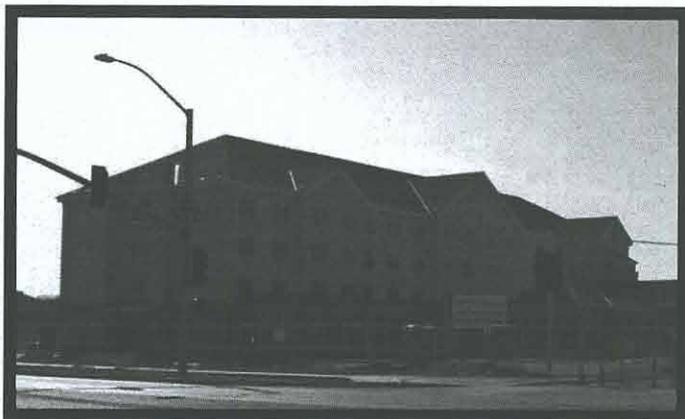
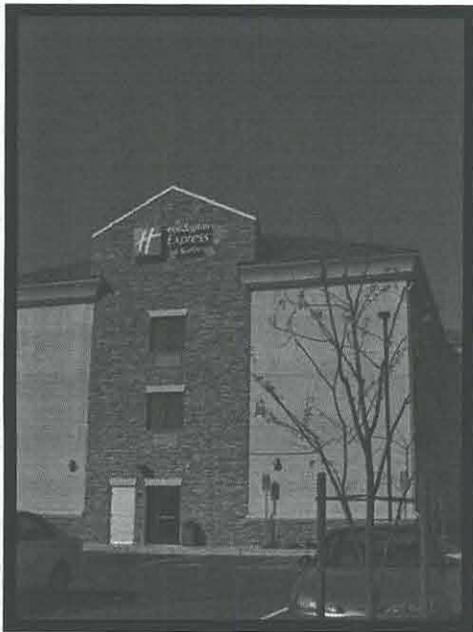
The following is a schedule of the debt service payments for the City's revenue bonds:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
09/10	\$2,610,000	\$8,187,000	\$10,797,000
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	6,326,908	12,261,908
19/20	5,440,000	6,041,220	11,481,220
20/21	5,720,000	5,765,935	11,485,935
21/22	6,005,000	5,480,830	11,485,830
22/23	6,310,000	5,176,649	11,486,649
23/24	6,630,000	4,857,060	11,487,060
24/25	8,040,000	4,512,707	12,552,707
25/26	9,235,000	4,083,248	13,318,248
26/27	9,710,000	3,610,666	13,320,666
27/28	8,775,000	3,122,758	11,897,758
28/29	5,960,000	2,689,947	8,649,947
29/30	4,310,000	2,441,113	6,751,113
30/31	4,530,000	2,222,656	6,752,656
31/32	4,755,000	1,996,663	6,751,663
32/33	4,985,000	1,763,063	6,748,063
33/34	5,235,000	1,517,925	6,752,925
34/35	5,490,000	1,260,637	6,750,637
35/36	5,760,000	990,646	6,750,646
36/37	6,035,000	716,737	6,751,737
37/38	6,310,000	438,975	6,748,975
38/39	6,600,000	148,351	6,748,351
Total	<u>\$171,130,000</u>	<u>\$132,749,568</u>	<u>\$303,879,568</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.



Two new hotels, Holiday Inn Express and Marriott Fairfield Inn, recently opened in Clovis; America's Best Value Inn completed a major remodel; and three more hotels, Hilton Inn & Suites, Hampton Inn & Suites, and Homewood Suites, are well into construction and due to open in mid-2009.

PERSONNEL

There are no new positions proposed in the 2009-2010 budget. It is recommended that funding be suspended for 19 positions (previously approved and funded) with 18 of those positions in the General Fund. This brings the total number of positions for which funding has been suspended in the General Fund to 90 over the last three years. The suspended positions listed below are either vacant or pending retirements.

<u>Position</u>	<u>Department</u>
Senior Services Supervisor	General Services/Senior
Engineering Inspector	PDS/Engineering
Police Captain (2)	Police
Police Lieutenant	Police
Police Corporal (2)	Police
Police Sergeant (3)	Police
Police Officer/Recruit (2)	Police
Principle Office Assistant	Police
Administrative Assistant	Fire
Firefighters (3)	Fire
Street Sweeper Operator	Public Utilities/Street Sweeping
City Clerk (.5)*	City Management/City Clerk
Assistant City Manager (.5)*	City Management/City Clerk

*The City Clerk and Assistant City Manager positions have been combined as a shared position, reducing funding for both positions by 50%.

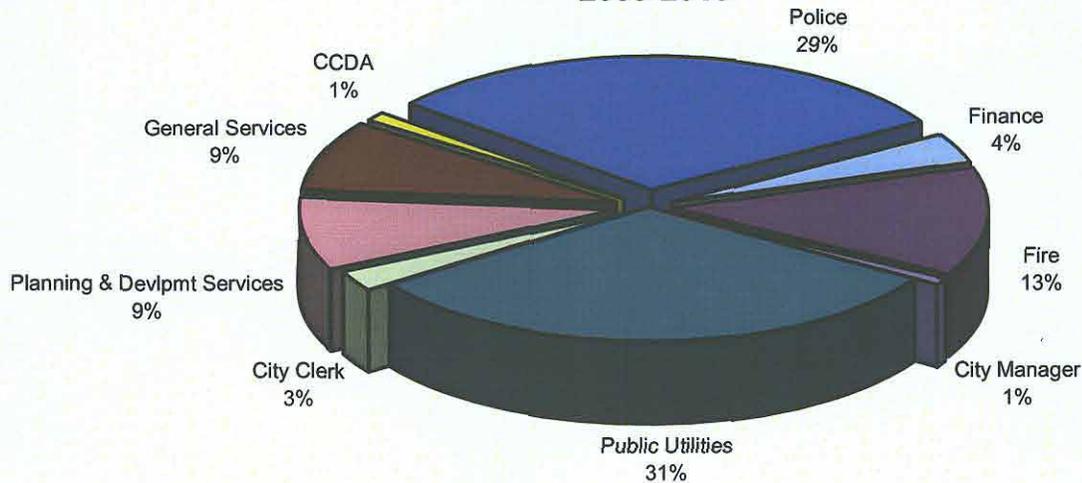
There is also one current position that is being reallocated and shared between departments. The current Emergency Preparedness Manager is proposed to be shared 50% in the Fire Department and 25% in City Clerk and 25% in City Management as a Special Projects Manager.

There are also several position reallocations between departments to better reflect current work assignments.

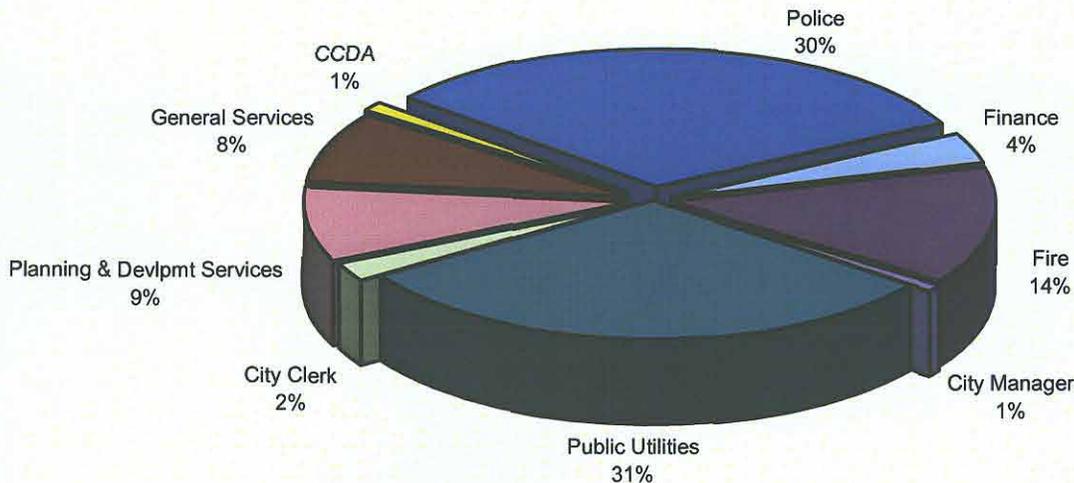
SUMMARY OF POSITIONS BY DEPARTMENT

Department	2007-08 Prior Year	2008-09 Original Positions	2008-09 Position Amendments	2008-09 Final Positions	Funded Recommended Positions	Change Increase/ (Decrease)
City Clerk	11.35	11.35	-	11.35	11.55	0.20
City Manager	4.70	4.70	(1.00)	3.70	3.15	(0.55)
General Services	49.30	48.30	(8.00)	40.30	39.15	(1.15)
Finance	19.90	18.90	(1.50)	17.40	17.15	(0.25)
Fire	76.00	70.00	(5.00)	65.00	60.50	(4.50)
Police	174.00	162.00	(11.00)	151.00	140.00	(11.00)
Planning & Development Services	56.00	51.00	(10.00)	41.00	40.00	(1.00)
Public Utilities	153.50	151.50	(4.50)	147.00	146.00	(1.00)
CCDA	5.25	5.25	-	5.25	5.50	0.25
TOTAL	550.00	523.00	(41.00)	482.00	463.00	(19.00)

RECOMMENDED 2009-2010



CURRENT 2008-2009



DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>2007-08 Prior Year</u>	<u>2008-09 Original Positions</u>	<u>2008-09 Position Amendments</u>	<u>2008-09 Final Positions</u>	<u>Funded Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
CITY CLERK						
City Clerk	0.75	0.75		0.75	0.50	(0.25)
Computer Systems Technician	3.00	3.00		3.00	3.00	-
Information Systems Manager	1.00	1.00		1.00	1.00	-
Information Systems Supervisor	2.00	2.00		2.00	2.00	-
Principal Office Assistant	0.60	0.60		0.60	0.80	0.20
Senior Systems Analyst	1.00	1.00		1.00	1.00	-
Special Projects Manager	-	-		-	0.25	0.25
Systems Analyst	3.00	3.00		3.00	3.00	-
TOTAL	11.35	11.35	-	11.35	11.55	0.20
CITY MANAGEMENT						
Assistant City Manager	1.00	1.00		1.00	0.50	(0.50)
Business Development Manager	0.25	0.25		0.25	0.25	-
City Clerk	0.25	0.25		0.25	-	(0.25)
City Manager	1.00	1.00		1.00	1.00	-
Community & Econ Development Dir	0.50	0.50		0.50	0.25	(0.25)
Executive Assistant	0.50	0.50		0.50	0.70	0.20
Office Assistant	1.00	1.00	(1.00)	-	-	-
Principal Office Assistant	0.20	0.20		0.20	0.20	-
Special Projects Manager	-	-		-	0.25	0.25
TOTAL	4.70	4.70	(1.00)	3.70	3.15	(0.55)
GENERAL SERVICES						
Administrative Assistant	1.00	1.00		1.00	1.00	-
Assistant Building Technician	3.00	3.00		3.00	3.00	-
Building Maintenance Leadworker	1.00	1.00		1.00	1.00	-
Building Maintenance Worker	1.00	1.00	(1.00)	-	-	-
Bus Driver	14.00	14.00		14.00	14.00	-
Custodian	1.00	1.00		1.00	1.00	-
Executive Assistant	0.30	0.30		0.30	0.15	(0.15)
General Services Director	1.00	1.00		1.00	1.00	-
General Services Manager	1.00	1.00		1.00	1.00	-
General Services Supervisor	1.00	1.00		1.00	1.00	-
Lead Bus Driver	3.00	3.00		3.00	3.00	-
Management Analyst	2.00	2.00		2.00	2.00	-
Office Assistant	2.00	1.00	(1.00)	-	-	-
Personnel Technician	2.00	2.00		2.00	2.00	-
Personnel/Risk Manager	1.00	1.00		1.00	1.00	-
Principal Office Assistant	3.00	3.00	1.00	4.00	4.00	-
Recreation Coordinator	1.00	1.00		1.00	1.00	-
Recreation Leader	4.00	4.00	(4.00)	-	-	-
Recreation Specialist	3.00	3.00	(3.00)	-	-	-
Recreation Supervisor	1.00	1.00		1.00	1.00	-
Senior Services Supervisor	1.00	1.00		1.00	-	(1.00)
Transit Dispatcher	1.00	1.00		1.00	1.00	-
Transit Supervisor	1.00	1.00		1.00	1.00	-
TOTAL	49.30	48.30	(8.00)	40.30	39.15	(1.15)

DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>2007-08 Prior Year</u>	<u>2008-09 Original Positions</u>	<u>2008-09 Position Amendments</u>	<u>2008-09 Final Positions</u>	<u>Funded Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
FINANCE						
Accountant/Senior Accountant	4.00	3.00		3.00	3.00	-
Accounting Systems Technician	4.00	4.00		4.00	4.00	-
Deputy Finance Director	2.00	2.00		2.00	2.00	-
Executive Assistant	0.20	0.20		0.20	0.15	(0.05)
Finance Director/Treasurer	1.00	1.00		1.00	1.00	-
Office Assistant	1.50	1.50	(1.50)	-	-	-
Principal Office Assistant	0.20	0.20		0.20	-	(0.20)
Senior Account Clerk	7.00	7.00		7.00	7.00	-
TOTAL	19.90	18.90	(1.50)	17.40	17.15	(0.25)
PLANNING & DEVELOPMENT SERVICES						
Administrative Assistant	1.00	1.00	(1.00)	-	-	-
Assistant Dir of Planning & Devlp Serv	-	-	1.00	1.00	1.00	-
Assistant Engineer	11.00	11.00	1.00	12.00	12.00	-
Assistant/Associate Planner	4.00	3.00	(2.00)	1.00	1.00	-
Associate Civil Engineer	2.00	2.00		2.00	2.00	-
Building Inspector/Senior Bldg Inspector	9.00	6.00	(3.00)	3.00	3.00	-
Building Official	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	1.00	-
Deputy Building Official/Plan Checker	1.00	1.00		1.00	1.00	-
Deputy City Engineer	1.00	1.00	(1.00)	-	-	-
Deputy City Planner	1.00	1.00		1.00	1.00	-
Dir of Planning & Development Serv	1.00	1.00		1.00	1.00	-
Engineering Inspector	6.00	6.00		6.00	5.00	(1.00)
Engineering Program Supervisor	1.00	1.00		1.00	1.00	-
Engineering Tech/Sr Engineering Tech	3.00	3.00	1.00	4.00	4.00	-
Geographic Info System Specialist	1.00	1.00		1.00	1.00	-
Office Assistant	1.00	1.00	(1.00)	-	-	-
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	2.00	-
Principal Office Assistant	3.00	3.00	(1.00)	2.00	2.00	-
Senior Engineering Inspector	-	-	1.00	1.00	1.00	-
Senior Planner	1.00	1.00		1.00	1.00	-
TOTAL	56.00	51.00	(10.00)	41.00	40.00	(1.00)

DETAIL OF POSITIONS BY DEPARTMENT

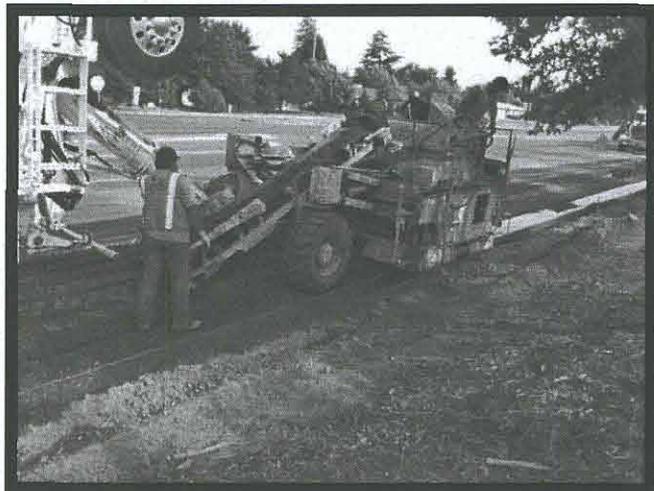
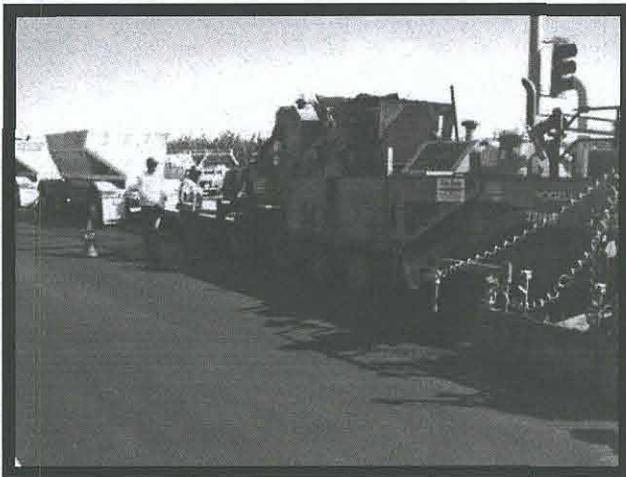
<u>Department</u>	<u>2007-08 Prior Year</u>	<u>2008-09 Original Positions</u>	<u>2008-09 Position Amendments</u>	<u>2008-09 Final Positions</u>	<u>Funded Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
POLICE						
Administrative Assistant	2.00	2.00		2.00	2.00	-
Animal Control Officer	1.00	1.00		1.00	1.00	-
Animal Services Aide	2.00	2.00		2.00	2.00	-
Communication Supervisor	1.00	1.00		1.00	1.00	-
Community Service Officer	13.00	12.00		12.00	12.00	-
Juvenile Counselor	1.00	1.00	(1.00)	-	-	-
Lead Public Safety Dispatcher	3.00	3.00	(1.00)	2.00	2.00	-
Management Analyst	2.00	2.00	(1.00)	1.00	1.00	-
Office Assistant	2.00	2.00		2.00	2.00	-
Police Captain	3.00	3.00		3.00	3.00	-
Police Chief	1.00	1.00		1.00	1.00	-
Police Corporal	12.00	12.00		12.00	12.00	-
Police Lieutenant	3.00	3.00		3.00	2.00	(1.00)
Police Officer/Recruit	84.00	78.00	(9.00)	69.00	63.00	(6.00)
Police Sergeant	13.00	13.00		13.00	10.00	(3.00)
Police Service Officer	11.00	9.00		9.00	15.00	6.00
Principal Office Assistant	8.00	8.00		8.00	7.00	(1.00)
Property Room Technician	1.00	-		-	-	-
Public Information Officer	1.00	1.00		1.00	1.00	-
Public Safety Dispatcher	7.00	7.00		7.00	1.00	(6.00)
Records Supervisor	1.00	-		-	-	-
Senior Property/Evidence Technician	1.00	-		-	-	-
Supervisor of Animal Services	1.00	1.00		1.00	1.00	-
Youth Service Supervisor	-	-	1.00	1.00	1.00	-
TOTAL	174.00	162.00	(11.00)	151.00	140.00	(11.00)
FIRE						
Administrative Assistant	1.00	1.00		1.00	-	(1.00)
Battalion Chief	3.00	3.00		3.00	3.00	-
Deputy Fire Chief	2.00	1.00		1.00	1.00	-
Deputy Fire Marshall	1.00	1.00	(1.00)	-	-	-
Disaster Service Program Supervisor	1.00	1.00	(1.00)	-	-	-
Emergency Prepared/Special Proj Mgr	-	-	1.00	1.00	0.50	(0.50)
Fire Captain	15.00	15.00		15.00	15.00	-
Fire Chief	1.00	1.00		1.00	1.00	-
Fire Engineer	15.00	15.00		15.00	15.00	-
Fire Prevention Specialist	2.00	2.00	(1.00)	1.00	1.00	-
Firefighters	29.00	26.00	(2.00)	24.00	21.00	(3.00)
Logistics Clerk	1.00	1.00	(1.00)	-	-	-
Management Analyst	1.00	-		-	-	-
Principal Office Assistant	2.00	2.00		2.00	2.00	-
Training Officer (Captain)	2.00	1.00		1.00	1.00	-
TOTAL	76.00	70.00	(5.00)	65.00	60.50	(4.50)

DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>2007-08 Prior Year</u>	<u>2008-09 Original Positions</u>	<u>2008-09 Position Amendments</u>	<u>2008-09 Final Positions</u>	<u>Funded Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
PUBLIC UTILITIES						
Assistant Mechanic/Service Worker	5.00	5.00		5.00	5.00	-
Assistant Public Utilities Director	2.00	2.00		2.00	2.00	-
Assistant Water Systems Technician	5.00	5.00		5.00	5.00	-
Construction Manager	1.00	1.00		1.00	1.00	-
Disposal Leadworker	3.00	3.00		3.00	3.00	-
Engineering Tech/Sr Engineering Tech	2.00	2.00		2.00	2.00	-
Equipment Mechanic	5.00	5.00		5.00	5.00	-
Equipment Operator	2.00	2.00		2.00	2.00	-
Fleet Maintenance Leadworker	2.00	2.00		2.00	2.00	-
Fleet Maintenance Service Writer	1.00	1.00		1.00	1.00	-
Fleet Manager	1.00	1.00		1.00	1.00	-
Junior Engineer	1.00	1.00		1.00	1.00	-
Landfill Leadworker	1.00	1.00		1.00	1.00	-
Maintenance Leadworker	6.00	6.00		6.00	6.00	-
Maintenance Worker/Sr Maint Worker	37.00	37.00		37.00	37.00	-
Management Analyst	1.00	1.00		1.00	1.00	-
Meter Reader	4.00	4.00		4.00	4.00	-
Office Assistant	2.50	2.50	0.50	3.00	3.00	-
Parks Equipment Mechanic	1.00	1.00		1.00	1.00	-
Parks Maintenance Leadworker	3.00	3.00		3.00	3.00	-
Parks Manager	1.00	1.00		1.00	1.00	-
Parts Clerk	2.00	2.00	(1.00)	1.00	1.00	-
Principal Office Assistant	3.00	3.00	(1.00)	2.00	2.00	-
Public Utilities Director	1.00	1.00		1.00	1.00	-
Senior Sanitation Operator	19.00	19.00		19.00	19.00	-
Solid Waste Manager	1.00	1.00		1.00	1.00	-
Street Maintenance Manager	1.00	1.00		1.00	1.00	-
Street Sweeper Operator	5.00	5.00		5.00	4.00	(1.00)
Utility Manager	1.00	1.00		1.00	1.00	-
Utility Worker	29.00	27.00	(3.00)	24.00	24.00	-
Water Production Manager	1.00	1.00		1.00	1.00	-
Water System Technician	1.00	1.00		1.00	1.00	-
Water Treatment Plant Operator	3.00	3.00		3.00	3.00	-
TOTAL	153.50	151.50	(4.50)	147.00	146.00	(1.00)
CCDA						
Asst Comm & Econ Development Dir	1.00	1.00	(1.00)	-	-	-
Business Development Manager	0.75	0.75		0.75	0.75	-
Community & Econ Development Dir	0.50	0.50		0.50	0.75	0.25
Community Dvlpmt Grant Coordinator	1.00	1.00	(1.00)	-	-	-
Housing Project Manager	-	-	1.00	1.00	1.00	-
Principal Office Assistant	1.00	1.00		1.00	1.00	-
Redevelopment Technician	1.00	1.00	1.00	2.00	2.00	-
TOTAL	5.25	5.25	-	5.25	5.50	0.25
CITY TOTAL	550.00	523.00	(41.00)	482.00	463.00	(19.00)

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.



Each year the City of Clovis repairs, improves, and widens many existing city streets as part of the Community Investment Program, such as the Bullard Avenue overlay and the Clovis Avenue widening project.

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SUMMARY OF EXPENDITURES

BY DEPARTMENT

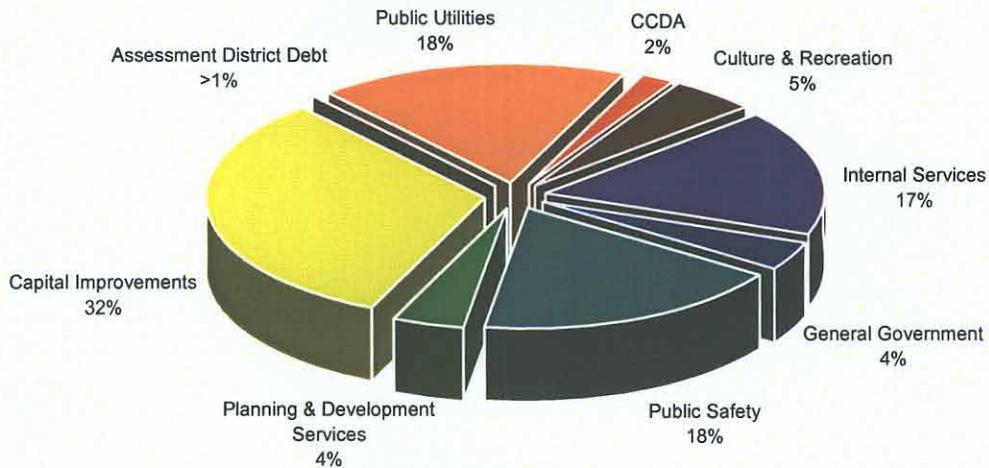
	2007-2008 <u>Actual</u>	2008-2009 Revised Estimate	2009-2010 <u>Budget</u>
City Council	226,975	225,280	227,300
City Clerk	2,474,018	2,849,810	2,568,700
City Attorney	817,301	801,480	746,000
City Management	1,619,396	1,365,640	1,108,400
General Services	30,916,898	32,075,660	27,575,150
Finance	2,677,980	1,918,300	1,985,600
Police	23,987,953	22,870,980	21,335,900
Fire	11,849,996	11,704,810	10,142,100
Public Utilities	47,223,085	58,037,870	53,247,400
Planning & Development Services	7,553,446	6,833,020	6,045,100
Capital Improvements	61,500,237	83,665,620	32,094,500
CCDA	3,130,059	3,626,870	4,279,500
TOTAL	<u><u>193,977,344</u></u>	<u><u>225,975,340</u></u>	<u><u>161,355,650</u></u>

BY FUNCTION

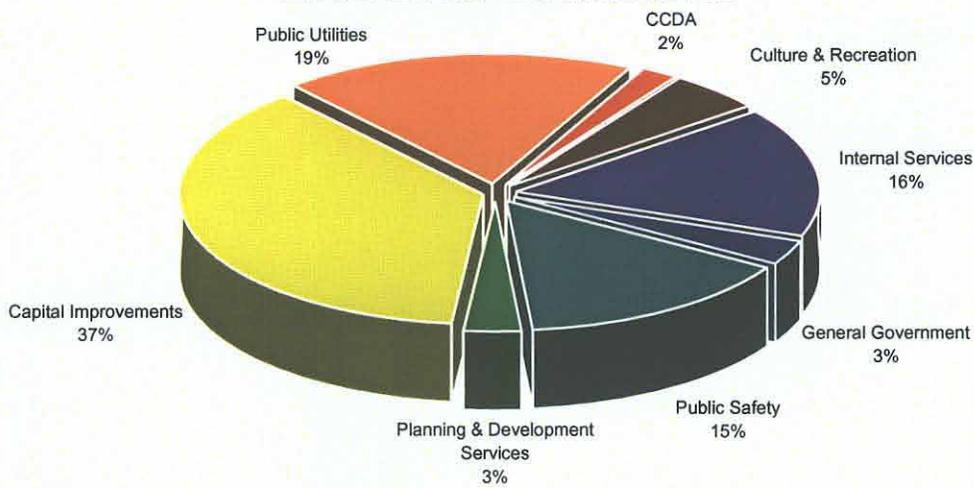
General Government	7,580,073	7,631,750	7,067,500
Public Safety	35,837,949	34,575,790	31,478,000
Planning & Development Services	7,553,446	6,833,020	6,045,100
Capital Improvements	61,500,237	83,665,620	32,094,500
Assessment District Debt	680,131	0	0
Public Utilities	35,921,736	42,965,690	41,996,400
CCDA	3,130,059	3,626,870	4,279,500
Culture & Recreation	8,825,834	10,111,730	7,675,300
Internal Services	32,947,879	36,564,870	30,719,350
TOTAL	<u><u>193,977,344</u></u>	<u><u>225,975,340</u></u>	<u><u>161,355,650</u></u>

EXPENDITURES BY FUNCTION

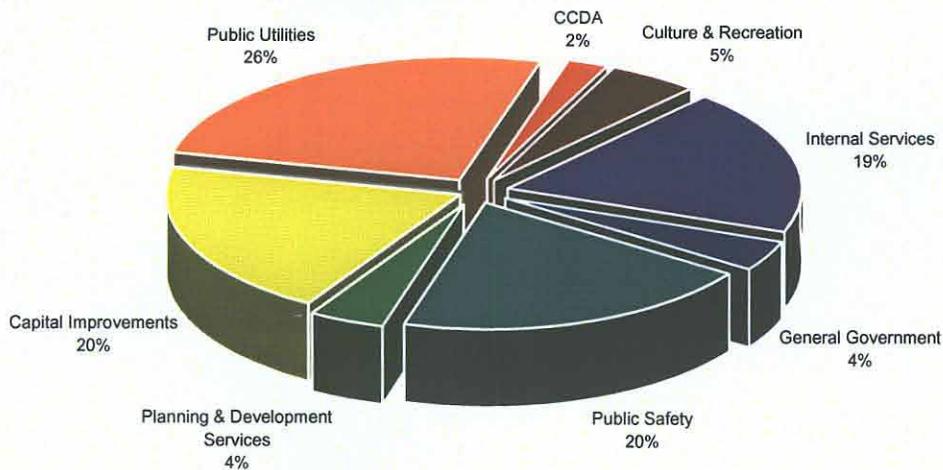
2007-2008 ACTUAL



2008-2009 ESTIMATED



2009-2010 BUDGET



CITY COUNCIL SUMMARY

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

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

Department Goals 2009-2010

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

Budgetary Highlights

- Update and implement the provisions of the Clovis General Plan to guide growth of the community; implement the sewer/water master plans for conjunctive use and conservation of water resources.
- Support staffing and service plans for public safety to provide five minute emergency response to high priority calls 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, economic development organizations, and educational resources in the region to facilitate economic diversity and an improved 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.
- Support opportunities for citizen engagement to promote better understanding of local governments and to foster the next generation of civic leaders.

CITY COUNCIL

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	66,300	66,000	66,000
Benefits	66,997	61,470	66,300
Professional Services	269	1,250	1,500
Office Supplies	0	50	0
Travel & Meeting Expense	15,199	16,000	16,000
Training	1,806	0	0
Dues & Subscriptions	29,808	30,850	32,000
Admin & Overhead	46,596	49,660	45,500
	<u>226,975</u>	<u>225,280</u>	<u>227,300</u>
TOTAL CITY COUNCIL	<u><u>226,975</u></u>	<u><u>225,280</u></u>	<u><u>227,300</u></u>

SOURCES OF FUNDING

Interfund Charges	60,000	59,000	94,000
Use of Discretionary Funds	<u>166,975</u>	<u>166,280</u>	<u>133,300</u>
TOTAL	<u><u>226,975</u></u>	<u><u>225,280</u></u>	<u><u>227,300</u></u>

DETAIL OF POSITIONS

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

CITY CLERK DEPARTMENT SUMMARY

The City Clerk Department includes the functions of City Clerk and Information 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, maintaining official city records and responding to records requests, electronic record keeping and imaging, legislative analysis, and providing all computer/telephone and communications related support and acquisition to all departments. The Information Services Division is assigned to the City Clerk Department in addition to special administrative projects as assigned and supervised by the City Manager.

City Clerk Division

Section 15000

The City Clerk performs various professional and managerial duties according to statute, Municipal Code, requests of citizens, and the needs of various City departments. Prior to March 2001, the City Clerk was an elected position. Pursuant to local ordinance, the City Clerk is appointed by the City Council, but serves as a department head within the organization, taking on additional administrative duties as assigned and supervised by the City Manager. Primary duties include the following major categories:

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

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

CITY CLERK DEPARTMENT SUMMARY

Department Goals 2009-2010

- Improve support to other operating departments by supporting a network user's group.
- Assess the coordination and experience of contracting for the 2009 election process with the Fresno County Elections Division and determine whether that contract should be utilized in the future or whether private services should be retained.
- Provide for public records requests in a coordinated and timely manner on behalf of the entire city.
- Update and implement the IT Master Plan.
- Complete implementation of the Police Department Trusted Site and pursue upgrades for the new CAD system.
- Update and implement the city's Telecommunications Master Plan for all related infrastructure (including fiber optics, wireless and video communications) and coordinate with other public safety agencies and the Clovis Unified School District.
- Update and implement an improvement plan for the organizational structure of the Information Services Division to allow for a growth ladder for entry level technicians and improve retention of talent.
- Provide administrative support for special project assignments from the City Manager such as preparation for tax sharing agreements with the county and other public agencies, directing copies for Connecting with Clovis newspaper, monitoring the Clovis Independent online newspaper for timely insertion of city government news, and representing the city in supervision of the community media project for the public access cable channel.

Budgetary Highlights

- Fill the vacancies in Information Services in a timely fashion to better serve our customers and design a professional growth ladder for entry level technicians.
- Due to budgetary constraints, replacement of desktop computers and other equipment will be postponed until such time as there is a need for costly repairs or equipment becomes non-functional.
- Improve customer service to all operating departments by continuous improvement of the Information Services Advisory Group and using surveys to implement corrective action.
- Train all employees regularly to fully utilize equipment and services available to all.
- Complete the conversion of the financial management system and improvements to the human resources system to become more user friendly.

CITY CLERK DEPARTMENT PERFORMANCE MEASURES

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

2007-2008 (actual) 2008-2009 (estimated) 2009-2010 (proposed)

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

Unofficial Election Results	100%	90%	N/A
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- Implement the records management plan.

Implement the records imaging system	30%	35%	40%
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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

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET BY ACTIVITY

City Clerk	169,458	308,780	182,000
Information Services	<u>2,304,560</u>	<u>2,541,030</u>	<u>2,386,700</u>
TOTAL ALL ACTIVITIES	<u>2,474,018</u>	<u>2,849,810</u>	<u>2,568,700</u>

BUDGET BY FUND

General Fund	169,458	308,780	182,000
General Services - Information Services	<u>2,304,560</u>	<u>2,541,030</u>	<u>2,386,700</u>
TOTAL ALL FUNDS	<u>2,474,018</u>	<u>2,849,810</u>	<u>2,568,700</u>

2009-2010 Goals

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

Objectives to Meet the Goals

- Continue to implement a computerized records management system that provides for efficient records retention and retrieval.
- Continue to provide timely response to citizens and departmental requests for information.
- Perform a workflow analysis of all documents that flow through Administration to the City Council and update/streamline the approval/adoption process.
- Streamline the agenda preparation process, moving towards issuance of an electronic document.
- Develop and train staff.
- Maximize utilization of technology to improve services.
- In order to reduce expenditures but retain professional capacity, management position allocations will be reduced by 25% and will be shared with the City Manager's Office. The City Clerk position will be funded as a 0.5 position allocation. A Special Projects Manager will be funded as a 0.25 position allocation. The Special Projects Manager position will be shared between the City Clerk, City Manager, and Fire Departments.

Five-Year Outlook

The reduction proposed for staffing in 2009-2010 is likely to be in place for at least two years due to the budget constraints resulting from the economic downturn. It is not expected that the city's general operating revenues will improve greatly until 2011-2012.

The City Clerk's budget will vary from year to year depending on whether general City or special elections are scheduled. A records imaging system is being implemented for the storage and retrieval of City records but is supported only by part time help and is taking several years to implement. The conversion of the records of the various departments is planned to be a multi-year project. What started in the Administrative Office with over 700,000 pages being scanned, including over 60,000 documents in the City Clerk's office alone, is now in Phase II scanning Planning & Development Services' records and will continue in that department for several years due to the large volume of documents.

The next scheduled municipal election will be in March 2011 when three of the five seats on the City Council will be up for election.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	83,476	91,630	93,900
Overtime	0	200	0
Extra Help	7,570	300	0
Benefits	30,715	31,350	37,000
Vehicle Charges	3,300	4,000	4,700
Professional Services	28,511	163,000	30,000
Travel & Meeting Expense	2,464	1,000	1,000
Training	475	2,500	2,000
Dues & Subscriptions	360	400	400
Admin & Overhead	12,587	14,400	13,000
TOTAL CITY CLERK	<u>169,458</u>	<u>308,780</u>	<u>182,000</u>

SOURCES OF FUNDING

Mandated Claims	19,202	0	0
User Fees	448	0	0
Interfund Charges	78,000	84,000	33,000
Use of Discretionary Funds	<u>71,808</u>	<u>224,780</u>	<u>149,000</u>
TOTAL	<u>169,458</u>	<u>308,780</u>	<u>182,000</u>

DETAIL OF POSITIONS

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

2009-2010 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 2009-2010, 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.
- Implement the necessary systems security infrastructure to ensure network resources are protected and available to City staff.
- Devote time and personnel to continue expanding the Geographic Information System.
- Maintain and enhance the City's website and other online services.
- Maintain the telecommunications, wireless and fiber optic systems.

Five-Year Outlook

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

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	644,830	649,390	727,200
Overtime	20,773	25,500	25,500
Extra Help	143,313	128,000	130,000
Benefits	298,766	287,770	272,300
Vehicle Charges	25,809	22,840	21,000
Communications	252,817	242,000	238,000
Professional Services	62,465	77,920	67,000
Repairs & Maintenance	392,028	523,000	492,000
Office Supplies	92,575	65,000	60,000
Travel & Meeting Expense	3,706	4,910	5,000
Training	14,583	20,000	20,000
Admin & Overhead	16,868	17,470	17,700
Capital Outlays - Computers	336,027	477,230	311,000
TOTAL INFORMATION SERVICES	<u>2,304,560</u>	<u>2,541,030</u>	<u>2,386,700</u>

SOURCES OF FUNDING

Legal Settlements	43	17,400	0
Interfund Charges	<u>2,304,517</u>	<u>2,523,630</u>	<u>2,386,700</u>
TOTAL	<u>2,304,560</u>	<u>2,541,030</u>	<u>2,386,700</u>

DETAIL OF POSITIONS

City Clerk	0.25	0.25	0.20
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	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
TOTAL	<u>10.25</u>	<u>10.25</u>	<u>10.20</u>

CITY ATTORNEY DEPARTMENT SUMMARY

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

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

Department Goals 2009-2010

- 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.

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

CITY ATTORNEY DEPARTMENT SUMMARY

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
BUDGET DETAIL			
Professional Services	811,703	795,000	740,000
Travel & Meeting Expense	0	1,000	0
Admin & Overhead	<u>5,598</u>	<u>5,480</u>	<u>6,000</u>
TOTAL CITY ATTORNEY	<u>817,301</u>	<u>801,480</u>	<u>746,000</u>

SOURCES OF FUNDING			
User Fees	131,464	30,000	0
Intergovernmental Charges	22,000	22,000	15,000
Interfund Charges	310,000	281,000	239,000
Use of Discretionary Funds	<u>353,837</u>	<u>468,480</u>	<u>492,000</u>
TOTAL	<u>817,301</u>	<u>801,480</u>	<u>746,000</u>

DETAIL OF POSITIONS

The functions for this section are handled by contract.

CITY MANAGER DEPARTMENT SUMMARY

The City Manager is an appointed office established by the Clovis Municipal Code and under the laws of the State of California. The City Manager is appointed by the City Council to serve as the chief administrative officer. The City Manager is responsible for administering all operations, finances, activities, and projects consistent with City Council policy directives and applicable municipal, state, and federal laws. The City Manager appoints and removes all employees on the recommendation of the various department heads and appoints and/or dismisses department heads subject to confirmation of the City Council. The City Manager also serves as the Executive Director of the Public Finance Authority which issues financing instruments to fund various projects; 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 business development and investment to expand the city's tax base and for seeking an improved balance of jobs and housing in the city. The department oversees the activities of the Clovis Community Development Agency and is responsible for marketing the Clovis Industrial Park and the Central Valley Research & Technology Business Park as well as privately held sites in cooperation with real estate brokers and landowners. The department works with business and industry wishing to locate in the city and is responsible for coordination between the City and local/regional business organizations such as the Business Organization of Old Town, Clovis Chamber of Commerce, Clovis Tourism Advisory Committee, Economic Development Corporation serving Fresno County, Fresno County Workforce Investment Board, Central Valley Business Incubator, Regional Jobs Initiative, Fresno County Tourism Agency, and Fresno Visitor and Convention Bureau.

Department Goals 2009-2010

- Implement the vision, mission, strategic goals, and target actions set forth by the City Council.
- Provide thorough and timely information about projects and proposals to the City Council to allow for informed decision making.
- Assist the City Council in developing growth management, public service, and financing policies to guide implementation of the General Plan Update, public service and facility master plans, and preservation and renewal of older neighborhoods.
- Assist the City Council in developing policies and programs that will expand the City's revenue and tax base and 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 develop and sustain funding resources for essential services.
- Seek ways to improve communications between city government, citizens, and the business community.
- Conduct the bi-annual Citizens' Summit and follow with a leadership and goal setting workshop for City Council.

CITY MANAGER DEPARTMENT SUMMARY

Budgetary Highlights

- Monitor the results of budgetary constraints and reduced spending; the effect on essential city services and programs throughout the year; and recommend adjustments as necessary.
- Support creation of a robust volunteer program for the entire city operation and supplement city services that have been reduced due to economic conditions.
- Provide policy advice about 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 General Plan Update, the Sphere of Influence, and related public service and financial strategies; begin discussions with Fresno County staff concerning future tax sharing strategies.
- Provide oversight of the implementation of the water and wastewater master plans and project delivery.
- Publish periodic community news in partnership with Clovis Unified School District to feature community activities, services, history, key projects, and citizen access to local government.
- Provide opportunities to build the organizational culture amongst employees and assist with skill-building and customer service improvement as part of the succession planning strategy.
- Provide oversight of implementation of the Economic Development Strategy and Action Plan to seek target industries and provide opportunities for business park development; implement marketing and business recruitment strategies for the Research and Technology Business Park and pursue plans to expand the business park.
- Work with the Tourism Advisory Committee and regional efforts to position Clovis as a regional and state tourist destination; support opportunities to host special events such as the AMGEN Tour of California that are aligned with community interests.
- 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; aggressively promote the business advantages of the Enterprise Zone program.
- 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 and to facilitate 50 jobs per acre by selling publicly-owned land in the Clovis Industrial Park and the Research and Technology Business Park for development that creates industrial and/or commercial job opportunities and induces private owners to do the same.

	<u>2007-2008 (actual)</u>	<u>2008-2009 (estimated)</u>	<u>2009-2010 (proposed)</u>
Total Jobs	800	550	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>2008 (actual)</u>	<u>2009 (actual)</u>	<u>2010 (proposed)</u>
Total Retail Sales	\$1,378,169,000	\$1,267,915,000	\$1,204,519,000
Percentage Increase/Decrease	-3.5%	-8%	-5%

CITY MANAGER DEPARTMENT SUMMARY

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET BY ACTIVITY

Administration	655,352	630,570	523,800
Community & Economic Development	<u>964,044</u>	<u>735,070</u>	<u>584,600</u>
TOTAL ALL ACTIVITIES	<u><u>1,619,396</u></u>	<u><u>1,365,640</u></u>	<u><u>1,108,400</u></u>

BUDGET BY FUND

General Fund	<u>1,619,396</u>	<u>1,365,640</u>	<u>1,108,400</u>
TOTAL ALL FUNDS	<u><u>1,619,396</u></u>	<u><u>1,365,640</u></u>	<u><u>1,108,400</u></u>

2009-2010 Goals

- Assist the City Council with policy development and implementation of priority goals and target actions.
- Provide oversight for implementation of the land use planning process and the water and wastewater systems master plans.
- Implement the adopted budget in a timely manner and provide regular progress reports to the City Council to assure that financial targets and program goals are being met.
- Provide alternatives and pursue plans for future funding strategies for General Fund operations as directed by the City Council.
- Continue to seek ways to improve communications between city government and the general public.
- Represent the City's interests in matters of 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.
- Provide oversight of the General Plan update and develop growth management and financial policies to guide the implementation, sustain city services and facilities, and preserve and renew older neighborhoods.
- Recommend alternatives for future funding strategies to the City Council; expand the use of volunteers throughout the city operations.
- Oversee completion of the 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; utilize the new Clovis Independent online news to feature city services and issues.
- Participate on various regional boards and committees to ensure representation of the city's interests and to gain information useful to advance the city's goals.
- Reduce expenditures but retain professional capacity by reducing one management position allocation by 25% and share staffing with the City Clerk's Office. The Assistant City Manager position will be funded as a 0.5 position allocation. A Special Projects Manager will be funded as a 0.25 position allocation. The Special Projects Manager position will be shared between the City Clerk, City Manager, and Fire Departments.

Five-Year Outlook

This year continues to be a time for adjustment to the fiscal realities of a highly constrained budget for the General Fund operations resulting from a troubled economy that may take several years to fully recover. Significant economic changes are underway and the immediate future may require equally significant changes in how the city provides services and how those services are funded. The budget has been reconstructed over the past 2-1/2 years to be able to provide for the most essential city services during very uncertain times. Close monitoring of service capability and expenditures will be required. An important initiative over the next three years will be continuing work on the General Plan Update. This program is as much a land use plan as it is a financial plan for the future of the City. Sustainability of the character, appearance and quality of life in the community as it continues to grow in the future will be the challenge for the update. Due to the extent and effect of the economic recession on levels of government, the city will need to consider many alternatives to improve and stabilize funding for the essential services provided by the city for the community. This may take several forms and will require considerable discussion with the community and the City Council to determine which strategies may be the best solution.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	395,106	395,070	311,000
Extra Help	0	9,000	0
Benefits	123,705	91,610	84,700
Vehicle Charges	17,820	13,000	14,200
Professional Services	2,000	5,000	5,000
Travel & Meeting Expense	17,892	11,500	11,500
Dues & Subscriptions	3,317	3,500	3,500
Admin & Overhead	95,512	101,890	93,900
	<u>655,352</u>	<u>630,570</u>	<u>523,800</u>
TOTAL ADMINISTRATION	<u>655,352</u>	<u>630,570</u>	<u>523,800</u>

SOURCES OF FUNDING

Planning and Processing Fees	1,813	0	0
Intergovernmental Charges	41,000	41,000	53,000
Interfund Charges	561,000	607,000	284,000
Use of Discretionary Funds	<u>51,539</u>	<u>(17,430)</u>	<u>186,800</u>
	<u>655,352</u>	<u>630,570</u>	<u>523,800</u>
TOTAL	<u>655,352</u>	<u>630,570</u>	<u>523,800</u>

DETAIL OF POSITIONS

Assistant City Manager	1.00	1.00	0.50
City Clerk	0.25	0.25	-
City Manager	1.00	1.00	1.00
Executive Assistant	0.50	0.50	0.70
Office Assistant	1.00	-	-
Principal Office Assistant	0.20	0.20	0.20
Special Projects Manager	-	-	0.25
	<u>3.95</u>	<u>2.95</u>	<u>2.65</u>
TOTAL	<u>3.95</u>	<u>2.95</u>	<u>2.65</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!).

2009-2010 Goals

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

Objectives to Meet the Goals

- Continue to oversee marketing and business recruitment for the Research & Technology Business Park; implement the expansion plans for the business park.
- Provide project coordination for major retail and industrial projects to resolve problems and accelerate siting.
- Continue to work with the Central Valley Business Incubator, Fresno EDC, Workforce Investment Board, and Regional Jobs Initiative to retain, expand and attract business.
- Work with the TC³ Committee to implement the goals and objectives of the Concept Development Plan and continue with the series of educational symposia.
- Implement the Clovis Business Retention, Expansion and Attraction Program (REAP).
- Continue to update inventory of available commercial and industrial property; develop reliable contacts with commercial real estate brokers.
- Publish 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 grow related tax revenues.
- Work with the Fresno County Workforce Investment Board (WIB) to provide training opportunities for businesses and residents of Clovis.

Five-Year Outlook

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

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	92,237	103,550	56,200
Extra Help	17,777	14,000	0
Benefits	31,451	32,580	18,400
Vehicle Charges	4,815	4,820	3,200
Professional Services	763,032	538,850	466,800
Materials & Supplies	325	0	0
Travel & Meeting Expense	19,641	10,700	10,700
Dues & Subscriptions	6,890	3,200	2,800
Admin & Overhead	<u>27,876</u>	<u>27,370</u>	<u>26,500</u>
 TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	 <u>964,044</u>	 <u>735,070</u>	 <u>584,600</u>

SOURCES OF FUNDING

Other Taxes	0	0	50,000
State Grants	187,984	18,000	0
Intergovernmental Charges	169,000	175,000	141,000
Taxable Sales	258	0	0
Miscellaneous Income	14,921	4,000	0
Use of Discretionary Funds	<u>591,881</u>	<u>538,070</u>	<u>393,600</u>
 TOTAL	 <u>964,044</u>	 <u>735,070</u>	 <u>584,600</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>0.25</u>
 TOTAL	 <u>0.75</u>	 <u>0.75</u>	 <u>0.50</u>

GENERAL SERVICES DEPARTMENT SUMMARY

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

Personnel/Risk Management Division

Sections 30000, 31000, 32000

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

Department Support Division

Sections 33300, 33400

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

Community Services Division

Sections 34200, 34400, 34700, 34800

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

Department Goals 2009-2010

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

Budgetary Highlights

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

GENERAL SERVICES DEPARTMENT PERFORMANCE MEASURES

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

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

	<u>2007-2008 (actual)</u>	<u>2008-2009 (estimated)</u>	<u>2009-2010 (proposed)</u>
90-Day Recruitment	95%	95%	95%

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

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

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

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

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

GENERAL SERVICES

DEPARTMENT PERFORMANCE MEASURES

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

	<u>2007-2008 (actual)</u>	<u>2008-2009 (estimated)</u>	<u>2009-2010 (proposed)</u>
Number of Major Projects	22	15	15
Projects Completed within Established Budget and Time Frame	90%	80%	85%
Square Footage of Buildings/Facilities Maintained	352,000	368,000	368,000

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

	<u>2007-2008 (actual)</u>	<u>2008-2009 (estimated)</u>	<u>2009-2010 (proposed)</u>
Information & Assistance	81,953	69,842	70,000
Community Services	81,502	86,387	80,000
Consumer Services	23,714	28,609	28,000
Outreach Services	55,202	61,779	62,000
Nutrition Services	50,091	40,343	40,000

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

	<u>2007-2008 (actual)</u>	<u>2008-2009 (estimated)</u>	<u>2009-2010 (proposed)</u>
Program Participants	144,171	135,661	50,000
Number of Programs Offered	254	249	15

- 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>2007-2008 (actual)</u>	<u>2008-2009 (estimated)</u>	<u>2009-2010 (proposed)</u>
Clovis Destinations	98%	98%	99%
Fresno Destinations	98%	98%	98%
Maintain Scheduled Fixed-Route Headways	90%	90%	90%

GENERAL SERVICES DEPARTMENT SUMMARY

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET BY ACTIVITY

Personnel	506,940	471,240	431,500
Employee Benefits	15,771,216	15,635,470	15,701,600
Liability and Property Insurance	1,128,868	1,291,100	1,213,800
Facilities Maintenance	5,963,535	5,930,890	4,047,450
Department Support	2,326,484	2,155,680	2,092,600
Senior Services	519,330	503,920	355,000
Recreation	877,070	738,330	126,200
Transit	<u>3,823,455</u>	<u>5,349,030</u>	<u>3,607,000</u>
 TOTAL ALL ACTIVITIES	 <u><u>30,916,898</u></u>	 <u><u>32,075,660</u></u>	 <u><u>27,575,150</u></u>

BUDGET BY FUND

General Fund	1,903,340	1,713,490	912,700
General Services Fund	8,290,019	8,086,570	6,140,050
Employee Benefits Fund	15,771,216	15,635,470	15,701,600
Liability and Property Insurance Fund	1,128,868	1,291,100	1,213,800
Transit Fund	<u>3,823,455</u>	<u>5,349,030</u>	<u>3,607,000</u>
 TOTAL ALL FUNDS	 <u><u>30,916,898</u></u>	 <u><u>32,075,660</u></u>	 <u><u>27,575,150</u></u>

2009-2010 Goals

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

Specific goals include the following:

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

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

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	219,333	215,000	196,100
Benefits	89,371	83,990	81,800
Vehicle Charges	8,206	8,200	8,800
Professional Services	87,042	55,800	55,800
Travel & Meeting Expense	1,976	3,720	3,000
Training	4,354	2,500	2,000
Dues & Subscriptions	3,640	3,700	3,700
Admin & Overhead	93,018	98,330	80,300
	<u>506,940</u>	<u>471,240</u>	<u>431,500</u>
TOTAL PERSONNEL	<u>506,940</u>	<u>471,240</u>	<u>431,500</u>

SOURCES OF FUNDING

Interfund Charges	226,015	210,000	169,000
Use of Discretionary Funds	<u>280,925</u>	<u>261,240</u>	<u>262,500</u>
TOTAL	<u>506,940</u>	<u>471,240</u>	<u>431,500</u>

DETAIL OF POSITIONS

Executive Assistant	0.300	0.300	0.150
General Services Director	0.250	0.250	0.250
Management Analyst	0.600	0.600	0.700
Office Assistant	0.800	-	-
Personnel/Risk Manager	0.300	0.300	0.300
Personnel Technician	1.000	1.000	1.000
Principal Office Assistant	0.800	0.800	0.300
	<u>4.050</u>	<u>3.250</u>	<u>2.700</u>
TOTAL	<u>4.050</u>	<u>3.250</u>	<u>2.700</u>

2009-2010 Goals

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

Specific goals include the following:

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

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

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

General Services Department	Employee Benefits Section 31000
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	2007-2008	2008-2009	
	Actual	Revised Estimate	2009-2010 Budget

BUDGET DETAIL

Salaries - Regular	170,689	178,800	181,600
Benefits	62,199	57,930	56,700
Vehicle Charges	12,556	12,600	11,500
Professional Services	527	100	100
Special Events	46,084	42,000	42,000
Travel & Meeting Expense	1,310	200	200
Training	2,437	1,300	1,300
Dues & Subscriptions	419	600	600
Admin & Overhead	26,534	24,200	36,500
Health Insurance Program - ISF	6,040,452	6,104,700	6,230,000
Unemployment Charges - ISF	35,091	55,000	55,000
Workers Comp Program - ISF	2,510,399	2,680,400	2,720,000
Retirement Contribution - ISF	6,379,308	6,200,400	5,726,700
Deferred Compensation - ISF	483,211	96,840	458,400
Compensated Future Absences	0	30,000	30,000
Capital Outlays - Computers	0	150,400	151,000
	<u>0</u>	<u>150,400</u>	<u>151,000</u>
TOTAL EMPLOYEE BENEFITS	<u><u>15,771,216</u></u>	<u><u>15,635,470</u></u>	<u><u>15,701,600</u></u>

SOURCES OF FUNDING

Employee Benefit Charges	<u>15,771,216</u>	<u>15,635,470</u>	<u>15,701,600</u>
TOTAL	<u><u>15,771,216</u></u>	<u><u>15,635,470</u></u>	<u><u>15,701,600</u></u>

DETAIL OF POSITIONS

General Services Director	-	-	0.125
Management Analyst	0.950	0.950	0.600
Office Assistant	0.100	-	-
Personnel/Risk Manager	0.350	0.350	0.350
Personnel Technician	1.000	1.000	1.000
Principal Office Assistant	0.100	0.100	0.350
	<u>0.100</u>	<u>0.100</u>	<u>0.350</u>
TOTAL	<u><u>2.500</u></u>	<u><u>2.400</u></u>	<u><u>2.425</u></u>

2009-2010 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	76,135	67,550	108,800
Benefits	26,115	24,270	35,900
Vehicle Charges	4,366	4,370	5,700
Travel & Meeting Expense	1,280	200	200
Training	12,585	12,140	10,700
Dues & Subscriptions	100	1,000	1,000
Admin & Overhead	6,491	6,610	18,400
Liability Insurance	<u>1,001,796</u>	<u>1,174,960</u>	<u>1,033,100</u>
TOTAL LIABILITY & PROPERTY INSURANCE	<u><u>1,128,868</u></u>	<u><u>1,291,100</u></u>	<u><u>1,213,800</u></u>

SOURCES OF FUNDING

Liability and Property Charges	<u>1,128,868</u>	<u>1,291,100</u>	<u>1,213,800</u>
TOTAL	<u><u>1,128,868</u></u>	<u><u>1,291,100</u></u>	<u><u>1,213,800</u></u>

DETAIL OF POSITIONS

Management Analyst	0.450	0.450	0.700
Office Assistant	0.100	-	-
Personnel/Risk Manager	0.350	0.350	0.350
Principal Office Assistant	<u>0.100</u>	<u>0.100</u>	<u>0.350</u>
TOTAL	<u><u>1.000</u></u>	<u><u>0.900</u></u>	<u><u>1.400</u></u>

2009-2010 Goals

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

Specific goals include the following:

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

General Services Department	Facilities Maintenance Section 33300
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	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	368,572	363,770	349,200
Overtime	8,433	9,000	18,000
Benefits	165,274	155,700	138,500
Vehicle Charges	77,571	56,030	67,900
Communications	3,012	4,500	4,000
Professional Services	68,752	70,000	93,500
Repairs & Maintenance	716,847	938,400	972,000
Building & Equipment Rental	1,218	2,000	2,000
Materials & Supplies	42,916	60,000	68,000
Supplies - Safety	0	0	8,000
Supplies - Shop	4,198	5,000	5,000
Travel & Meeting Expense	135	1,800	1,800
Training	1,290	8,000	8,500
Dues & Subscriptions	650	650	650
Admin & Overhead	15,496	16,240	14,400
Debt Service	4,366,857	4,126,600	2,196,000
Capital Outlays - Public Works	45,016	113,200	100,000
Capital Outlays - Vehicles	30,970	0	0
Capital Outlays - Government Facilities	46,328	0	0
TOTAL FACILITIES MAINTENANCE	<u><u>5,963,535</u></u>	<u><u>5,930,890</u></u>	<u><u>4,047,450</u></u>

SOURCES OF FUNDING

Rents & Concessions	16,833	22,500	15,500
Facility Reimb - County	8,016	23,000	24,000
Sale of Property	10,000	0	0
Miscellaneous Income	360	53,000	38,400
General Services Charges	5,928,326	5,832,390	3,969,550
TOTAL	<u><u>5,963,535</u></u>	<u><u>5,930,890</u></u>	<u><u>4,047,450</u></u>

DETAIL OF POSITIONS

Administrative Assistant	0.500	0.500	0.500
Assistant Building Technician	3.000	3.000	3.000
Building Maintenance Leadworker	1.000	1.000	1.000
Building Maintenance Worker	1.000	-	-
General Services Director	0.250	0.250	0.250
General Services Supervisor	0.600	0.600	0.600
TOTAL	<u><u>6.350</u></u>	<u><u>5.350</u></u>	<u><u>5.350</u></u>

2009-2010 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.
- Coordinate the installation of an E-procurement/bid-management system and provide training to all designated staff members.
- Implement purchasing system upgrades to meet the City's future needs.
- Continue to identify and implement energy saving measures and other operating efficiencies through the use of new technologies and improved procedures.

Five-Year Outlook

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

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	90,392	88,730	96,800
Overtime	378	0	0
Benefits	30,328	144,670	27,400
Vehicle Charges	3,834	3,830	3,800
Energy	802,827	912,000	944,200
Professional Services	17,414	49,000	109,000
Repairs & Maintenance	64,901	76,700	76,500
Office Supplies	389,420	479,230	500,500
Materials & Supplies	9,889	10,200	10,200
Travel & Meeting Expense	729	0	1,000
Training	246	1,200	1,600
Dues & Subscriptions	120	500	500
Admin & Overhead	174,238	178,820	109,100
Lease Purchases	168,652	170,800	172,000
Capital Outlays - Office Equip/Furn	89,217	40,000	40,000
Capital Outlays - Vehicles	483,899	0	0
TOTAL DEPARTMENT SUPPORT	<u>2,326,484</u>	<u>2,155,680</u>	<u>2,092,600</u>

SOURCES OF FUNDING

Interfund Charges	<u>2,326,484</u>	<u>2,155,680</u>	<u>2,092,600</u>
TOTAL	<u>2,326,484</u>	<u>2,155,680</u>	<u>2,092,600</u>

DETAIL OF POSITIONS

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

2009-2010 Goals

The City's Senior Services programs are designed to provide quality senior-oriented education, recreation, and social services. The Senior Services Section seeks to offer a wide variety of services and to make those services accessible to the community's senior population. With the reduction of general funds due to current fiscal challenges, the Senior Services Section is considering alternatives to traditional funding sources. The City of Clovis and the Clovis Veteran's Memorial District are meeting to discuss the possibility of the Memorial District providing additional financial assistance to the Senior Center or assuming an operating agreement. In the event that such alternatives cannot be arranged, services, hours and programs at the Senior Center may be significantly reduced.

Specific goals include the following:

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

Objectives to Meet the Goals

- Continue to locate new sources of program revenues, i.e., grants, fundraisers, and cooperative sponsorship of programs between the City, other agencies, community groups and the public.
- Expand the participation of volunteers and service groups to increase the delivery of program services.

Five-Year Outlook

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

General Services Department			Senior Services Section 34200
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	2007-2008	2008-2009	
	Actual	Revised Estimate	2009-2010 Budget

BUDGET DETAIL

Salaries - Regular	139,952	148,710	81,400
Overtime	1,571	1,480	600
Extra Help	105,619	100,000	100,000
Benefits	64,289	63,480	45,000
Vehicle Charges	4,135	4,000	0
Communications	1,777	200	200
Professional Services	53,560	29,830	30,000
Office Supplies	18,958	17,400	16,300
Training	0	200	0
Dues & Subscriptions	335	340	400
Admin & Overhead	129,134	138,280	81,100
	<u>519,330</u>	<u>503,920</u>	<u>355,000</u>
TOTAL SENIOR SERVICES	519,330	503,920	355,000

SOURCES OF FUNDING

Rents and Concessions	34,499	22,000	26,000
State Grants	32,154	29,900	30,000
Project Participation - Other Govt	36,000	40,000	190,000
User Fees	9,872	18,000	18,000
Intergovernmental Charges	6,000	6,000	7,000
Senior Service Charges	78,638	70,000	63,000
Miscellaneous Income	28,934	16,000	11,000
Use of Discretionary Funds	293,233	302,020	10,000
	<u>519,330</u>	<u>503,920</u>	<u>355,000</u>
TOTAL	519,330	503,920	355,000

DETAIL OF POSITIONS

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

2009-2010 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	258,328	246,170	32,000
Overtime	2,403	2,000	0
Extra Help	173,824	124,100	30,000
Benefits	154,344	113,310	17,800
Vehicle Charges	26,966	32,700	4,700
Communications	6,732	7,500	1,000
Professional Services	48,618	41,670	22,000
Repairs & Maintenance	1,074	1,000	1,500
Office Supplies	26,518	20,900	1,000
Materials & Supplies	9,944	7,500	0
Travel & Meeting Expense	6,146	250	0
Training	3,051	250	0
Dues & Subscriptions	1,625	800	800
Admin & Overhead	144,273	138,680	8,700
Capital Outlays - Public Works	7,604	500	500
Capital Outlays - Miscellaneous	5,620	1,000	6,200
TOTAL RECREATION	<u><u>877,070</u></u>	<u><u>738,330</u></u>	<u><u>126,200</u></u>

SOURCES OF FUNDING

User Fees	65,589	71,000	50,000
Program Charges	131,498	125,000	0
Taxable Sales	8,719	6,000	3,000
Miscellaneous Income	10,750	5,000	5,000
Use of Discretionary Funds	<u><u>660,514</u></u>	<u><u>531,330</u></u>	<u><u>68,200</u></u>
TOTAL	<u><u>877,070</u></u>	<u><u>738,330</u></u>	<u><u>126,200</u></u>

DETAIL OF POSITIONS

Administrative Assistant	-	-	-
General Services Manager	0.150	0.150	-
Recreation Coordinator	1.000	1.000	1.000
Recreation Leader	4.000	-	-
Recreation Specialist	3.000	-	-
Recreation Supervisor	1.000	1.000	1.000
TOTAL	<u><u>9.150</u></u>	<u><u>2.150</u></u>	<u><u>2.000</u></u>

2009-2010 Goals

The City's demand-response transit system (Round Up) and fixed-route transit system (Stageline) are designed to meet the local transit needs of all community residents. These programs strive to provide dependable, safe and affordable transit services throughout the community. However, with a reduction in Measure C and state transit revenue, some service reductions are planned for FY 09-10. Specific goals include the following:

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

Objectives to Meet the Goals

- Continue a community-wide marketing plan designed to increase awareness and ridership of the Round Up and Stageline services. Coordinate advertising with Fresno Area Express including printed schedules and radio advertising.
- Install security cameras on the remaining 14 buses using Proposition 1B Homeland Security grant funds to improve safety and security on the buses.
- Coordinate with the Clovis Unified School District, FAX and other public transit agencies in order to identify/resolve transportation issues.
- Continue advertising and displaying the trolley buses to increase rentals and usage.
- Continue cross training of transit staff to operate both the demand-response (Round Up) service and the fixed-route (Stageline) service.
- Evaluate effectiveness of alternative transportation methods such as deviated fixed routes and sedan/van trips.
- Reduce services to levels within budgetary constraints and review fees for possible increase to meet farebox requirements.

Five-Year Outlook

While transit services were expanded as promised with the passage of Measure C, the revenue for Measure C is significantly lower than projected due to the economic downturn. Therefore, some transit services will be reduced during FY 09-10. As the economic situation improves, these services will be evaluated for their productivity and efficiency and reintroduced as feasible. Additional changes and improvements in conjunction with recommendations made by an independent auditor will be considered as funding is available. Ridership increases continue on both systems and demand will continue to rise as the community grows. Clovis will continue coordination with transit providers in the Clovis-Fresno Metropolitan area in order to meet the demand for inter-city transportation. Clovis Transit staff will continue efforts towards implementing a county-wide farebox system.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	807,010	869,790	951,800
Overtime	28,930	33,600	30,500
Extra Help	523,433	675,000	585,300
Benefits	508,009	579,070	565,200
Vehicle Charges	728,639	854,240	722,000
Communications	15,245	23,000	28,000
Professional Services	307,144	279,190	271,000
Travel & Meeting Expense	3,555	5,200	5,000
Training	4,275	4,850	1,000
Dues & Subscriptions	796	700	700
Admin & Overhead	263,409	264,390	446,500
Capital Outlays - Police Equipment	0	74,000	0
Capital Outlays - Vehicles	633,010	1,686,000	0
TOTAL TRANSIT	<u><u>3,823,455</u></u>	<u><u>5,349,030</u></u>	<u><u>3,607,000</u></u>

SOURCES OF FUNDING

Rents & Concessions	36,411	27,000	25,000
Taxes	1,060,446	980,000	930,000
State Grants	0	809,000	0
Local Transportation	2,537,895	3,333,030	2,429,000
Transit Fares	188,703	181,000	209,000
Sale of Equipment	0	14,000	14,000
Miscellaneous Income	0	5,000	0
TOTAL	<u><u>3,823,455</u></u>	<u><u>5,349,030</u></u>	<u><u>3,607,000</u></u>

DETAIL OF POSITIONS

Bus Driver	14.000	14.000	14.000
General Services Director	0.125	0.125	0.125
General Services Manager	0.700	0.700	1.000
Lead Bus Driver	3.000	3.000	3.000
Office Assistant	1.000	-	-
Principal Office Assistant	1.000	2.000	2.000
Senior Services Supervisor	0.500	0.500	-
Transit Dispatcher	1.000	1.000	1.000
Transit Supervisor	1.000	1.000	1.000
TOTAL	<u><u>22.325</u></u>	<u><u>22.325</u></u>	<u><u>22.125</u></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 was responsible for the annual administration of the various long-term debt obligations that have been issued by the City. The last payment on the Assessment District Bonds and the Park Lease Revenue Bonds were made in 2007-08.

Department Goals 2009-2010

- 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.

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.
- Begin process of implementing Proposition 218 hearings for required utility rate increases.
- Continue to have front counter staff cross-train 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>2007-2008 (actual)</u>	<u>2008-2009 (estimated)</u>	<u>2009-2010 (proposed)</u>
City Rate of Return	4.42%	2.84%	1.84%

- 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

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
BUDGET BY ACTIVITY			
Administration	1,935,443	1,918,300	1,985,600
Park Bond Redemption	62,406	0	0
Assessment District	<u>680,131</u>	<u>0</u>	<u>0</u>
TOTAL ALL ACTIVITIES	<u><u>2,677,980</u></u>	<u><u>1,918,300</u></u>	<u><u>1,985,600</u></u>

BUDGET BY FUND			
General Fund	1,935,443	1,918,300	1,985,600
Park Bond Redemption Fund	62,406	0	0
Assessment District	<u>680,131</u>	<u>0</u>	<u>0</u>
TOTAL ALL FUNDS	<u><u>2,677,980</u></u>	<u><u>1,918,300</u></u>	<u><u>1,985,600</u></u>

2009-2010 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 and handle appropriate Proposition 218 utility rate increase public hearings as appropriate.
- 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. Develop rate strategies to ensure long term financial viability and legal compliance for the city's enterprise operations.
- 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

Economic conditions have caused 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 various city enterprise operations are being stressed by increased operating and capital costs necessitating potential user rate increases to achieve long term financial stability.

	2008-2009 Revised Estimate	2009-2010 Budget
2007-2008 Actual		

BUDGET DETAIL

Salaries - Regular	1,098,314	1,065,500	1,061,000
Overtime	20,570	18,000	22,000
Extra Help	38,866	34,000	37,000
Benefits	426,812	392,600	391,400
Vehicle Charges	19,212	19,000	19,000
Professional Services	79,642	135,000	190,000
Office Supplies	5,532	2,000	4,000
Travel & Meeting Expense	4,969	9,500	9,500
Training	3,602	7,700	7,700
Dues & Subscriptions	1,533	2,000	2,000
Admin & Overhead	236,391	233,000	242,000
	<u>1,935,443</u>	<u>1,918,300</u>	<u>1,985,600</u>
TOTAL FINANCE ADMINISTRATION	<u>1,935,443</u>	<u>1,918,300</u>	<u>1,985,600</u>

SOURCES OF FUNDING

Licenses	65,000	65,000	67,000
Annexation Processing Fee	0	8,000	0
Capital Development - Streets	54,000	56,000	58,000
User Fees	277,049	230,500	195,000
Intergovernmental Charges	23,000	23,000	34,000
Interfund Charges	1,358,551	1,388,000	1,576,000
Miscellaneous Income	205	0	0
Use of Discretionary Funds	<u>157,638</u>	<u>147,800</u>	<u>55,600</u>
	<u>1,935,443</u>	<u>1,918,300</u>	<u>1,985,600</u>
TOTAL	<u>1,935,443</u>	<u>1,918,300</u>	<u>1,985,600</u>

DETAIL OF POSITIONS

Accountant/Senior Accountant	4.00	3.00	3.00
Accounting Systems Technician	4.00	4.00	4.00
Deputy Finance Director	2.00	2.00	2.00
Executive Assistant	0.20	0.20	0.15
Finance Director/Treasurer	1.00	1.00	1.00
Office Assistant	1.50	-	-
Principal Office Assistant	0.20	0.20	-
Senior Account Clerk	7.00	7.00	7.00
	<u>19.90</u>	<u>17.40</u>	<u>17.15</u>
TOTAL	<u>19.90</u>	<u>17.40</u>	<u>17.15</u>

2009-2010 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

PARK BOND FUND

Principal	59,786	0	0
Interest	1,383	0	0
Other Debt Costs	1,237	0	0
	<hr/>	<hr/>	<hr/>
TOTAL PARK BOND FUND	<u>62,406</u>	<u>0</u>	<u>0</u>

ASSESSMENT DISTRICTS

Principal	650,000	0	0
Interest	16,575	0	0
Other Debt Costs	13,556	0	0
	<hr/>	<hr/>	<hr/>
TOTAL ASSESSMENT DISTRICTS	<u>680,131</u>	<u>0</u>	<u>0</u>

SOURCES OF FUNDING

Special Assessments	680,131	0	0
User Fees	62,406	0	0
	<hr/>	<hr/>	<hr/>
TOTAL	<u>742,537</u>	<u>0</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. The Department prepares and implements the Community Investment Program for all City departments. The Department is also responsible for all land use planning for future development and for adherence to city, state, and federal codes.

Planning Division

Section 41000

The Planning Division is responsible for analysis of development requests to ensure consistency with the adopted General Plan, various Specific Plans, and the zoning ordinance. These requests include single family and multiple-family residential projects, large and small commercial developments, conditional use permits, variances to the zoning ordinance, and public projects. 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 three major services, among others, that are vital to the community. The Division's first major responsibility is to ensure that private development activities meet all City requirements, conditions, and standards when developing within the City. Included in this is the administration of the development impact fee and reimbursement program for developer funded improvements. The Division's second primary responsibility is to implement the City's Community Investment Program, thereby enhancing the safety and security of the community through the construction of new infrastructure and the maintenance and repair of existing infrastructure. The third major service is the administration of traffic management program in concert with the Cities Intelligent Traffic System (ITS) project implementation through out the City.

Department Goals 2009-2010

- Continue the General Plan update process and meet the following benchmarks by the end of the fiscal year:
 - Maintain project schedule that constructively meets potential funding challenges.
 - Continue the General Plan Citizens' Advisory Committee as a valuable forum for community input to the General Plan process.
- 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 Land Use Alternatives phase for Clovis' General Plan Update; complete the Draft Environmental Impact Report for the Research and Technology Park expansion east of 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 Sewage Treatment/Water Reuse Facility and corresponding infrastructure for plant operation and complete testing and certification early in the fiscal year.

PLANNING AND DEVELOPMENT SERVICES DEPARTMENT PERFORMANCE MEASURES

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

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

	<u>2007-2008 (actual)</u>	<u>2008-2009 (estimated)</u>	<u>2009-2010 (proposed)</u>
% of CIP projects Final Design	89%	87%	87%

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

Time spent in after-hour meetings	270 hours	250 hours	260 hours
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Reduced staffing and overtime has resulted in a limited number of management staff attending evening meetings.

- 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 established goal is to resolve 75% of the violations reported within the budget year. Presently, due to staff reductions, the Department is responding to code enforcement requests that pose a threat to life or safety.

Number of code violation complaints received	522	622	682
Percent resolved	98%	90%	25%

PLANNING AND DEVELOPMENT SERVICES DEPARTMENT PERFORMANCE MEASURES

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

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

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

* An Ordinance Amendment was adopted in January 2009 to extend the site plan review processing time from 21 working days to 30 working days. Assuming that application numbers remain the same or increase slightly, the average time to completion is projected to be within the revised timeline.

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

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

	<u>2007-2008 (actual)</u>	<u>2008-2009 (estimated)</u>	<u>2009-2010 (proposed)</u>
Applications processed to Planning Commission within goal	81%	56%	80%
Applications processed to City Council within target time	50%	67%	90%
Site Plan Reviews processed within target time	74%	75%	80%
First submittal engineering plan checks within target time	72%	68%	75%
Subsequent submittal engineering plan checks within target time	85%	87%	75%
Building permit plan checks processed within target time	92%	80%	90%
Inspections performed within target time	92%	93%	95%

PLANNING AND DEVELOPMENT SERVICES DEPARTMENT SUMMARY

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
BUDGET BY ACTIVITY			
Planning	1,824,162	1,864,500	1,229,400
Building	1,879,076	1,296,590	963,300
Engineering	<u>3,850,208</u>	<u>3,671,930</u>	<u>3,852,400</u>
TOTAL ALL ACTIVITIES	<u><u>7,553,446</u></u>	<u><u>6,833,020</u></u>	<u><u>6,045,100</u></u>
BUDGET BY FUND			
General Fund	<u>7,553,446</u>	<u>6,833,020</u>	<u>6,045,100</u>
TOTAL ALL FUNDS	<u><u>7,553,446</u></u>	<u><u>6,833,020</u></u>	<u><u>6,045,100</u></u>

2009-2010 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 coordinate public and private projects so they result in a high-quality, sustainable community.

Specifically these goals include:

- Perform the activities identified in the Planning Program; provide accurate information to the public regarding land and development.
- Obtain significant progress on the General Plan update in 2010; complete the Development Code Update.
- Complete the Research and Technology Business Park expansion east across the Enterprise Canal (Phase III) in FY 09-10; ensure that new development meets state and local codes.
- Within the Division's current limitations, provide timely processing of applications to the Planning Commission and City Council.

Objectives to Meet the Goals

- Manage limited staff resources on the following priorities:
 - Completing the Development Code Update;
 - Complete the Environmental Impact Report and Plan Amendments for the Research and Technology Business Park expansion east across the Enterprise Canal (Phase III);
 - Make substantial progress on the General Plan update;
 - Focusing on completion of planning applications submitted; and
 - Provide high-quality non-funded citizen services.
- Continue development of the Geographic Information System (GIS) that is integrated with the Fresno County regional system.

Five-Year Outlook

The General Plan update has been a major focus of the Planning Division's work. The General Plan update will 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.

Since July 2008, when the City Council adopted the Planning Program fee to fund the programmatic activities, including the General Plan update (the fee was effective in August, 2008), staff has been busy selecting a consultant, collecting data, and engaging the public and other stakeholders in the planning process. In February 2009, the Council authorized a planning consultant and appointed a General Plan citizens' advisory committee. The consultant's original schedule has been impacted by lower than expected Planning Program fee revenue and the loss of planning staff has reduced the city's ability to realign project work to in-house staff. Nonetheless, work is underway on major elements of the project. PDS staff is committed to addressing challenges to the General Plan update.

Planning staff involvement in neighborhood meetings has remained high, but is impacted by loss of staff and limitations on overtime. Remaining management staff is attending evening meetings to address high demands on services.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	760,596	596,040	375,500
Overtime	1,943	2,200	0
Extra Help	46,222	18,000	0
Benefits	298,164	218,640	128,100
Vehicle Charges	24,319	18,550	17,200
Professional Services	330,498	669,270	409,200
Repairs & Maintenance	0	0	1,000
Office Supplies	1,583	3,100	3,100
Materials & Supplies	100	0	0
Travel & Meeting Expense	4,537	2,000	2,000
Training	2,572	6,500	7,500
Dues & Subscriptions	569	1,600	3,000
Admin & Overhead	353,059	328,600	282,800
TOTAL PLANNING	<u>1,824,162</u>	<u>1,864,500</u>	<u>1,229,400</u>

SOURCES OF FUNDING

Construction Permits	229,129	154,000	191,000
Planning & Processing Fees	886,148	897,000	729,000
Annexation Processing Fees	15,431	46,000	60,000
Engineering Processing Fees	9,979	10,000	6,000
User Fees	326,878	350,000	33,000
Interfund Charges	58,233	45,000	25,000
Miscellaneous Income	4,179	1,000	0
Use of Discretionary Funds	<u>294,185</u>	<u>361,500</u>	<u>185,400</u>
TOTAL	<u>1,824,162</u>	<u>1,864,500</u>	<u>1,229,400</u>

DETAIL OF POSITIONS

Administrative Assistant	1.00	-	-
Assistant/Associate Planner	4.00	1.00	1.00
City Planner	1.00	-	-
Deputy City Planner	1.00	1.00	1.00
Dir of Planning & Development Services	0.25	0.50	0.50
Office Assistant	1.00	-	-
Planning Technician I/II	1.00	-	-
Principal Office Assistant	2.00	1.00	1.00
Senior Planner	1.00	1.00	1.00
TOTAL	<u>12.25</u>	<u>4.50</u>	<u>4.50</u>

2009-2010 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 2009-2010. 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	1,029,125	631,570	436,400
Overtime	9,636	7,200	5,000
Extra Help	21,404	35,000	95,000
Benefits	413,173	257,540	165,600
Vehicle Charges	74,863	44,480	40,700
Communications	6,379	5,000	2,500
Professional Services	32,700	51,400	42,000
Office Supplies	5,961	5,000	8,000
Materials & Supplies	6,059	4,000	3,000
Supplies - Shop	673	2,000	1,000
Travel & Meeting Expense	111	1,100	1,000
Training	3,283	10,000	8,000
Dues & Subscriptions	11,309	8,000	5,000
Admin & Overhead	264,400	234,300	150,100
TOTAL BUILDING	<u>1,879,076</u>	<u>1,296,590</u>	<u>963,300</u>

SOURCES OF FUNDING

Construction Permits	1,024,112	738,000	807,000
Engineering Processing Fees	830,480	450,000	400,000
Miscellaneous Income	20,204	9,000	6,000
Use of Discretionary Funds	<u>4,280</u>	<u>99,590</u>	<u>(249,700)</u>
TOTAL	<u>1,879,076</u>	<u>1,296,590</u>	<u>963,300</u>

DETAIL OF POSITIONS

Building Inspector/Senior Bldg Inspector	9.00	3.00	3.00
Building Official	1.00	-	-
Building Services Specialist	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 Technician	1.00	-	-
Plans Examiner	2.00	2.00	2.00
TOTAL	<u>15.25</u>	<u>6.25</u>	<u>6.25</u>

2009-2010 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

- Develop and implement updates and revisions to the City's Standard Specifications and Standard Drawings.
- 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 several major community service facilities, updating the Reclaimed Water Master Plan, and the Sewer and Water Master Plans, in support of the update to the General Plan.

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

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

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

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
BUDGET DETAIL			
Salaries - Regular	2,020,373	1,917,120	2,111,400
Overtime	61,299	76,500	77,000
Extra Help	122,980	123,000	83,200
Benefits	794,647	759,660	781,000
Vehicle Charges	104,168	72,550	98,700
Communications	25,631	23,000	22,000
Professional Services	127,426	127,550	117,500
Repairs & Maintenance	1,019	7,000	5,000
Special Events	200	0	0
Office Supplies	9,046	17,850	18,100
Supplies - Safety	588	2,000	2,000
Supplies - Shop	1,797	4,000	4,000
Travel & Meeting Expense	2,708	6,200	6,500
Training	8,064	11,000	10,000
Dues & Subscriptions	3,412	7,000	6,600
Admin & Overhead	553,480	494,600	495,400
Capital Outlays - Computers	8,496	19,900	11,000
Capital Outlays - Public Utilities	4,874	3,000	3,000
TOTAL ENGINEERING	3,850,208	3,671,930	3,852,400

SOURCES OF FUNDING			
Construction Permits	362,588	279,000	268,000
Taxes	7,500	8,000	8,000
State Grants	22,933	15,000	17,000
Planning & Processing Fees	157,693	117,000	71,000
Engineering Processing Fees	305,173	275,000	173,000
Capital Development - Streets	211,300	222,000	222,000
User Fees	17,425	21,000	13,000
Interfund Charges	2,693,060	2,787,000	2,850,000
Miscellaneous Income	13,120	8,000	9,000
Use of Discretionary Funds	59,416	(60,070)	221,400
TOTAL	3,850,208	3,671,930	3,852,400

DETAIL OF POSITIONS			
Assistant Engineer	11.00	12.00	12.00
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	-	-
Dir of Planning & Development Services	0.50	0.25	0.25
Engineering Inspector	6.00	6.00	5.00
Engineering Program Supervisor	1.00	1.00	1.00
Engineering Tech/Senior Engineering Tech	3.00	4.00	4.00
Geographic Information Systems Specialist	1.00	1.00	1.00
Principal Office Assistant	1.00	1.00	1.00
Senior Engineering Inspector	-	1.00	1.00
TOTAL	28.50	30.25	29.25

POLICE DEPARTMENT SUMMARY

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

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

Patrol

Section 51000

The Patrol section is the most highly visible section of the Police Department. Uniformed patrol and Community Service Officers respond to calls for service and represent the Police Department in their daily contact with the citizens of Clovis. They also deal effectively and appropriately with the criminals they apprehend. Neighborhood Corporals work closely with other City Departments, businesses and property owners to resolve any problems within the community. The Police Chaplain Program assists our Department members and the victims of crime during traumatic events or at times of grief. The Patrol Division's effective and pro-active approach toward eliminating criminal activity and protecting its citizens has helped create a safe community for the citizens of Clovis.

Communications

Section 51100

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

Investigations

Section 52000

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

Youth Services

Section 53000

The Youth Services 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 baseball, 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.

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.

2009-2010 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.
- Implementation of Command Staff and Divisional reorganization.
- Continued pursuit of innovative technology.

Budgetary Highlights

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

POLICE DEPARTMENT PERFORMANCE MEASURES

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

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

	<u>2007-2008 (actual)</u>	<u>2008-2009 (estimated)</u>	<u>2009-2010 (proposed)</u>
Priority I Average Response Times	5.01 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%	90%
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- The comparative crime rate is a good indicator of how well the prevention and protection efforts are addressing the criminal challenges to the community. We saw our California Crime Index rates increase by 5.5 % from 2007 to 2008, and early indications are that the crime rate will continue to increase in 2009. Rates for both Fresno County and state-wide rates are not available for comparison purposes.

California Crime Index (Crimes/100,000 Population)

	<u>2007 (actual)</u>	<u>2008 (actual)</u>	<u>2009 (proposed)</u>
Clovis	1096	1156	1150

POLICE DEPARTMENT SUMMARY

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
BUDGET BY ACTIVITY			
Patrol	12,584,044	12,098,200	11,045,300
Communication	1,699,085	1,655,920	1,579,400
Investigations	2,328,264	2,446,160	2,304,800
Youth Services	1,321,992	948,190	887,600
Support Services	2,710,733	2,633,630	2,399,100
Administration	2,802,938	2,492,970	2,521,400
Animal Shelter	<u>540,897</u>	<u>595,910</u>	<u>598,300</u>
TOTAL ALL ACTIVITIES	<u><u>23,987,953</u></u>	<u><u>22,870,980</u></u>	<u><u>21,335,900</u></u>
BUDGET BY FUND			
General Fund	<u>23,987,953</u>	<u>22,870,980</u>	<u>21,335,900</u>
TOTAL ALL FUNDS	<u><u>23,987,953</u></u>	<u><u>22,870,980</u></u>	<u><u>21,335,900</u></u>

2009-2010 Goals

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

Objectives to Meet the Goals

- Review crime rates, response times, and officer productivity to assess deployment, shift schedules and beat alignment to provide optimum service.
- Continue to plan and staff DUI checkpoints, increase DUI saturation patrols and improve public awareness.
- Evaluate and respond to neighborhood quality of life issues. Work with other city departments to ensure CSO's enforcement efforts have the greatest impact.
- Analyze vehicle burglary crime data and develop special enforcement plans, including stakeouts, bait vehicles, saturation patrol, and parole and probation searches.
- Increase safety for the youth of our community by sponsoring bike safety education programs and classes funded by a grant from the California Office of Traffic Safety.
- 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.

Police Department			Patrol Section 51000
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	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
BUDGET DETAIL			
Salaries - Regular	7,141,313	6,681,270	6,277,000
Overtime	489,654	635,000	561,000
Extra Help	188,919	129,000	150,000
Benefits	3,710,483	3,429,530	2,912,400
Vehicle Charges	8,436	12,000	6,000
Communications	59,881	82,500	90,000
Professional Services	75,255	94,200	87,200
Repairs & Maintenance	4,675	5,600	5,600
Materials & Supplies	24,058	24,000	20,000
Supplies - Safety	25,408	126,500	41,500
Travel & Meeting Expense	4,074	14,000	10,000
Training	67,499	47,000	46,900
Dues & Subscriptions	3,243	2,400	2,400
Admin & Overhead	582,752	624,000	742,600
Capital Outlays - Computers	0	68,500	7,000
Capital Outlays - Police Equipment	149,360	119,100	72,100
Capital Outlays - Communications	49,034	3,600	13,600
TOTAL PATROL	<u>12,584,044</u>	<u>12,098,200</u>	<u>11,045,300</u>

SOURCES OF FUNDING

Taxes	475,812	494,000	511,000
Other Permits	0	5,000	6,000
Fines & Fees	327,356	223,000	213,000
State Grants	177,827	100,000	150,000
Federal Grants	15,252	7,000	7,000
State Subventions	43,804	35,000	9,000
Mandated Claims	13,063	3,000	0
Planning & Processing Fees	21,159	5,000	5,000
User Fees	66,307	46,000	50,000
Intergovernmental Charges	15,000	15,000	15,000
Miscellaneous Income	983	4,000	0
Use of Discretionary Funds	<u>11,427,481</u>	<u>11,161,200</u>	<u>10,079,300</u>
TOTAL	<u>12,584,044</u>	<u>12,098,200</u>	<u>11,045,300</u>

DETAIL OF POSITIONS

Community Service Officer	8.00	8.00	8.00
Police Captain	1.00	2.00	2.00
Police Corporal	9.00	10.00	10.00
Police Lieutenant	2.00	1.00	1.00
Police Officer/Recruit	74.00	59.00	52.00
Police Sergeant	9.00	10.00	8.00
Principal Office Assistant	1.00	1.00	1.00
TOTAL	<u>104.00</u>	<u>91.00</u>	<u>82.00</u>

2009-2010 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	859,784	820,620	831,100
Overtime	168,439	215,000	141,500
Extra Help	59,876	25,000	22,000
Benefits	319,372	291,350	292,300
Vehicle Charges	5,460	5,000	5,500
Communications	67,413	48,000	48,000
Professional Services	22,961	20,000	20,000
Repairs & Maintenance	17,770	21,500	21,500
Office Supplies	8,658	11,000	11,000
Materials & Supplies	1,275	1,000	1,000
Travel & Meeting Expense	2,090	3,000	3,500
Training	21,240	23,200	23,000
Dues & Subscriptions	306	1,250	1,300
Admin & Overhead	144,441	153,000	140,700
Capital Outlays - Communications	0	17,000	17,000
TOTAL COMMUNICATION	<u>1,699,085</u>	<u>1,655,920</u>	<u>1,579,400</u>

SOURCES OF FUNDING

Federal Grants	0	17,000	0
Project Participation	3,000	0	0
Use of Discretionary Funds	<u>1,696,085</u>	<u>1,638,920</u>	<u>1,579,400</u>
TOTAL	<u>1,699,085</u>	<u>1,655,920</u>	<u>1,579,400</u>

DETAIL OF POSITIONS

Communication Supervisor	1.00	1.00	1.00
Lead Public Safety Dispatcher	3.00	2.00	2.00
Police Service Officer	8.00	6.00	12.00
Public Safety Dispatcher	7.00	7.00	1.00
TOTAL	<u>19.00</u>	<u>16.00</u>	<u>16.00</u>

2009-2010 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	1,163,595	1,250,610	1,238,000
Overtime	145,273	142,000	120,000
Extra Help	24,743	23,500	23,000
Benefits	644,059	650,250	595,600
Vehicle Charges	825	1,000	600
Communications	14,465	12,000	12,000
Professional Services	132,642	137,500	122,500
Materials & Supplies	4,270	3,500	1,500
Supplies - Police	8,564	12,000	10,000
Supplies - Safety	1,100	10,000	8,000
Travel & Meeting Expense	13,471	9,000	9,000
Training	15,250	24,000	19,000
Dues & Subscriptions	2,029	1,800	1,800
Admin & Overhead	134,511	145,000	139,800
Capital Outlays - Police Equipment	3,850	4,000	4,000
Capital Outlays - Vehicles	19,617	20,000	0
TOTAL INVESTIGATIONS	<u><u>2,328,264</u></u>	<u><u>2,446,160</u></u>	<u><u>2,304,800</u></u>

SOURCES OF FUNDING

Project Participation	3,871	0	0
User Fees	25,076	16,000	16,000
Miscellaneous Income	5,770	5,000	0
Use of Discretionary Funds	<u><u>2,293,547</u></u>	<u><u>2,425,160</u></u>	<u><u>2,288,800</u></u>
TOTAL	<u><u>2,328,264</u></u>	<u><u>2,446,160</u></u>	<u><u>2,304,800</u></u>

DETAIL OF POSITIONS

Community Service Officer	2.00	1.00	1.00
Police Corporal	2.00	1.00	1.00
Police Lieutenant	1.00	1.00	1.00
Police Officer/Recruit	8.00	10.00	10.00
Police Sergeant	2.00	2.00	2.00
Principal Office Assistant	1.00	1.00	1.00
TOTAL	<u><u>16.00</u></u>	<u><u>16.00</u></u>	<u><u>16.00</u></u>

2009-2010 Goals

- Utilize the police officer assigned to Youth Services to conduct intervention and enforcement activities in our schools.
- Maintain the viability of our PAL program by working with the PAL board, schools, and PAL parents.

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 coming fiscal years.

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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	660,918	433,810	428,400
Overtime	33,098	14,200	15,000
Extra Help	122,377	124,300	104,300
Benefits	327,501	200,280	188,900
Communications	6,144	3,100	3,100
Professional Services	10,351	10,000	10,000
Office Supplies	7,688	1,000	1,000
Materials & Supplies	5,473	3,000	1,000
Supplies - Police	4,995	3,500	2,000
Supplies - Shop	5,105	6,000	5,000
Travel & Meeting Expense	5,009	4,000	4,000
Training	4,110	8,000	8,000
Dues & Subscriptions	807	1,000	1,000
Admin & Overhead	123,575	132,000	111,900
Capital Outlays - Computers	4,096	4,000	4,000
Capital Outlays - Police Equipment	745	0	0
TOTAL YOUTH SERVICES	<u>1,321,992</u>	<u>948,190</u>	<u>887,600</u>

SOURCES OF FUNDING

State Grants	2,500	0	0
Project Participation	61,977	18,000	0
Use of Discretionary Funds	<u>1,257,515</u>	<u>930,190</u>	<u>887,600</u>
TOTAL	<u>1,321,992</u>	<u>948,190</u>	<u>887,600</u>

DETAIL OF POSITIONS

Community Service Officer	3.00	3.00	3.00
Juvenile Counselor	1.00	-	-
Police Corporal	1.00	1.00	1.00
Police Officer/Recruit	2.00	-	-
Police Sergeant	1.00	-	-
Police Service Officer	2.00	2.00	2.00
Principal Office Assistant	1.00	1.00	1.00
Youth Services Supervisor	-	1.00	1.00
TOTAL	<u>11.00</u>	<u>8.00</u>	<u>8.00</u>

2009-2010 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 provided by the Sheriff's office allowing officers in the field to write and submit police reports electronically.
- Train department personnel and allow them to develop the skills necessary to carry us into the future with technology issues.
- Improve our services to the public under the requirements of the Public Records Act.
- Work with staff to update and create new and useful functions for public access to the Police Department's website allowing public requests for records.

Five-Year Outlook

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

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

Police Department	Support Services Section 54000
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	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
BUDGET DETAIL			
Salaries - Regular	506,789	377,270	377,600
Overtime	3,285	14,000	13,500
Extra Help	252,066	269,500	250,000
Benefits	236,920	206,760	217,600
Vehicle Charges	1,110,962	1,029,700	1,006,000
Communications	12,859	14,000	17,000
Professional Services	59,066	85,700	59,700
Repairs & Maintenance	35,352	46,100	46,100
Office Supplies	1,276	3,000	3,000
Materials & Supplies	12,525	9,000	7,000
Supplies - Police	66,804	58,000	57,000
Supplies - Safety	1,860	0	0
Travel & Meeting Expense	1,152	6,000	6,000
Training	11,221	34,000	33,000
Dues & Subscriptions	9,931	5,600	5,600
Admin & Overhead	192,578	197,000	176,000
Capital Outlays - Office Equip/Furn	28,443	30,000	25,000
Capital Outlays - Computers	148,923	225,000	78,000
Capital Outlays - Police Equipment	18,721	22,500	20,500
Capital Outlays - Communications	0	500	500
TOTAL SUPPORT SERVICES	2,710,733	2,633,630	2,399,100

SOURCES OF FUNDING			
Other Permits	58,034	20,000	60,000
State Grants	29,508	31,000	31,000
Mandated Claims	483	0	0
User Fees	70,206	40,000	58,000
Miscellaneous Income	48,132	19,000	0
Use of Discretionary Funds	2,504,370	2,523,630	2,250,100
TOTAL	2,710,733	2,633,630	2,399,100

DETAIL OF POSITIONS			
Administrative Assistant	1.00	1.00	1.00
Management Analyst	1.00	-	-
Office Assistant	2.00	2.00	2.00
Police Captain	1.00	-	-
Police Officer/Recruit	-	1.00	1.00
Police Sergeant	1.00	-	-
Police Service Officer	1.00	1.00	1.00
Principal Office Assistant	3.00	3.00	3.00
Property Room Technician	1.00	-	-
Records Supervisor	1.00	-	-
Senior Property/Evidence Technician	1.00	-	-
TOTAL	13.00	8.00	8.00

2009-2010 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.
- 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	509,774	556,150	527,600
Overtime	553,460	327,000	697,500
Extra Help	46,420	46,000	20,000
Benefits	339,865	241,620	192,800
Vehicle Charges	22,183	23,000	19,000
Communications	2,108	2,600	2,600
Professional Services	94,908	148,400	215,400
Materials & Supplies	33,541	31,000	40,000
Travel & Meeting Expense	20,834	16,000	16,000
Training	35,277	51,400	53,500
Dues & Subscriptions	1,346	3,300	3,300
Admin & Overhead	618,283	665,000	598,000
Capital Outlays - Office Equip/Furn	0	89,000	0
Capital Outlays - Computers	0	159,800	0
Capital Outlays - Police	350,524	132,700	135,700
Capital Outlays - Vehicles	174,415	0	0
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TOTAL ADMINISTRATION	<u>2,802,938</u>	<u>2,492,970</u>	<u>2,521,400</u>

SOURCES OF FUNDING

State Grants	681,392	401,000	40,000
Federal Grants	49,576	413,000	164,000
User Fees	73,317	101,000	101,000
Miscellaneous Income	521	0	0
Use of Discretionary Funds	<u>1,998,132</u>	<u>1,577,970</u>	<u>2,216,400</u>
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TOTAL	<u>2,802,938</u>	<u>2,492,970</u>	<u>2,521,400</u>

DETAIL OF POSITIONS

Administrative Assistant	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00
Police Chief	1.00	1.00	1.00
Police Officer/Recruit	-	1.00	-
Principal Office Assistant	1.00	1.00	-
Public Information Officer	1.00	1.00	1.00
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TOTAL	<u>6.00</u>	<u>7.00</u>	<u>5.00</u>

2009-2010 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.
- Continue collaboration on the creation of a floor plan and rendering of the proposed Pet Adoption Center.

Objectives to Meet the Goals

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

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	183,511	182,380	216,400
Overtime	2,152	5,000	8,500
Extra Help	95,924	111,000	100,000
Benefits	97,693	105,830	115,000
Vehicle Charges	1,365	0	0
Communications	5,166	3,700	3,700
Professional Services	56,278	55,800	53,800
Repairs & Maintenance	437	2,000	2,000
Materials & Supplies	5,456	12,500	12,500
Supplies - Safety	8,138	20,000	3,000
Travel & Meeting Expense	2,369	1,000	1,000
Training	872	0	0
Dues & Subscriptions	285	1,500	1,500
Admin & Overhead	81,251	82,000	69,700
Capital Outlays - Office Equip/Furn	0	10,000	10,000
Capital Outlays - Communications	0	3,200	1,200
	<u>540,897</u>	<u>595,910</u>	<u>598,300</u>
TOTAL ANIMAL SHELTER	<u>540,897</u>	<u>595,910</u>	<u>598,300</u>

SOURCES OF FUNDING

Licenses	79,380	81,000	81,000
Fines & Fees	11,461	5,000	5,000
Miscellaneous Income	0	20,000	0
Use of Discretionary Funds	<u>450,056</u>	<u>489,910</u>	<u>512,300</u>
TOTAL	<u>540,897</u>	<u>595,910</u>	<u>598,300</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	1.00	1.00	1.00
Supervisor of Animal Services	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>

FIRE DEPARTMENT SUMMARY

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

Emergency Services

Section 61000

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

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 fire and life safety, disaster preparedness, and arson prevention are critical to maintain a safe community. The Fire Prevention Division provides quality support for our growing community through consultations with developers, plan review, and new construction inspections. In addition, an aggressive weed abatement program reduces fire hazards and helps maintain an attractive community.

Emergency Preparedness

Section 63000

The Emergency Preparedness Division has the responsibility for preparing and carrying out emergency plans to protect property and the citizens of Clovis in case of actual or threatened conditions of disaster or extreme peril. This includes having an emergency plan in place, maintaining an Emergency Operations Center (EOC), and following the Standard Emergency Management System (SEMS) and the National Incident Management System (NIMS) guidelines. The Special Operations Division is managed under the Emergency Services Bureau and has the responsibility for responding to emergency incidents that require specific and advanced training and specialized tools and equipment. The Department currently fields a Hazardous Materials Response Team and an Urban Search and Rescue Team. Some funding for this division is augmented by state and federal grants.

Fire Administration & Support Services

Section 64000

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

FIRE DEPARTMENT SUMMARY

2009-2010 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.
- Maintain Center for Public Safety Excellence (CPSE) Accreditation status for the Fire Department.

Budgetary Highlights

- Reduced staffing due to budget constraints will inhibit our ability to meet all proposed goals.
- Elimination of the Fire Captain / Deputy Fire Marshal position will reduce ability to complete all Life Safety and Code Enforcement Bureau goals. Elimination of one Fire Prevention Specialist positions will reduce our ability to provide fire and life safety education to youth and seniors.
- Maintain the contract with Fresno County Emergency Medical Services to provide fire dispatch services.
- Continue the multiple phase construction process as funding permits to accomplish improvements and remodeling of the Fire Department Training Facility. The first phase includes design and engineering for a multiple floor training tower, specialty training props, and the fire apparatus pump testing facility.
- 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 of the Clovis Fire Department is to provide for the fire and life safety of the community in the most professional, courteous and efficient manor possible.

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

Emergency Services

- It is documented that cardiac arrest survival rates decline rapidly with every passing minute. After four (4) minutes, less than 50% of heart attack victims will survive. It is documented that flashover is the point where temperatures in the area (room/building) of the fire reaches 1,500 degrees, causing all combustible materials within the room to suddenly ignite, dramatically reducing a victim's chance of survival and increasing the loss of property. This commonly occurs in five (5) to six (6) minutes after ignition. Therefore, the Fire Department response goal is: *"Provide emergency response of 5 minutes or less, 90% of the time, measured from the time of dispatch to arrival at the emergency incident."* 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>2007 (actual)</u>	<u>2008 (actual)</u>	<u>2009 (proposed)</u>
5 Min. or Less Response Time Goal	86%	87%	85%
Total Number of Calls for Service	8,509	9,003	9,500
Total Number of EMS Calls	6,715	6,867	7,200

- 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>2007 (actual)</u>	<u>2008 (actual)</u>	<u>2009 (proposed)</u>
Percent of Quality Assurance Surveys returned rated as "excellent" the level of emergency services the citizens received	95%	97%	97%

Life Safety and Enforcement

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

	<u>2007 (actual)</u>	<u>2008 (actual)</u>	<u>2009 (proposed)</u>
Total Dollar Loss	\$6,058,105	\$3,158,930	\$4,000,000
Total Property Value Saved	\$219,310,455	\$88,571,405	\$100,000,000
Number of Children Receiving Life Safety Training	16,949	7,807	5,000
Number of Adults Receiving Life Safety Information	483	89	200

FIRE DEPARTMENT SUMMARY

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
BUDGET BY ACTIVITY			
Emergency Services	10,249,994	10,145,070	9,108,000
Life Safety and Enforcement	764,410	796,400	486,900
Emergency Preparedness	305,947	276,540	178,700
Administration and Support Services	<u>529,645</u>	<u>486,800</u>	<u>368,500</u>
TOTAL ALL ACTIVITIES	<u><u>11,849,996</u></u>	<u><u>11,704,810</u></u>	<u><u>10,142,100</u></u>

BUDGET BY FUND			
General Fund	<u>11,849,996</u>	<u>11,704,810</u>	<u>10,142,100</u>
TOTAL ALL FUNDS	<u><u>11,849,996</u></u>	<u><u>11,704,810</u></u>	<u><u>10,142,100</u></u>

2009-2010 Goals

- Arrive at the scene of an emergency following dispatch within (5) five minutes or less 90% of the time.
- Continue to work towards implementation of the recommendations of the Standards of Response Coverage Plan regarding distribution, concentration, and staffing of emergency response resources.
- Continue to focus on attaining a 90% excellent rating on customer service satisfaction surveys through the delivery of professional emergency and non-emergency services to the citizens of Clovis.
- Continue the implementation of the Department-wide, hands-on training programs to enhance the skills and capabilities of all fire personnel and prepare them for advancement in rank.
- Maintain the accredited agency status earned in August 2008 by completing all required documentation to the Center for Public Safety Excellence (CPSE).
- Maintain minimum staffing when funded to provide service through effective and efficient distribution of Fire Department resources by providing the necessary staff and fire facilities to support the mission.
- Provide efficient and effective 911 call processing and dispatch of Fire Department and Emergency Medical Services (EMS) through the contract service agreement with Fresno County EMS.
- Dispatch emergency requests for service within 60 seconds of receiving the call 95% of the time.

Objectives to Meet the Goals

- Maintain minimum staffing of emergency response resources distributed to meet community needs. Provide quality service to the community.
- 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 at about 5.8% 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 to the community and the safety of our employees.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	5,063,620	4,775,240	4,734,000
Overtime	1,024,739	1,178,000	614,000
Extra Help	45,153	27,000	27,000
Benefits	2,271,077	2,165,000	1,802,700
Vehicle Charges	364,810	403,300	399,600
Communications	31,367	23,000	25,000
Professional Services	417,518	405,500	369,100
Repairs & Maintenance	55,365	74,900	31,500
Office Supplies	2,578	6,300	4,200
Materials & Supplies	28,117	29,550	23,000
Supplies - Safety	53,013	97,000	50,000
Supplies - Shop	804	1,300	1,500
Travel & Meeting Expense	9,801	8,180	6,500
Training	47,137	76,000	73,000
Dues & Subscriptions	4,174	3,300	2,300
Admin & Overhead	749,896	787,000	902,600
Capital Outlays - Office Equip/Furn	5,042	3,000	1,000
Capital Outlays - Fire Equipment	65,808	64,000	30,000
Capital Outlays - Communications	2,235	6,500	5,000
Capital Outlays - Vehicles	7,740	11,000	6,000
TOTAL EMERGENCY SERVICES	<u>10,249,994</u>	<u>10,145,070</u>	<u>9,108,000</u>

SOURCES OF FUNDING

Taxes	96,625	140,000	159,000
Fines & Fees	1,000	0	0
State Grants	607,170	750,000	200,000
Project Participation	16,282	20,000	20,000
User Fees	120,993	117,000	117,000
Miscellaneous Income	25,425	0	0
Use of Discretionary Funds	<u>9,382,499</u>	<u>9,118,070</u>	<u>8,612,000</u>
	<u>10,249,994</u>	<u>10,145,070</u>	<u>9,108,000</u>

DETAIL OF POSITIONS

Battalion Chief	3.00	3.00	3.00
Deputy Fire Chief	1.00	-	-
Fire Captain	15.00	15.00	15.00
Fire Engineer	15.00	15.00	15.00
Firefighters	29.00	24.00	21.00
Logistics Clerk	1.00	-	-
Training Officer (Captain)	2.00	1.00	1.00
TOTAL	<u>66.00</u>	<u>58.00</u>	<u>55.00</u>

2009-2010 Goals

- Provide significantly reduced number of fire and life safety education classes without the Fire PAL program through a cooperative program with AmeriCorps.
- Inspect high life hazard occupancies and economically important occupancies only this year.
- Provide timely new development plan checking and inspection services.
- Redesign weed abatement program to assure that vacant lots/properties meet health, fire hazard and appearance standards with reduced staff.
- Fully investigate and determine the cause of all fires.
- Consider a fee for service to 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.
- Maintain plan to use volunteer resources to present public education programs.
- Present life safety messages at a reduced level through the media.
- Conduct fire investigations to determine fire cause and origin, and maintain skill levels of Fire Investigators.
- Review ability to provide the Juvenile Fire Setter program to reduce juvenile arson fires.
- Train suppression personnel to enforce code compliance for special events.
- 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 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 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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	2008-2009	
2007-2008	Revised	2009-2010
Actual	Estimate	Budget

BUDGET DETAIL

Salaries - Regular	373,084	331,440	166,500
Overtime	41,795	84,500	43,000
Extra Help	32,556	60,000	60,000
Benefits	143,611	120,990	65,300
Vehicle Charges	69,864	67,400	65,000
Professional Services	16,930	19,800	21,000
Repairs & Maintenance	114	1,300	800
Office Supplies	2,730	6,000	6,000
Material & Supplies	2,521	3,000	3,000
Supplies - Police	180	500	500
Supplies - Safety	0	1,000	1,000
Supplies - Shop	0	600	600
Travel & Meeting Expense	2,325	5,400	3,000
Training	9,752	18,000	13,000
Dues & Subscriptions	2,271	5,000	3,500
Admin & Overhead	65,102	69,000	33,200
Capital Outlays - Fire Equipment	864	1,000	1,000
Capital Outlays - Communications	372	470	0
Capital Outlays - Vehicles	339	1,000	500
TOTAL LIFE SAFETY AND ENFORCEMENT	764,410	796,400	486,900

SOURCES OF FUNDING

Fines & Fees	3,480	7,000	7,000
Federal Grants	0	7,000	0
Planning & Processing Fees	85,858	80,000	64,000
User Fees	14,904	7,000	7,000
Miscellaneous Income	13,428	2,000	1,000
Use of Discretionary Funds	646,740	693,400	407,900
TOTAL	764,410	796,400	486,900

DETAIL OF POSITIONS

Deputy Fire Chief (Fire Marshall)	1.00	1.00	1.00
Deputy Fire Marshall	1.00	-	-
Fire Prevention Specialist	2.00	1.00	1.00
TOTAL	4.00	2.00	2.00

2009-2010 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.
- 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 2009-2010, 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
BUDGET DETAIL			
Salaries - Regular	86,633	69,960	48,900
Overtime	32,660	48,100	45,000
Benefits	36,407	29,180	19,300
Vehicle Charges	5,460	5,000	2,700
Communications	0	0	1,500
Professional Services	9,960	11,000	9,500
Repairs & Maintenance	1,838	3,600	3,600
Office Supplies	125	200	200
Supplies - Safety	2,508	10,000	5,000
Travel & Meeting Expense	735	4,400	2,500
Training	13,202	12,900	6,000
Dues & Subscriptions	0	1,800	1,500
Admin & Overhead	5,491	6,000	16,000
Capital Outlays - Fire Equip	<u>110,928</u>	<u>74,400</u>	<u>17,000</u>
TOTAL EMERGENCY PREPAREDNESS	<u><u>305,947</u></u>	<u><u>276,540</u></u>	<u><u>178,700</u></u>

SOURCES OF FUNDING

State Grants	32,109	0	0
Federal Grants	68,451	54,000	0
Miscellaneous Income	518	0	0
Use of Discretionary Funds	<u>204,869</u>	<u>222,540</u>	<u>178,700</u>
TOTAL	<u><u>305,947</u></u>	<u><u>276,540</u></u>	<u><u>178,700</u></u>

DETAIL OF POSITIONS

Disaster Services Program Supervisor	1.00	-	-
Emergency Prepared/Special Proj Mgr	<u>-</u>	<u>1.00</u>	<u>0.50</u>
TOTAL	<u><u>1.00</u></u>	<u><u>1.00</u></u>	<u><u>0.50</u></u>

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

2009-2010 Goals

- Assist and monitor the Emergency Services and Life Safety and Enforcement Bureaus with program development and implementation of priority goals and target actions.
- Maintain Accreditation through the CPSE for the years 2009-2014.
- Provide 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 plan to revitalize programs suspended or reduced.
- Streamline administrative operating procedures and workflow to respond to the realities of a reduction in workforce.

Objectives to Meet the Goals

- Monitor the Fire Department Budget and Programs monthly to determine continued need for actions and availability of funding.
- Cross-train administrative support personnel in key areas to improve coverage and workflow.
- Develop Accreditation report to the CPSE to maintain Accreditation.
- Maintain the Fire Department Master Services Plan including the Self Assessment document, Strategic Plan, and the Standards of Coverage for Emergency Response Plan, and the Life Safety Services Plan as part of the CPSE Agency Accreditation and essential planning requirements.
- Continue to 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 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 will have a significant impact on existing personnel and the services provided internally and to the public.

Fire Department	Administration and Support Services Section 64000		
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	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	342,088	294,150	236,400
Overtime	272	4,000	300
Extra Help	8,147	0	0
Benefits	147,904	114,750	96,000
Vehicle Charges	4,698	0	0
Professional Services	7,191	27,600	1,600
Repairs & Maintenance	0	1,000	1,000
Special Events	1,878	1,900	1,500
Office Supplies	8,247	12,000	7,400
Materials & Supplies	13	500	500
Travel & Meeting Expense	1,579	18,400	10,000
Training	1,456	0	3,600
Dues & Subscriptions	1,752	4,000	3,000
Admin & Overhead	4,420	5,000	4,200
Capital Outlays - Office Equip/Furn	0	500	0
Capital Outlays - Vehicles	0	3,000	3,000
TOTAL FIRE ADMINISTRATION AND SUPPORT SERVICES	<u>529,645</u>	<u>486,800</u>	<u>368,500</u>

SOURCES OF FUNDING

Use of Discretionary Funds	<u>529,645</u>	<u>486,800</u>	<u>368,500</u>
	<u>529,645</u>	<u>486,800</u>	<u>368,500</u>

DETAIL OF POSITIONS

Administrative Assistant	1.00	1.00	-
Fire Chief	1.00	1.00	1.00
Management Analyst	1.00	-	-
Principal Office Assistant	2.00	2.00	2.00
TOTAL	<u>5.00</u>	<u>4.00</u>	<u>3.00</u>

PUBLIC UTILITIES DEPARTMENT SUMMARY

The Public Utilities Department is a service and maintenance organization with the principal duty of providing essential municipal services. These include water supply, wastewater collection and treatment, solid waste collection and disposal, 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 maintenance of City-owned streetlights.

Storm Drain

Section 72500

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

Fleet Maintenance

Section 75000

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

Fleet Acquisition

Section 75100

Acquires vehicles and equipment and administers the fleet depreciation account.

Wastewater

Section 76500

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

Water

Section 77000

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

PUBLIC UTILITIES DEPARTMENT SUMMARY

STREET MAINTENANCE, SANITATION AND PARKS DIVISION

Street Maintenance

Section 71000

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

Landscape Maintenance District

Section 73200

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

Refuse Collection

Section 76100

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

Refuse Landfill

Section 76200

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

Refuse Contracts

Section 76300

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

Street Cleaning

Section 77500

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

PUBLIC UTILITIES DEPARTMENT SUMMARY

2009-2010 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 operations, and storm runoff; monitor changing compliance requirements and adjust operations as needed.
- Conduct landfill operations effectively and efficiently to conserve landfill space and comply with federal and state regulations.
- Keep landfill in compliance with state and local regulatory requirements. Continue to operate the active gas extraction system to mitigate for methane migration.
- Construct next phase of expansion at the landfill.
- Enhance recycling programs to maintain the City's diversion rate above the state required minimums and increase it above the current level.
- Improve the current level of service for the City's landscaped areas that are funded through the LMD; provide the highest level of service to the General Fund areas as possible with the given budget constraints.
- Work with the Design, Build and Operate contractor to begin operation of the new Wastewater Treatment and Water Reuse Facility.
- Begin operation of the recycled water distribution system.
- Work with other agencies to identify new sources of water both for existing programs and future growth.
- Maximize the condition of the City street network through the use of the City's pavement management system (PMS), as well as taking full advantage of any available street improvement funding sources.
- 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, permitting, and construction of the next lined waste cell at the landfill.
- Contract selected park maintenance services where contracting is more cost-efficient than in-house work and for specialty work, and utilize temporary employees to meet peak seasonal demands.
- Conduct phase II unregulated contaminants monitoring of the potable water supply; evaluate and implement a rate adjustment in water to fund increasing operational expenses and to encourage water conservation.
- Begin preliminary work for an anticipated sewer rate increase in 2010/11.
- Accelerate repayment of loans made by the Sewer Enterprise fund to the Solid Waste fund.

PUBLIC UTILITIES DEPARTMENT PERFORMANCE MEASURES

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

UTILITIES, STREET LIGHTING AND FLEET DIVISION

Street Lighting - 72000

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

Storm Drain - 72500

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

Fleet Maintenance – 75000

	<u>2007-2008 (actual)</u>	<u>2008-2009 (estimated)</u>	<u>2009-2010 (proposed)</u>
• Fleet Availability	93.86%	95%	95%
• Preventative maintenance % of work	35.19%	30.36%	35%

Wastewater - 76500

• Clean all City sewers every two years	108%	108%	110%
• Provide high-level of customer satisfaction by keeping system complaints (stoppages) below 2 per 1000 population	0.04	0.09	0.08

Water Service - 77000

• Meet all demands for water consumption (Acre-feet delivered)	28,590	28,452	28,737
• Monitor system costs for unusual fluctuations (\$/acre foot delivered)	\$343	\$402	\$374
• Provide high level of customer satisfaction by keeping complaints under 2 per 1000 population	1.6	1.8	1.8

PUBLIC UTILITIES DEPARTMENT PERFORMANCE MEASURES

STREET MAINTENANCE, SANITATION AND PARKS DIVISION

<u>Street Maintenance – 71000</u>	<u>2007-2008 (actual)</u>	<u>2008-2009 (estimated)</u>	<u>2009-2010 (proposed)</u>
• Weighted Average PCI	68	74	76
• Prepare streets for slurry/cape seal	2,610,182	1,689,975 sf	1,500,000 sf
• Repair AC pavement as needed	262tons	350 tons	350 tons
• Repair concrete sidewalks as needed	36 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	8 sections	6 sections	6 sections
• Replace/repair other signs	575 signs	677 signs	400 signs

Parks/Landscape Maintenance 73000/73200

(Includes Landscape Maintenance District)

- Efficiently use City resources and contract services to maintain an increasing inventory and intensity of parks/landscaping:

Total acres maintained (as of July 1)	388	395	395
Maintenance cost/acre/year	\$8,536	\$8,938	\$9,250
Acres maintained/fulltime employee	11.4	14.3	14.3
Gen. Fund acres maintained	205	207	207
Maintenance cost/acre/year	\$9,110	\$6,834	\$6,820
Acres/fulltime employee	12	25.9	25.9
LMD acres maintained	183	188	188
Maintenance cost/acre/year	\$9158	\$11,255	\$11,926
Acres/fulltime employee	10.9	9.6	9.6

Refuse Collection - 76100

• Perform refuse pickup (exclude CCU: tons collected, % achieved)	46,449 tons	46,000tons	46,000 tons
	100%	100%	100%
• Monitor system costs for unusual fluctuations (\$/ton)	\$86.70	\$95.83	\$92.42

Refuse Landfill - 76200

• Landfill refuse received daily (include CCU: tons landfilled, % compliance)	46,449 tons	46,000tons	46,000 tons
	100%	100%	100%
• Monitor system cost for unusual fluctuations (\$/ton)	\$73.89	\$72.76	\$69.74

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)	22,256 tons	22,000 tons	22,000 tons
• Monitor costs for unusual fluctuations (\$/ton)	\$135.00	\$146.45	\$146.45
• City AB939 Diversion Compliance	Yes	Yes	Yes

Street Cleaning - 77500

• Sweep 100% of residential streets twice monthly, major street sweeping weekly (total miles swept, % achieved)	51,913 mi.	47,4743 mi.	47,750 mi.
	100%	100%	100%
• Monitor service costs for unusual fluctuations (\$/mile)	\$18.40	\$19.72	\$19.36

PUBLIC UTILITIES DEPARTMENT SUMMARY

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET BY CATEGORY

Street Maintenance	1,869,388	1,930,240	2,227,800
Street Lighting	1,136,451	1,204,720	1,251,000
Storm Drain	24,480	21,900	41,300
Parks	3,543,573	3,520,450	3,587,100
Landscape Maintenance District	1,815,344	2,127,900	2,590,000
Fleet Maintenance	7,757,776	11,551,730	7,663,900
Refuse	12,519,625	13,163,470	12,521,400
Wastewater	7,773,563	12,123,520	11,751,500
Water	9,827,565	11,452,510	10,695,600
Street Cleaning	<u>955,320</u>	<u>941,430</u>	<u>917,800</u>
 TOTAL ALL ACTIVITIES	 <u><u>47,223,085</u></u>	 <u><u>58,037,870</u></u>	 <u><u>53,247,400</u></u>

BUDGET BY FUND

General Fund	6,573,892	6,677,310	7,107,200
Landscape Maintenance District	1,815,344	2,127,900	2,590,000
Refuse Service Fund	12,519,625	13,163,470	12,521,400
Sewer Service Fund	7,773,563	12,123,520	11,751,500
Street Cleaning Fund	955,320	941,430	917,800
Fleet Maintenance Fund	7,757,776	11,551,730	7,663,900
Water Service Fund	<u>9,827,565</u>	<u>11,452,510</u>	<u>10,695,600</u>
 TOTAL ALL FUNDS	 <u><u>47,223,085</u></u>	 <u><u>58,037,870</u></u>	 <u><u>53,247,400</u></u>

2009-2010 Goals

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

Specifically, these goals include:

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

Objectives to Meet the Goals

- Re-stripe the entire City street system annually.
- Provide structural repair of streets in preparation for application of slurry seal.
- Crack seal streets included in slurry seal project in addition to selected streets needing treatment.
- Apply slurry seal to streets after 10 years of service.
- Continue to inventory the City's signs and computerize the data to facilitate sign replacement.
- 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 system.
- Utilize new procedures to maintain and repair pavement to maximize return on investment.
- Work with Engineering to identify key priority areas for Capital Improvement Projects.

Five-Year Outlook

Many streets in the City are reaching their maturity and require significant attention over the next five years. These streets were installed in the 60's and 70's and while preventive maintenance has done much to prolong their life, many need more costly overlay or reconstruction. 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 May 2009 Streets Report to Council, long range funding projections for streets is not adequate to maintain recent increase in the PCI, let alone attempt to increase it to the "Very Good" category. Additional funding is needed to maintain and to increase the overall pavement condition index.

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

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

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. One hundred, fourteen quarter-mile square sections have been completed since the program began in 1999. The final six sections will be replaced in this budget year, thereby completing the project.

Public Utilities Department	Street Maintenance Section 71000
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	2008-2009	
2007-2008	Revised	2009-2010
Actual	Estimate	Budget

BUDGET DETAIL

Salaries - Regular	683,004	689,370	756,500
Overtime	14,058	15,860	10,900
Extra Help	14,908	30,000	25,000
Benefits	337,200	345,050	346,600
Vehicle Charges	263,877	262,200	246,600
Energy	84,574	80,000	80,000
Communications	1,771	2,640	2,500
Professional Services	8,749	13,210	16,300
Repairs & Maintenance	100,164	119,190	190,000
Building & Equipment Rental	1,724	1,000	1,000
Office Supplies	236	300	200
Materials & Supplies	196,579	166,050	230,700
Supplies - Shop	4,167	4,010	4,000
Travel & Meeting Expense	2,736	390	0
Training	4,233	2,000	3,000
Dues & Subscriptions	171	100	100
Admin & Overhead	103,014	109,120	119,700
Capital Outlays - Public Utilities	41,211	13,250	23,000
Capital Outlays - Vehicles	7,012	0	2,000
Capital Outlays -Miscellaneous	0	76,500	169,700
TOTAL STREET MAINTENANCE	<u>1,869,388</u>	<u>1,930,240</u>	<u>2,227,800</u>

SOURCES OF FUNDING

Taxes	905,660	986,000	1,060,000
Planning & Processing Fees	4,306	6,000	6,000
Engineering Processing Fees	10,980	1,000	0
Interfund Charges	920,000	934,000	1,158,000
Miscellaneous Income	10,664	3,000	3,000
Use of Discretionary Funds	<u>17,778</u>	<u>240</u>	<u>800</u>
TOTAL	<u>1,869,388</u>	<u>1,930,240</u>	<u>2,227,800</u>

DETAIL OF POSITIONS

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

2009-2010 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.
- Evaluate the potential to retrofit selected lights with LED light fixtures to reduce expenses.

Five-Year Outlook

Costs to fund this activity will increase due to the ever-increasing number of lights that are installed with new development and City Capital Improvement Projects as well as increasing PG&E energy and maintenance costs. The number of City-owned and maintained lights has increased significantly in the past few years due to the desire for thematic lighting. This 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 or some other alternative means.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Vehicle Charges	16,390	15,900	18,000
Energy	1,106,394	1,169,000	1,205,000
Professional Services	1,217	0	0
Repairs & Maintenance	0	4,300	9,000
Materials & Supplies	1,790	5,500	8,000
Training	0	0	1,000
Admin & Overhead	10,660	10,020	10,000
TOTAL STREET LIGHTING	<u>1,136,451</u>	<u>1,204,720</u>	<u>1,251,000</u>

SOURCES OF FUNDING

Taxes	128,000	0	40,000
User Fees	20,000	28,000	30,000
Miscellaneous Income	8,258	6,000	6,000
Use of Discretionary Funds	<u>980,193</u>	<u>1,170,720</u>	<u>1,175,000</u>
TOTAL	<u>1,136,451</u>	<u>1,204,720</u>	<u>1,251,000</u>

2009-2010 Goals

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

Specifically, these goals include:

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

Objectives to Meet the Goals

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

Five-Year Outlook

The transfer of all permanent flood control facilities to the Fresno Metropolitan Flood Control District was completed in 1991-92. Implementation of the Storm Drain Master Plan is a joint activity between Clovis and FMFCD. FMFCD is included in the preliminary review of development projects to provide advice on appropriate conditions necessary to implement the master plan and the NPDES regulations. The City is a co-permittee with FMFCD, the City of Fresno, Fresno County and CSUF in the Municipal Permit for storm water discharge. This permit is currently under review by the State with a new permit expected during 2009. 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Overtime	2,917	2,000	5,000
Benefits	31	10	0
Vehicle Charges	7,468	9,600	8,000
Professional Services	3,531	3,000	10,000
Repairs & Maintenance	0	200	0
Office Supplies	20	50	0
Materials & Supplies	10,253	5,900	17,000
Supplies - Shop	0	200	0
Admin & Overhead	260	330	300
Capital Outlays - Public Utilities	<u>0</u>	<u>610</u>	<u>1,000</u>
TOTAL STORM DRAIN	<u><u>24,480</u></u>	<u><u>21,900</u></u>	<u><u>41,300</u></u>

SOURCES OF FUNDING

Use of Discretionary Funds	<u><u>24,480</u></u>	<u><u>21,900</u></u>	<u><u>41,300</u></u>
TOTAL	<u><u>24,480</u></u>	<u><u>21,900</u></u>	<u><u>41,300</u></u>

2009-2010 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 395 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.
 - 199 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.
- Reduce water use on public open spaces through deployment of water wise landscape plans and drought tolerant plantings.

Objectives to Meet the Goals

- Continue to implement productivity-enhancing landscape design standards and outsourcing select maintenance activities and areas.
- Employ maintenance practices and strategies that include automated pesticide application and weather station controlled irrigation systems.
- Maintain a cost accounting system for maintenance activities that will assist with cost containment, future design of facilities and landscapes, and cost recovery.
- Implement efficient strategies and defer some periodic maintenance activities in order to maximize the level of service 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. The budget for maintenance in the general fund areas has been significantly reduced. Staffing in these areas is at 40% of the target level, and the frequency of regular maintenance (mowing, hedging, cleaning, etc.) in these areas has been greatly reduced. Periodic maintenance activities (tree pruning, turf aeration, etc.) and certain repairs 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 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	1,089,008	1,076,640	1,143,200
Overtime	42,034	37,580	32,500
Extra Help	158,281	130,000	194,400
Benefits	588,653	578,060	547,000
Vehicle Charges	336,216	355,400	367,900
Energy	84,551	88,000	100,000
Communications	7,422	7,500	8,000
Professional Services	584,028	540,590	485,800
Repairs & Maintenance	29,394	37,000	36,600
Office Supplies	907	200	2,000
Materials & Supplies	208,443	294,750	267,000
Supplies - Safety	4,375	10,000	10,000
Supplies - Shop	11,627	8,000	5,000
Travel & Meeting Expense	673	900	2,000
Training	5,810	8,100	7,500
Dues & Subscriptions	658	650	700
Admin & Overhead	300,635	315,350	334,000
Capital Outlays - Public Utilities	16,651	9,200	43,500
Capital Outlays - Vehicles	74,207	22,530	0
TOTAL PARKS	<u><u>3,543,573</u></u>	<u><u>3,520,450</u></u>	<u><u>3,587,100</u></u>

SOURCES OF FUNDING

Facility Reimbursements	23,747	46,000	46,000
Planning & Processing Fees	42,805	20,000	15,000
User Fees	1,701,153	2,143,000	2,279,000
Intergovernmental Charges	100,000	100,000	100,000
Interfund Charges	0	0	2,000
Miscellaneous Income	291	5,000	3,000
Use of Discretionary Funds	<u><u>1,675,577</u></u>	<u><u>1,206,450</u></u>	<u><u>1,142,100</u></u>
TOTAL	<u><u>3,543,573</u></u>	<u><u>3,520,450</u></u>	<u><u>3,587,100</u></u>

DETAIL OF POSITIONS

Assistant Public Utilities Director	0.10	0.10	0.10
Maintenance Worker/Senior Maint Worker	9.00	8.00	8.00
Management Analyst	0.25	0.25	0.25
Office Assistant	1.10	1.00	1.00
Parks Equipment Mechanic	1.00	1.00	1.00
Parks Maintenance Leadworker	3.00	3.00	3.00
Parks Manager	1.00	1.00	1.00
Principal Office Assistant	0.15	0.15	0.15
Utility Worker	16.00	12.00	12.00
TOTAL	<u><u>31.60</u></u>	<u><u>26.50</u></u>	<u><u>26.50</u></u>

2009-2010 Goals

The City's Landscape Maintenance District (LMD) goal is to keep the parks, greenbelts, streetscape, urban forest, and lighting systems located within the District in good condition for the enjoyment of the citizens of Clovis, at reasonable costs to property owners in the District. Approximately 48 of the City's landscaped acreage is within the LMD.

Specific goals include:

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

The LMD as a whole continues to have adequate reserves to carry it through 2011. However, annual expenditures within some zones exceed annual revenues, and a rate increase will be necessary in order to maintain sufficient reserves. When the election is eventually held to increase rates, the desired strategy will be to gain authority to apply CPI increases to zones 1 through 6 on an as needed basis. This will make zones 1-6 consistent with the rest of the benefit zones which all have the ability to do annual CPI adjustments. CPI adjustments are not automatic, but are only applied when costs have increased or reserves have dipped below reasonable levels.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Professional Services	<u>1,815,344</u>	<u>2,127,900</u>	<u>2,590,000</u>
TOTAL LANDSCAPE MAINTENANCE DISTRICT	<u><u>1,815,344</u></u>	<u><u>2,127,900</u></u>	<u><u>2,590,000</u></u>

SOURCES OF FUNDING

User Fees	<u>1,815,344</u>	<u>2,127,900</u>	<u>2,590,000</u>
TOTAL	<u><u>1,815,344</u></u>	<u><u>2,127,900</u></u>	<u><u>2,590,000</u></u>

2009-2010 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

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 couple of 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 and Fire, are not contributing funds to the vehicle renewal account. This will require that vehicles be retained longer than is ideal and may result in increased maintenance costs in the future.

	2007-2008	2008-2009	
	Actual	Revised Estimate	2009-2010 Budget

BUDGET DETAIL

Salaries - Regular	874,133	863,850	897,300
Overtime	22,112	13,050	18,000
Extra Help	22,640	35,290	29,000
Benefits	397,875	389,500	391,300
Vehicle Charges	85,199	53,840	61,600
Communications	776	750	1,000
Professional Services	41,116	45,700	50,000
Repairs & Maintenance	607,388	426,020	432,000
State Mandates	1,195	6,000	6,000
Office Supplies	364	350	1,000
Materials & Supplies	396	740	1,000
Supplies - Safety	5,813	5,080	5,000
Supplies - Shop	2,684,522	2,573,200	2,420,000
Travel & Meeting Expense	3,523	3,000	6,000
Training	4,772	4,000	5,000
Dues and Subscriptions	974	1,350	1,000
Admin & Overhead	690,529	695,540	785,700
Debt Service	179,662	54,900	51,000
Lease Purchases	407,030	563,800	478,000
Capital Outlays - Computers	3,548	59,440	3,000
Capital Outlays - Public Utilities	693,941	87,880	30,000
Capital Outlays - Vehicles	1,030,268	5,668,450	1,991,000
	<u>7,757,776</u>	<u>11,551,730</u>	<u>7,663,900</u>
TOTAL FLEET MAINTENANCE			

SOURCES OF FUNDING

Fleet Maintenance Charges	<u>7,757,776</u>	<u>11,551,730</u>	<u>7,663,900</u>
TOTAL	<u>7,757,776</u>	<u>11,551,730</u>	<u>7,663,900</u>

DETAIL OF POSITIONS

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

2009-2010 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 waste diversion rate.
- Maintain accurate records and monitor all outsourced services (curbside recycling and greenwaste) contracts.
- Provide resources for superior customer service and operational efficiency.
- Identify additional recycling opportunities.

Objectives to Meet the Goals

- Provide recycling services to residential customers and encourage recycling by commercial customers by expanding the City's contract recycle program to include a wider range of plastic and paper products and single stream collection.
- Provide collection of all residential and commercial/industrial waste at competitive rates by continuing to evaluate and monitor the operational processes.
- 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 40% 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 early in the budget year, and the process of designing and permitting the next lined waste cell at the landfill has begun. The cell is expected to be constructed during the budget year so as to provide the capacity necessary to continue meeting the City's need. Current projections of the five-year funding outlook indicate that all known operational and environmental compliance issues can be dealt with without an increase in rates beyond the current 4% per year. 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 expansion operations, and state regulation compliance. Private consultants or vendors will be utilized throughout the next five years to provide needed services. Methods to extend the life of the landfill will be pursued.

The State has revised the method of measuring compliance with the waste diversion goals, so the actual diversion rate is no longer tracked. The City continues to comply with the State's new goals. During the budget year another 40% of the residential customers will be converted to the blue combined recycle bins. The remaining 40% will receive the combined bins in the following year.

**Public Utilities
Department**

**Refuse
Section 76000**

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
BUDGET DETAIL			
Salaries - Regular	1,988,234	1,930,170	1,991,800
Overtime	130,326	149,590	180,900
Extra Help	151,675	209,960	112,000
Benefits	972,138	995,860	977,500
Vehicle Charges	2,503,870	2,714,230	2,528,700
Energy	9,458	15,000	35,000
Communications	12,278	10,430	7,100
Professional Services	2,719,850	2,629,130	2,619,900
Repairs & Maintenance	9,632	13,800	17,400
State Mandates	573,620	503,000	530,000
Building & Equipment Rental	0	0	15,000
Office Supplies	33,398	38,000	37,900
Materials & Supplies	34,841	59,730	57,800
Supplies - Safety	11,153	11,640	12,000
Supplies - Shop	4,814	9,410	10,500
Travel & Meeting Expense	7,258	6,000	6,500
Training	5,912	6,000	9,000
Dues & Subscriptions	1,565	1,600	1,600
Admin & Overhead	1,694,432	1,710,130	1,558,000
Debt Service	1,118,342	960,900	948,000
Lease Purchases	10,862	11,300	6,000
Capital Outlays - Public Utilities	431,791	929,790	850,000
Capital Outlays - Communications	842	2,800	2,800
Capital Outlays - Vehicles	93,334	245,000	6,000
TOTAL REFUSE	<u>12,519,625</u>	<u>13,163,470</u>	<u>12,521,400</u>

SOURCES OF FUNDING

User Fees	<u>12,519,625</u>	<u>13,163,470</u>	<u>12,521,400</u>
TOTAL	<u>12,519,625</u>	<u>13,163,470</u>	<u>12,521,400</u>

DETAIL OF POSITIONS

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	1.00	0.65	0.65
Principal Office Assistant	0.95	0.95	0.95
Public Utilities Director	0.50	0.50	0.50
Sanitation Operator/Sr Sanitation Operator	19.00	19.00	19.00
Solid Waste Manager	0.90	0.90	0.90
Utility Worker	8.00	8.00	8.00
TOTAL	<u>39.96</u>	<u>39.61</u>	<u>39.61</u>

2009-2010 Goals

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

Specifically, these goals include:

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

Objectives to Meet the Goals

- Operate, clean, and repair approximately 346 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), begin operation of a new wastewater treatment/water reuse facility for the City's new growth areas.
- Begin monitoring and reporting to the Regional Water Quality Control Board for the discharges from the new Water Reuse Facility to the recycled water use areas, and the NPDES permitted discharge points.
- Operate the new sewer lift stations the new wastewater treatment/water reuse facility and the recycled water pump station and distribution system constructed to serve the new growth areas of the City

Five-Year Outlook

The Fresno-Clovis Regional Wastewater Treatment Plant is currently upgrading and replacing various components and facilities. Clovis will need to share in most of these costs. In the future when the hydraulic capacity at the plant is increased, the City may also want to purchase additional capacity for new development within its current trunk sewer areas. New growth areas that are outside the current service areas will be served by the new Water Reuse Facility. This facility will provide water that will be reused in the City as an additional source of non-potable water. Due to increasing expenses related to both the capital improvements at the regional facility and operational expenses for the new Clovis facility, a user rate increase is projected within the next five years.

	2007-2008	2008-2009	
	Actual	Revised Estimate	2009-2010 Budget

BUDGET DETAIL

Salaries - Regular	563,630	566,560	581,400
Overtime	7,914	6,900	12,000
Extra Help	1,112	1,040	10,000
Benefits	263,809	284,330	280,300
Vehicle Charges	190,178	201,210	220,500
Energy	30,262	120,000	600,000
Communications	2,520	2,140	2,000
Professional Services	2,538,289	3,383,880	4,861,000
Repairs & Maintenance	7,630	8,820	18,000
Office Supplies	815	1,800	9,000
Materials & Supplies	13,024	29,500	48,000
Supplies - Shop	1,698	2,300	3,000
Travel & Meeting Expense	5	1,900	2,000
Training	5,450	5,640	6,000
Dues and Subscriptions	386	610	1,000
Admin & Overhead	1,438,648	1,473,940	1,807,300
Debt Service	1,308,635	1,225,200	1,248,000
Capital Outlays - Office Equip/Furn	21	500	1,000
Capital Outlays - Public Utilities	30,274	61,250	41,000
Capital Outlays - Vehicles	1,224	25,000	0
Capital Impr - Sewer	1,368,039	4,721,000	2,000,000
	<u>7,773,563</u>	<u>12,123,520</u>	<u>11,751,500</u>
TOTAL SEWER			

SOURCES OF FUNDING

User Fees	<u>7,773,563</u>	<u>12,123,520</u>	<u>11,751,500</u>
TOTAL	<u>7,773,563</u>	<u>12,123,520</u>	<u>11,751,500</u>

DETAIL OF POSITIONS

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

2009-2010 Goals

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

Specifically, these goals include:

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

Objectives to Meet the Goals

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

Five-Year Outlook

New state and federal regulations are expected to continue to be adopted. This makes it increasingly challenging and costly to furnish water that meets standards. 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. Unregulated Contaminant Monitoring Regulation Phase 2 will be conducted during 2009/2010.

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 necessary early in 2009/2010 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 has built in reserves to pay for these costs when needed. However, a sustained drought could overtax the Enterprise Fund's ability to pay for this water. 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	1,677,287	1,757,470	1,896,000
Overtime	75,109	71,860	87,000
Extra Help	50,738	47,000	50,000
Benefits	846,634	860,320	866,800
Vehicle Charges	351,736	348,320	331,700
Energy	2,343,055	2,400,000	2,640,000
Communications	13,140	14,070	15,000
Professional Services	846,443	948,590	1,207,300
Repairs & Maintenance	455,879	307,520	225,000
Office Supplies	15,886	20,530	20,000
Materials & Supplies	622,907	806,010	837,000
Supplies - Shop	18,081	16,500	18,000
Travel & Meeting Expense	1,137	3,500	5,000
Training	17,567	24,700	25,000
Dues and Subscriptions	5,303	4,380	5,000
Admin & Overhead	1,802,022	1,820,630	1,879,800
Capital Outlays - Office Equip/Furn	948	1,300	1,000
Capital Outlays - Public Utilities	534,222	479,030	506,000
Capital Outlays - Vehicles	149,471	1,520,780	80,000
TOTAL WATER	<u>9,827,565</u>	<u>11,452,510</u>	<u>10,695,600</u>

SOURCES OF FUNDING

User Fees	<u>9,827,565</u>	<u>11,452,510</u>	<u>10,695,600</u>
TOTAL	<u>9,827,565</u>	<u>11,452,510</u>	<u>10,695,600</u>

DETAIL OF POSITIONS

Assistant Public Utilities Director	0.45	0.45	0.45
Assistant Water Systems Technician	5.00	5.00	5.00
Construction Manager	0.45	0.45	0.30
Engineering Tech/Senior Engineering Tech	1.25	1.25	1.25
Junior Engineer	1.00	1.00	1.00
Maintenance Leadworker	3.00	3.00	3.00
Maintenance Worker/Senior Maint Worker	9.00	10.00	10.00
Management Analyst	0.20	0.20	0.20
Meter Reader/Utility Worker	4.00	4.00	4.00
Office Assistant	0.20	0.15	0.15
Principal Office Assistant	0.45	0.45	0.45
Public Utilities Director	0.30	0.30	0.30
Utility Manager	0.50	0.50	0.50
Utility Worker	3.75	2.75	2.75
Water Production Manager	1.00	1.00	1.00
Water System Technician	1.00	1.00	1.00
Water Treatment Plant Operator	3.00	3.00	3.00
TOTAL	<u>34.55</u>	<u>34.50</u>	<u>34.35</u>

2009- 2010 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. The total amount of sweeping that is done has been reduced in order to maintain adequate reserves in the fund while still meeting all regulatory standards and maintaining an adequate level of cleanliness.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	313,490	326,640	270,700
Overtime	6,247	7,600	8,600
Extra Help	0	3,000	3,000
Benefits	154,036	152,000	116,300
Vehicle Charges	380,465	346,170	394,300
Communications	1,012	1,200	1,400
Repairs & Maintenance	34	600	600
Materials & Supplies	2,286	3,500	3,500
Supplies - Safety	516	1,000	2,000
Supplies - Shop	351	1,000	1,000
Dues & Subscriptions	28	0	0
Admin & Overhead	96,855	96,720	116,400
Capital Outlays - Communications	0	2,000	0
TOTAL STREET CLEANING	<u>955,320</u>	<u>941,430</u>	<u>917,800</u>

SOURCES OF FUNDING

User Fees	<u>955,320</u>	<u>941,430</u>	<u>917,800</u>
TOTAL	<u>955,320</u>	<u>941,430</u>	<u>917,800</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	<u>5.00</u>	<u>5.00</u>	<u>4.00</u>
TOTAL	<u>5.79</u>	<u>5.79</u>	<u>4.79</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, 42600 and 42680

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

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 U.S. Department of Housing and Urban Development.

General Administration

Sections 44100 and 45500

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

Housing Division

Sections 44600 and 47500

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

Business Development Division

Section 46000

The Business Development Division of the Clovis Community Development Agency is responsible for 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 2009 - 2010

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

Budgetary Highlights

- Encourage expansion and retention of businesses within the redevelopment project areas.
- Encourage development of the property located at the corner of Herndon and Clovis Avenue known as the Old Town Village.
- Continue the incremental expansion of Old Town Clovis public improvements.
- Continue implementation of the Clovis Avenue Railroad Corridor Plan.
- Assist in locating businesses to the Dry Creek Industrial Park.
- Attract commercial/industrial businesses in the Herndon Project Area.
- Implement the action steps of the Shaw Avenue Corridor Action Plan.
- Implement the action steps of the Old Town Vision & Action Plan.
- Implement the Storefront Improvement Rebate Program Grant and Loan Program for Old Town.
- Complete construction of two homes for sale to low-income first-time homebuyers.
- Develop sites for future first-time homebuyer projects.
- Provide housing rehabilitation loans and grants to 90 low-income homeowners.
- Provide job readiness and leadership skills to a minimum of 195 youth.
- Provide Summer Youth Employment to 194 youth through the funds provided by the American Recovery and Reinvestment Act.

CLOVIS COMMUNITY DEVELOPMENT AGENCY PERFORMANCE MEASURES

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

REDEVELOPMENT

- Encourage economic development by 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>2007-2008 (actual)</u>	<u>2008-2009 (estimated)</u>	<u>2009-2010 (proposed)</u>
Property Valuation:			
Project #1	\$571,171,030	\$591,695,381	\$603,529,000
Herndon Project	\$160,814,405	\$169,619,395	\$173,011,000
Jobs Facilitated	375	300	400

- Eliminate blight by providing property owners, businesses, and developers with Storefront Improvement Rebate Program (SIRP) grants/loans to improve and/or reconstruct existing buildings, Mural grants, streetscape assistance, and provide physical improvements to public property. The Agency expects to provide at least two SIRP grants, one SIRP loan, and one streetscape grant, resulting in 100 linear feet of public improvements per year.

SIRP/Mural Grants	10	6	8
SIRP Loans	0	0	1
Streetscape Grant	0	0	1
Streetscape Imp. (Linear feet)	1,548	240	500

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	4	2
Rehabilitated Housing	22	45	40
Neighborhood Improvements	104	86	105

CLOVIS YES

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

Active participants	150	155	289*
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*Includes American Recovery and Reinvestment Act (ARRA) funds

CLOVIS COMMUNITY DEVELOPMENT AGENCY SUMMARY

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET BY ACTIVITY

Clovis YES	266,041	552,940	630,900
HCD Block Grant Administration	110,665	110,870	89,950
Herndon Project Area Administration	165,527	499,870	250,800
Herndon Project Area Affordable Housing Administration	25,000	25,000	25,000
Business Development	1,149,808	1,253,690	1,272,900
Affordable Housing	964	72,590	73,200
Debt Service	544,017	469,510	571,750
	868,037	642,400	1,365,000
 TOTAL CCDA	 3,130,059	 3,626,870	 4,279,500

BUDGET BY FUND

Clovis YES	266,041	552,940	630,900
HCD Block Grant Fund	110,665	110,870	89,950
Administration Fund	1,150,772	1,326,280	1,346,100
Herndon Project Area Affordable Housing	165,527	499,870	250,800
Herndon Area Affordable Housing	544,017	469,510	571,750
Debt Service Fund	25,000	25,000	25,000
	868,037	642,400	1,365,000
 TOTAL ALL FUNDS	 3,130,059	 3,626,870	 4,279,500

2009-2010 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

Clovis YES addresses the need for work readiness preparation for high school age youth and out of school youth. Clovis YES will work with youth to provide skills and support as they prepare to enter the work force. The grant from the Workforce Investment Board is on a year-to-year basis for up to five years and is dependent 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. ARRA funding will provide \$443,639 to hire 194 students as part of the economic stimulus package.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Extra Help	160,922	399,610	465,000
Benefits	39,153	55,140	89,400
Professional Services	16,026	31,300	15,500
Office Supplies	4,250	6,000	6,000
Travel & Meeting Expense	3,313	5,000	7,000
Training	1,827	4,040	6,000
Admin & Overhead	40,550	41,420	42,000
Capital Outlays - Office Equip/Furn	0	7,130	0
Capital Outlays - Computers	0	3,300	0
TOTAL CLOVIS YES	<u>266,041</u>	<u>552,940</u>	<u>630,900</u>

SOURCES OF FUNDING

Program Participation	<u>266,041</u>	<u>552,940</u>	<u>630,900</u>
TOTAL	<u>266,041</u>	<u>552,940</u>	<u>630,900</u>

2009-2010 Goals

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

Objectives to Meet the Goals

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

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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	50,447	54,170	40,300
Overtime	0	1,300	0
Benefits	22,235	23,450	15,300
Vehicle Charges	0	750	3,000
Professional Services	2,013	190	200
Dues & Subscriptions	350	350	350
Admin & Overhead	35,620	30,660	30,800
	<u>110,665</u>	<u>110,870</u>	<u>89,950</u>
TOTAL HCD BLOCK GRANT ADMIN	<u>110,665</u>	<u>110,870</u>	<u>89,950</u>

SOURCES OF FUNDING

Federal Grants	<u>110,665</u>	<u>110,870</u>	<u>89,950</u>
TOTAL	<u>110,665</u>	<u>110,870</u>	<u>89,950</u>

DETAIL OF POSITIONS

Community Development Grant Coordinator	1.000	-	-
Housing Program Manager	-	0.750	0.500
	<u>1.000</u>	<u>0.750</u>	<u>0.500</u>
TOTAL	<u>1.000</u>	<u>0.750</u>	<u>0.500</u>

2009-2010 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Professional Services	14,716	349,060	100,000
Admin & Overhead	<u>150,811</u>	<u>150,810</u>	<u>150,800</u>
TOTAL HERNDON PROJECT AREA ADMINISTRATION	<u><u>165,527</u></u>	<u><u>499,870</u></u>	<u><u>250,800</u></u>

SOURCES OF FUNDING

Tax Increment	<u>165,527</u>	<u>499,870</u>	<u>250,800</u>
TOTAL	<u><u>165,527</u></u>	<u><u>499,870</u></u>	<u><u>250,800</u></u>

2009-2010 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 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>

2009-2010 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	205,128	203,830	198,700
Overtime	1,002	1,000	0
Extra Help	9,162	15,000	35,000
Benefits	69,656	71,650	67,400
Vehicle Charges	7,710	7,710	7,000
Energy	30,605	30,000	30,000
Professional Services	151,187	231,590	239,000
Building & Equipment Rental	78,520	87,010	91,300
Office Supplies	4,131	2,800	4,500
Materials & Supplies	6,230	17,090	40,300
Travel & Meeting Expense	8,853	7,000	4,000
Training	81	1,000	4,000
Dues & Subscriptions	2,283	4,700	5,000
Debt Service	171,293	163,200	164,000
Admin & Overhead	403,967	410,110	382,700
TOTAL ADMINISTRATION	<u>1,149,808</u>	<u>1,253,690</u>	<u>1,272,900</u>

SOURCES OF FUNDING

Tax Increment	419,288	773,690	795,900
Transient Occupancy Tax	50,000	0	0
State Grants	100,000	0	0
Federal Grants	50,000	50,000	50,000
Program Participation	102,168	115,000	116,000
Sale of Property	109,332	0	0
Interfund Charges	317,000	310,000	310,000
Miscellaneous Income	2,020	5,000	1,000
TOTAL	<u>1,149,808</u>	<u>1,253,690</u>	<u>1,272,900</u>

DETAIL OF POSITIONS

Assistant Comm & Econ Dev Dir	0.250	-	-
Business Development Manager	0.750	0.750	0.750
Community & Economic Development Dir	0.250	0.250	0.375
Principal Office Assistant	0.500	0.500	0.500
Redevelopment Technician	1.000	1.000	1.000
TOTAL	<u>2.750</u>	<u>2.500</u>	<u>2.625</u>

2009-2010 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 2009-2010 are:

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

Objectives to Meet the Goals

- Implement the Business (REAP) and Economic Development Strategy.
- Work with developers and City departments to assist in the development of property along the Clovis Avenue Railroad Corridor from Sierra to Shaw Avenues.
- Continue 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Professional Services	510	71,000	71,000
Travel & Meeting Expense	240	1,500	1,500
Admin & Overhead	214	90	700
	<u>964</u>	<u>72,590</u>	<u>73,200</u>
TOTAL BUSINESS DEVELOPMENT	<u>964</u>	<u>72,590</u>	<u>73,200</u>

SOURCES OF FUNDING

Tax Increment	<u>964</u>	<u>72,590</u>	<u>73,200</u>
TOTAL	<u>964</u>	<u>72,590</u>	<u>73,200</u>

2009-2010 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.

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Salaries - Regular	157,129	114,000	163,200
Overtime	0	1,500	0
Extra Help	12,004	7,000	7,000
Benefits	63,145	43,340	68,200
Vehicle Charges	13,406	12,500	12,500
Energy	1,544	850	900
Professional Services	39,736	34,280	75,500
Office Supplies	329	600	600
Materials & Supplies	6,059	7,080	8,000
Travel & Meeting Expense	5,094	5,530	5,500
Training	0	1,500	1,500
Dues & Subscriptions	2,041	1,300	1,450
Admin & Overhead	189,723	189,630	170,400
Debt Service	53,807	50,400	57,000
	<u>544,017</u>	<u>469,510</u>	<u>571,750</u>
TOTAL AFFORDABLE HOUSING	<u>544,017</u>	<u>469,510</u>	<u>571,750</u>

SOURCES OF FUNDING

Tax Increment	476,909	397,510	442,750
Program Participation	38,057	0	57,000
Interfund Charges	25,000	25,000	25,000
Miscellaneous Income	4,051	47,000	47,000
	<u>544,017</u>	<u>469,510</u>	<u>571,750</u>
TOTAL	<u>544,017</u>	<u>469,510</u>	<u>571,750</u>

DETAIL OF POSITIONS

Assistant Comm & Econ Dev Dir	0.750	-	-
Community & Economic Development Dir	0.250	0.250	0.375
Community Development Grant Coordinator	0.250	-	-
Housing Project Manager	-	0.250	0.500
Principal Office Assistant	0.500	0.500	0.500
Redevelopment Technician	-	1.000	1.000
	<u>1.750</u>	<u>2.000</u>	<u>2.375</u>
TOTAL	<u>1.750</u>	<u>2.000</u>	<u>2.375</u>

In April 2008 the Clovis Community Development Agency issued tax allocation bonds in the amount of \$19,100,000 at interest rates varying from 3.25% to 4.75%. The proceeds are being utilized to aid in the financing of the Clovis Community Development Agency's projects and were used for the refunding of \$7,170,000 aggregate principal amount of the Agency's outstanding 1996 tax allocation bonds. The last debt service payment is scheduled for the fiscal year 2037/38. Included in the 2009/10 budget is \$530,000 in principal and \$820,000 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>
09/10	\$530,000	\$820,000	\$1,350,000
10/11	550,000	798,104	1,348,104
11/12	575,000	775,604	1,350,604
12/13	595,000	755,179	1,350,179
13/14	610,000	736,341	1,346,341
14/15	630,000	715,798	1,345,798
15/16	655,000	693,704	1,348,704
16/17	675,000	667,054	1,342,054
17/18	710,000	635,891	1,345,891
18/19	735,000	603,379	1,338,379
19/20	770,000	569,901	1,339,901
20/21	805,000	535,251	1,340,251
21/22	845,000	498,951	1,343,951
22/23	880,000	461,001	1,341,001
23/24	915,000	421,511	1,336,511
24/25	960,000	379,181	1,339,181
25/26	995,000	333,972	1,328,972
26/27	1,050,000	286,681	1,336,681
27/28	1,095,000	237,078	1,332,078
28/29	1,150,000	185,163	1,335,163
29/30	1,205,000	130,703	1,335,703
30/31	230,000	97,375	327,375
31/32	240,000	86,213	326,213
32/33	250,000	74,575	324,575
33/34	265,000	62,344	327,344
34/35	275,000	49,519	324,519
35/36	290,000	36,100	326,100
36/37	300,000	22,088	322,088
37/38	315,000	7,183	322,183
Total	<u>\$19,100,000</u>	<u>\$11,675,844</u>	<u>\$30,775,844</u>

	2007-2008 Actual	2008-2009 Revised Estimate	2009-2010 Budget
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BUDGET DETAIL

Principal	455,000	0	530,000
Interest	233,159	627,400	820,000
Other Debt Costs	<u>179,878</u>	<u>15,000</u>	<u>15,000</u>
TOTAL DEBT SERVICE	<u><u>868,037</u></u>	<u><u>642,400</u></u>	<u><u>1,365,000</u></u>

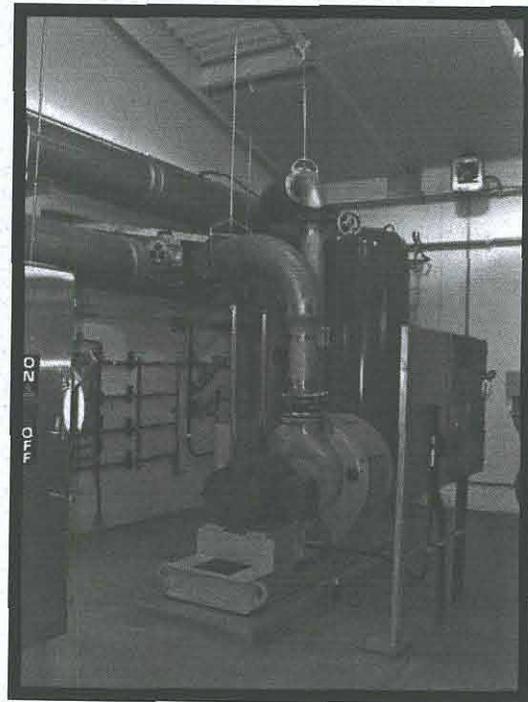
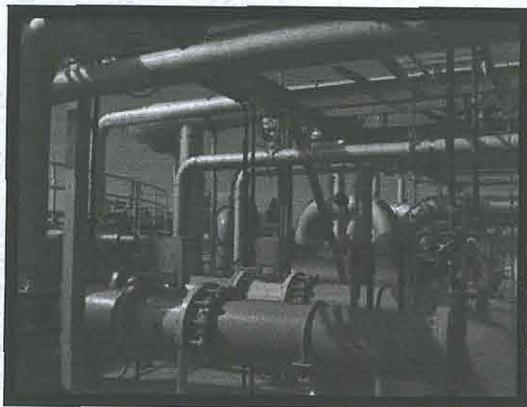
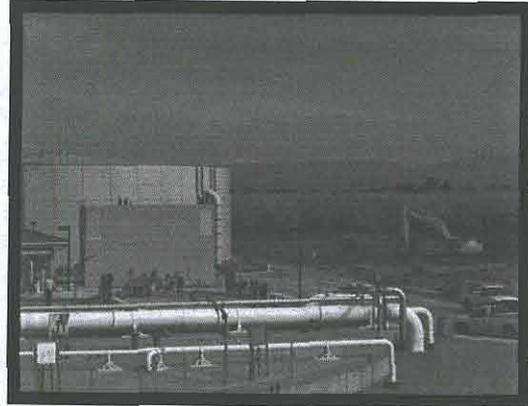
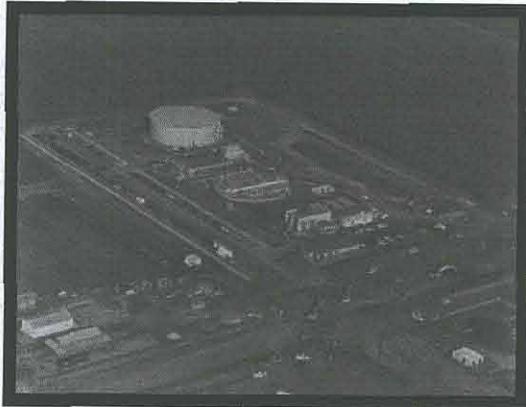
SOURCES OF FUNDING

Tax Increment	<u>868,037</u>	<u>642,400</u>	<u>1,365,000</u>
TOTAL	<u><u>868,037</u></u>	<u><u>642,400</u></u>	<u><u>1,365,000</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 Phase I of the Clovis Sewage Treatment – Water Reuse Facility began operation in February 2009, while work continues to finish the exterior wall and landscaping for the site. This is an advanced tertiary treatment plant that fully recycles water for reuse as irrigation for landscaping, or unrestricted agricultural use, to reduce the amount of groundwater that would otherwise be pumped for irrigation. A public open house will be scheduled for Fall 2009.

COMMUNITY INVESTMENT PROGRAM BUDGET SUMMARY

The 2009-2010 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 2009-2010 Community Investment Program are:

- American with Disabilities Act (ADA) accessibility surveying and improvements throughout the City of Clovis.
- Relocation of the Police Athletic League (PAL).
- Final acceptance of the Sewage Treatment - Water Reuse Facility (ST-WRF).
- Construction of a large City park located at Barstow and DeWolf Avenues.
- Design of Herndon Avenue widening from Clovis to Fowler 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.
- Design and construction of the Liner System (Stage I) for Landfill expansion.

The projects included in the proposed 2009-2010 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.

**2009 - 2010 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 2009 - 2010 are:

- Relocation of the Police Athletic League (PAL) to the Fire Department Logistics Center at Bullard and Fowler Avenues.
- American with Disabilities Act (ADA) Improvements at Fire Stations 1 through 5, the Fire Training Facility, and the Civic Center Campus.
- Accessibility improvements at Sierra Bicentennial Park and replacement of play structures and surfacing at Seville and Westcal Parks.
- Rehabilitation of existing City facilities for compliance with the ADA.

The proposed General Government Facilities budget has been significantly reduced from prior years due to funding constraints in the General fund for the 2009 – 2010 fiscal budget year. A good portion of the proposed projects will be funded from Measure A proceeds. These proposed government facilities projects for 2009 - 2010 should have a minimal affect on the cost of general services and other departmental operations.

SUMMARY

2009 - 2010 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>			
PAL Program Building/ADA Improvements	0	250,000	0
Fire Stations 1 to 5 ADA Improvements	0	210,000	0
Fire Training Facility ADA Improvements	0	25,000	0
PD Storage Facility	0	55,000	0
Fire Reception Area Remodel	0	45,000	0
<i>Public Services and Utilities</i>			
Civic Center ADA Improvements	100,000	58,000	0
ADA Master Planning	190,000	50,000	100,000
Sierra Bicentennial Park ADA Improvements	0	80,000	192,500
Seville Park Play Structure	0	55,000	0
Westcal Park Play Structure	0	55,000	0
Fiber Security	0	50,000	0
Fiber Optics Locating	10,000	10,000	0
	<u>300,000</u>	<u>943,000</u>	<u>100,000</u>

Budget Year Revenues:

Fund Balance	158,000
Measure A	585,000
LMD Reserves	110,000
Federal/State/Other Agency Grants	80,000
Encroachment Fees	10,000
	<u>943,000</u>
TOTAL	<u><u>943,000</u></u>

**2009 – 2010 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 - 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 2009 - 2010 include:

- Finalize and accept 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.
- Limited design for the Recycled Water System transmission pipelines and pump stations.

The sewer main improvement projects for 2009 - 2010 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.

The annual operational impact for the new ST-WRF is expected to be approximately \$1.9 million for the Design, Build, Operate (DBO) contractor component and \$0.35 million for the energy costs. Also included in operations is the cost related to lift station operations and discharge and recycled water distribution monitoring.

SUMMARY

2009 - 2010 COMMUNITY INVESTMENT PROGRAM

SEWER PROJECTS

	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<u>Sewer Capital Projects - Enterprise:</u>			
<i>Section 91000</i>			
Third/Gibson Easement	0	160,000	0
McKelvy Avenue	0	75,000	0
Sierra Avenue	0	86,000	0
Subtotal	<u>0</u>	<u>321,000</u>	<u>0</u>
 <u>Sewer Capital Projects - Developer:</u>			
<i>Section 92000</i>			
Miscellaneous Extensions	110,000	50,000	200,000
Wastewater Master Plan	50,000	50,000	200,000
Recycled Water System Master Plan	55,000	25,000	0
Consulting & Environmental Mitigation	85,000	25,000	0
Bond Handling Charges	40,000	40,000	200,000
2007 Sewer Revenue Bond	3,184,900	3,185,000	126,857,000
2005 Wastewater Revenue Bond	1,282,000	1,282,000	52,742,000
1998 Sewer Revenue Bond	872,400	872,000	23,782,200
1995 Regional Wastewater Treatment Plant	1,013,400	1,024,000	2,364,500
Subtotal	<u>6,692,700</u>	<u>6,553,000</u>	<u>206,345,700</u>
 TOTAL	 <u>6,692,700</u>	 <u>6,874,000</u>	 <u>206,345,700</u>

Budget Year Revenues:

Fund Balance	5,019,000
Sewer Enterprise	0
Sewer Construction Fees	70,000
Major Sewer Fees	1,600,000
Developer Trust Fund	185,000
 TOTAL	 <u>6,874,000</u>

**2009 - 2010 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 2009 - 2010 include:

- Acquire property for the development of future parks and trails designated in the General Plan.
- Continued development of and/or updating Master Plans for City Parks.
- Construction of a park at the northwest corner of Barstow and DeWolf Avenues. The maintenance of this park is funded by the Landscape Maintenance District (LMD).
- Continued preliminary Master Planning for a Regional park.
- Design of the Trail Head/Rest Area located at the southwest corner of Sunnyside and Shepherd Avenues.
- Construction of the Enterprise Canal Trail at Temperance and Alluvial Avenues.

The addition of the proposed improvements to the Park's inventory will increase the yearly operational budget. It is anticipated that the currently scheduled park improvements will minimally increase the annual operational costs in the Parks General Fund account. The Parks Department will not be able to increase the level of staffing for 2009 – 2010 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

2009 - 2010 COMMUNITY INVESTMENT PROGRAM

PARK IMPROVEMENT PROJECTS

<u>Park Improvements:</u> <i>Section 93000</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Park Improvements</i>			
Park Property Acquisition	500,000	1,000,000	4,000,000
Parks Master Plans	40,000	50,000	0
Miscellaneous Park Improvements	910,000	300,000	400,000
Regional Park Master Planning	25,000	25,000	0
Barstow/DeWolf Park	75,000	875,000	0
Pedestrian Trails Master Plan Update	10,000	50,000	0
Trail Head/Rest Area	0	160,000	1,620,000
Enterprise Canal Trail	210,000	245,000	0
TOTAL	<u>1,770,000</u>	<u>2,705,000</u>	<u>6,020,000</u>

Budget Year Revenues:

Fund Balance	1,646,000
Park Fees	700,000
Federal/State/Other Agency Grants	359,000
TOTAL	<u>2,705,000</u>

**2009 – 2010 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 2009 - 2010 include:

- Design for Herndon Avenue widening from Clovis to Fowler.
- 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.
- ADA improvements in the public Right-of-Way.
- Design and reconstruction of local streets.
- Construction of traffic signal improvements at the intersections of Clovis/Nees, Clovis/Santa Ana, and design of the Temperance and Sierra traffic signal.
- Reconstruction and street widening of various streets to improve safety and traffic flow. These streets have been identified as part of the City's Pavement Management System (PMS).

Street overlay projects as identified in this year's budget and five-year plan have provisional estimated costs for construction. Some of the projects may not be of acceptable condition for overlaying and may be considered for street reconstruction. Estimated funding for these projects will be re-evaluated as street reconstruction is more costly than a street overlay. This may have an impact on the delivery of projects that have been identified in the Community Investment Program for street improvements.

Staff continues to investigate alternative construction methods for street rehabilitation to reduce project expenditures. The alternative construction methods will be administered through pilot projects in which a rigorous inspection program will be used to evaluate project success. The success factors include projects costs, pavement condition, pavement resilience and pavement longevity.

With the reconstruction of some of the proposed streets, new paved lanes may be added to the street maintenance inventory. However, those same projects will be designed with a minimum twenty-year life expectancy and may involve reconstructing older, lower standard streets. Overall, the impact on the street maintenance fund is expected to be nominally reduced.

SUMMARY

2009 - 2010 COMMUNITY INVESTMENT PROGRAM

STREET IMPROVEMENT PROJECTS

<u>Street Improvements:</u>	<u>PRIOR YEAR</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Section 95000</i>			
<i>Reimbursement</i>			
Miscellaneous Street Widening	250,000	200,000	800,000
<i>Surveys</i>			
Street Lighting and Fiber Optic Plats	70,000	35,000	0
Vertical Control System	5,000	10,000	0
Various Plan Lines	50,000	50,000	0
<i>Preventative Maintenance</i>			
Slurry Seals and Reclamite	725,000	305,000	1,470,000
<i>Pedestrian Facilities</i>			
Bicycle, Pedestrian and Handicap Facilities	295,000	200,000	560,000
<i>Landscaping Improvements</i>			
Landscaping and Irrigation Facilities	770,000	208,000	318,000
<i>Traffic Signals & Communications</i>			
Clovis/Santa Ana	0	160,000	0
Clovis/Nees	10,000	250,000	0
Temperance/Sierra	0	65,000	0
<i>Development Projects</i>			
Temperance Avenue - Bullard to Herndon	50,000	50,000	0
Alluvial Avenue - East of Temperance	50,000	50,000	0
<i>Reconstruction, Overlay and Widening Projects</i>			
Miscellaneous Repairs & Alley	75,000	400,000	598,000
Armstrong Avenue - Bullard to Sierra	0	360,000	0
Ashlan Avenue - Fowler to Armstrong	10,000	310,000	0
Bullard Avenue Improvements	1,275,000	365,000	358,000
Clovis Avenue - Shaw to Third	50,000	1,700,000	0
Clovis Avenue - Herndon to Sierra	0	310,000	0
Gettysburg Avenue - Fowler to Armstrong	0	330,000	0
Herndon Avenue - Clovis to Fowler	0	182,000	1,135,000
Minnewawa Avenue Improvements	0	772,000	1,034,000
Nees Avenue - Stanford to Fowler	10,000	275,000	0
Peach Avenue - Alluvial to Teague	35,000	785,000	0
Shaw Avenue Improvements	830,000	1,050,000	15,583,000
Sierra Avenue Improvements	30,000	1,030,000	372,000
Local Streets	1,100,000	700,000	2,200,000
TOTAL	5,690,000	10,152,000	24,428,000

Budget Year Revenues:

Proposition 111 and Proposition 42	700,000
Measure "C" Extension	1,652,000
Transportation Development Act (LTF)	457,000
Major Street Fees (Reimbursements)	74,000
LMD Reserves	208,000
Federal/State/Other Agency Grants	4,236,000
Fund Balance	2,825,000
TOTAL	10,152,000

**2009 - 2010 COMMUNITY INVESTMENT PROGRAM
WATER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER**

The proposed Water Capital Projects budget for 2009 - 2010 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 2009 - 2010 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.
- Design of the Northern Water Intertie.
- Continued examination and development for new well sites throughout the City of Clovis.

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

The new facilities proposed in the 2009 - 2010 programs are anticipated to impact the water enterprise operation budget. The impacts consist of the increased load on human resources, energy costs, and material costs (adding salt to chlorinators and back washing the carbon in the new GAC plant), which are anticipated to be approximately \$50,000 in the first year of operation.

SUMMARY

2009 - 2010 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
<i>Surface Water Supply</i>			
Railroad Park (Peach/Alluvial)	0	380,000	0
<i>Well Site Improvements</i>			
Well No. 14	10,000	595,000	0
Well No. 7	0	440,000	0
Subtotal	<u>60,000</u>	<u>1,515,000</u>	<u>400,000</u>
<u>Water Capital Projects - Developer:</u>			
<i>Section 97000</i>			
<i>Extensions</i>			
Miscellaneous Extensions	50,000	50,000	350,000
<i>Surface Water Treatment Plant Improvements</i>			
Locan Transmission Main	250,000	200,000	200,000
<i>Water Storage Facilities</i>			
Water Revenue Bond - Debt Service	3,256,200	3,253,000	58,464,000
<i>Water Well Improvements</i>			
Well No. 37	0	95,000	0
Various Well Site Development	20,000	50,000	876,300
<i>Water Main Improvements</i>			
Water Intertie - North	90,000	50,000	950,000
Subtotal	<u>3,576,200</u>	<u>3,698,000</u>	<u>59,890,300</u>
TOTAL	<u>3,636,200</u>	<u>5,213,000</u>	<u>60,290,300</u>

Budget Year Revenues:

Fund Balance	2,708,000
Other Agency Contributions	734,000
Water Enterprise	921,000
Water Major Facilities	775,000
Water Construction Revenue	75,000
TOTAL	<u>5,213,000</u>

**2009 - 2010 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 2009 - 2010 are:

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

The refuse projects for 2009 - 2010 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

2009 - 2010 COMMUNITY INVESTMENT PROGRAM

REFUSE PROJECTS

<u>Refuse Improvements:</u> <i>Section 99500</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Refuse Improvements</i>			
Landfill Monitoring	0	100,000	0
Clovis Landfill Demonstration Project	866,900	93,000	0
Clovis Landfill Liner	75,000	2,600,000	0
 TOTAL	 <u>941,900</u>	 <u>2,793,000</u>	 <u>0</u>

Budget Year Revenues:

Refuse Enterprise Fund	2,703,000
Developer Capital Fees	90,000
 TOTAL	 <u>2,793,000</u>

**2009 - 2010 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 2009 – 2010 include:

- Construction of public improvements along Herndon Avenue, attracting new business whereby creating new employment opportunities.
- Improvements along Clovis Avenue/Railroad Corridor including parking, signs and street improvements.
- 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).
- Hotchkiss Terrace Senior Housing rental unit expansion.
- Improvements in the Ashlan and Fowler Avenues area.
- Preparation of tentative maps for improvement areas.

The Agency continues to focus resources on owner-occupied single-family housing projects for housing rehabilitation and new construction through the Low and Moderate Income Housing Program. These projects will have no operational cost impacts.

SUMMARY

2009 - 2010 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	500,000	577,500	800,000
<u>Affordable Housing</u>			
<i>Section 44700 - Herndon Project Area</i>			
	30,000	200,000	400,000
<u>General Administration</u>			
<i>Section 46500</i>			
Railroad Corridor Plan Implementation	578,890	500,000	400,000
Old Town Tree Rejuvenation	113,000	113,000	0
<u>Affordable Housing</u>			
<i>Section 48000 - Central Project Area</i>			
Accrued Interest on CalHFA loan	23,300	24,000	109,000
New Home Lots	310,830	250,000	400,000
Loans for Home Repair	92,000	408,000	400,000
Home Improvement Grants	42,000	42,000	168,000
New Home Construction	100,000	180,000	720,000
Affordable Housing Project	30,000	250,000	0
World Changers - Home Improvement	74,000	74,000	280,000
City College Project House	181,000	181,000	720,000
Various Improvements - Subdivisions	512,200	125,000	0
Ashlan/Fowler Subdivision	40,000	490,000	0
 TOTAL	 <u>2,627,220</u>	 <u>3,414,500</u>	 <u>4,397,000</u>

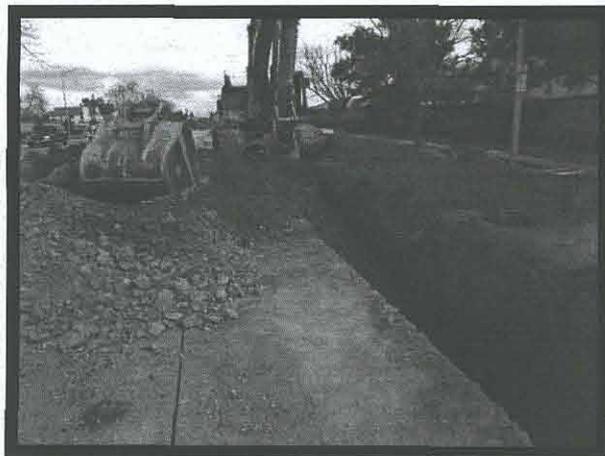
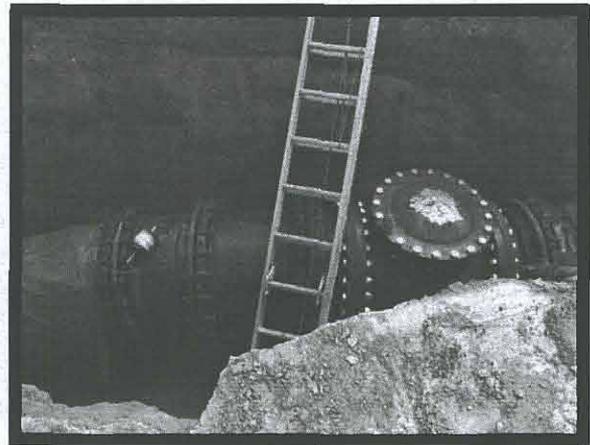
Budget Year Revenues

Bond Proceeds	1,817,500
Revenue From Other Agencies	700,000
Sale of Property	60,000
Tax Increment	<u>837,000</u>
 TOTAL	 <u>3,414,500</u>

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FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

The Five-Year Community Investment Program is presented for each of the community investment funds. The projects are listed for the current year and for the next four years and beyond. Information is presented for acquisition of land or right-of-way (r), engineering or architectural design (d), construction (c), and development fees (f).



Recycled water pipe (purple-pipe) is placed in Bullard Avenue to distribute water from the new Clovis Sewage Treatment – Water Reuse Facility. The water will be used for irrigation purposes and provide relief from pumping from the groundwater system. Over the next 25 years, the City expects recycled water to account for 40% of its needs.

FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

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FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

The Five-Year Community Investment Program represents an effort to identify major capital needs and schedule projects consistent with community priorities and available funding. A major portion of the funding for these projects will come from development fees. The implementation of the parks and open space master plan is contingent on obtaining new funding sources.

Major projects include:

- Design and construction of the Clovis Landfill Stage 1 Liner.
- Design, construction and replacement of water mains and wells to serve the current capacity and new development.
- Finalize 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**

<u>Projects</u>	<u>2009-2010</u>	<u>2010-2011</u>	<u>2011-2012</u>	<u>2012-2013</u>	<u>2013-2014 or Later</u>
General Services	943,000	802,500	760,000	3,058,000	30,629,000
Sewer	6,874,000	6,903,100	8,541,000	7,496,000	299,414,000
Parks	2,705,000	4,885,000	4,547,000	2,504,000	5,453,000
Streets	10,152,000	10,890,000	13,298,000	13,199,000	45,500,000
Water	5,213,000	5,821,500	4,056,500	4,229,000	60,197,600
Refuse	2,793,000	0	0	0	15,822,500
Community Development	3,414,500	1,097,000	1,098,000	1,099,000	1,103,000
TOTAL	32,094,500	30,399,100	32,300,500	31,585,000	458,119,100

Sources of Funding

Fund Balance	13,145,000	6,318,400	2,845,900	338,000	164,400
Revenue from Agencies	8,103,000	4,828,500	5,414,000	1,197,000	1,432,000
Developer Capital Fees	3,605,000	5,156,000	7,502,000	10,710,000	24,377,000
Enterprise Revenues	3,942,000	1,034,500	83,500	245,000	2,627,500
Long-Term Financing	1,817,500	300,000	0	0	113,200,000
Meas A/Tax Increment	1,422,000	555,000	856,000	857,000	861,000
Property Sale Proceeds	60,000	0	0	0	0
*Unfunded	0	12,206,700	15,599,100	18,238,000	315,457,200
TOTAL	32,094,500	30,399,100	32,300,500	31,585,000	458,119,100

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

GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
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PUBLIC SAFETY SERVICES

71057	Facilities Administration Master Plan				5,000	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 35,000	d Overlay parking lot. c (General Government Services Fund)
71377	PAL Program Building ADA Improvements	25,000	225,000				d Design and construct office and storage building to replace existing logistics center for youth services. (Measure A Funded)
71378	Fire Stations 1, 2, 3, 4 & 5 ADA Improvements	35,000	175,000				d Address ADA compliancy standards in the City's existing Fire Stations 1 thru 4. (Measure A Funded)
71075	Fire Station 2 Minnewawa, S/O Shaw Rebuild Fire Station					500,000 4,500,000 50,000	d Demolish and rebuild or refurbish fire station to meet modern construction standards. c (General Government Services Fund)
	Fire Station 3 Herndon and Villa Remodel					25,000 125,000	d Remodel existing living quarters to increase occupancy. c (General Government Services Fund)
	Fire Station 4 Armstrong and Gettysburg Remodel 2nd Floor					10,000 103,000	d Remodel 2nd floor to convert storage room to weight room with elevator access. c (General Government Services Fund)

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

GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
71435	Fire Station 6 Southeast Area Leonard/Loma Vista		250,000 a		500,000 d	4,500,000 c 50,000 s 100,000 f	Design and construction of a new fire station in the southeast area. (Developer Fees)
71440	Fire Station 7 Northwest Area			250,000 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 Design of Training Facility Remodel Existing Building				50,000 d 160,000 c		Provide design of civil improvements for multi-discipline training facility. 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)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	Phase 3 Administration offices, classroom, and training props.						100,000 d Construct burn building, office space, 500,000 c training tower, classrooms and training 2,000,000 c props. Phased over multiple years. (General Government Services Fund)
71379	Fire Training Facility ADA Improvements	5,000 d 20,000 c					Address ADA compliancy standards in the City's existing training center. (Measure A Funded)
71437	Police/Fire Headquarters 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	PD Storage Facility at Police/Fire Headquarters	5,000 d 50,000 c					Construct storage facility at north end of site for Police Department. (Measure A Funded)
71381	Remodel Reception Area	5,000 d 40,000 c					Remodel reception area at fire headquarters to enhance security and improve efficiency. (Measure A Funded)

GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
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 Develop site for shooting range.
	Phase I					1,150,000	c Phase I: pistol range, Phase II: Civil
	Phase II					2,900,000	c improvements, shotgun and rifle ranges. (General Government Services Fund)
<u>Villa Yard Reorganization</u>							
71192	Animal Shelter Housing Structure				200,000	d	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
					1,200,000	c	impounding and storage of evidence including an area for the Community Service Work Program. (General Government Services Fund)
<u>PUBLIC SERVICES AND UTILITIES</u>							
71359	Civic Center Expansion				200,000	a	Acquisition of County facility for office expansion. (General Government Services Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
71361	Civic Center Plaza Landscape/Irrigation Replacement		15,000 d 50,000 c	50,000 c	50,000 c	50,000 c	Develop master plan, design and install replacement irrigation and landscaping for the Civic Center including the Courthouse, Senior Center, PDS, City Hall and Library areas. Construct over multiple years. (General Government Services Fund)
71362	Bollard Replacement		5,000 d 50,000 c				Remove/replace all existing pedestrian light bollards w/higher density & efficiency for night security. (General Government Services Fund)
71392	ADA Improvements	8,000 d 50,000 c					Address ADA compliancy standards in the Civic Center campus. (General Government Services Fund)
71363	Tree Planter Rehabilitation Parking Lot			65,000 c			Rehabilitate parking lot tree planters between the library and I.S. building. (General Government Services Fund)
71356	Corporation Yard First Floor Improvements					25,000 d 750,000 c	Improvements to the first floor of the Administration Building for Public Utilities. (Sewer, Water and Refuse Funds and General Government Services Fund)
	Parking Improvement					1,300,000 a 150,000 d	Improvements to Public Utilities parking facilities. (Sewer, Water, Refuse and General Government Services Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
71397	ADA Master Planning	50,000 c	25,000 c	25,000 c	25,000 c	25,000 c	Continue ADA Master Plan compliance and upgrades. (General Government Services Fund)
<u>Park Maintenance</u>							
Sierra Bicentennial Park Sunnyside and Sierra							
75031	Accessibility Improvements	10,000 d 70,000 c	17,500 d 175,000 c				ADA Master Plan Improvements. (CDBG Funded)
Play Field Improvements							
			35,000 d 250,000 c				Remove and replace existing infield soil with suitable material for maintenance and use. Install drainage for field area. (General Government Services Fund)
75030	Play Field and Lighting				30,000 d 750,000 c		Construct a baseball/soccer field and install sports lighting. (Contingent upon a future grant and General Government Services Fund)
Parking Lot Lighting							
					8,000 d 30,000 c		Install 2 additional lot lights to improve security. (Contingent upon a future grant and General Government Services Fund)
Stadium Lighting							
					4,000 d 40,000 c		Install additional lighting to existing poles to increase visibility on the playing field. (General Government Services Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	Letterman Park W/S of Villa, S/O Bullard Accessibility Improvements			12,500 d 72,500 c			ADA Master Plan Improvements. (Contingent upon CDBG Grant)
	Kiwanis Park Tenth and DeWitt Irrigation and Lighting		5,000 d 35,000 c				Remove and replace irrigation system and install security lighting. (General Government Services Fund and Community Donations)
	Seville Park McKelvy and Buckingham Play Structure	5,000 d 50,000 c					Replace play structure to address safety and access concerns. (LMD Funded)
	Westcal Park Pistachio and Roberts Play Structure	5,000 d 50,000 c					Replace play structure to address safety and access concerns. (LMD Funded)
	Temperance/Gettysburg Northwest Corner-Greenbelt				10,000 d 95,000 c		Remove and Replace existing landscape and irrigation of greenbelt. (General Government Services Fund)
	Fiber Optics/Communications Fiber Security					50,000 c	Installation of security devices to the City's fiber optic vaults to protect the system from theft and vandalism. (General Government Services Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
71389	Broadband System		25,000 d 400,000 c				Installation of wireless broadband system with fiber optic connected network for public safety and utilities communication. (Public Safety Grant and matching funds from General Government Service Fund)
71394	Fiber Optics Locating	10,000 u					Contract with local services for U.S.A. locating of fiber optics. (Encroachment Fees)
	Fire station No.2 to Letterman Park Water Tower				15,000 d 86,000 c		Upgrade existing limitation of fiber system for camera's and City network. (General Government Services Fund)
71399	Lind Yard Connection					65,000 c	Install fiber optic connection to the Lind Yard/Pelco for security purposes. (General Government Services Fund)
	Shaw Avenue - Clovis to Fowler Clovis Avenue - Shaw to Fourth					19,000 d 183,000 c	Current system is limited due to all lines Mall Camera's for public safety. (General Government Services Fund)
TOTAL- GENERAL GOVERNMENT FACILITIES		943,000	802,500	760,000	3,058,000	30,629,000	

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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	2009-2010	2010-11	2011-12	2012-13	2013-14 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.

72706 **Third/Gibson Easement**
East of Elm

35,000 d
125,000 c

Relocate sewer laterals to Third and Fourth Street and abandon main.

STREET LOCATIONS

Barstow Avenue
Villa to Helm Canal and Sylmar to Tollhouse Road

20,000 d
268,000 c

Replace 8 inch clay sewer main from manholes 16-45 to 16-17 and 17-18 to 17-13. Coordinate with street project.

72589 **McKelvy Avenue**
Gibson to Stuart

10,000 d
65,000 c

Abandon existing 8" sewer and connect existing lateral to 10" parallel main, MH 60-19 to MH 60-20.

72588 **Sierra Avenue**
Clovis to Hughes

11,000 d
75,000 c

Remove and replace 8" sewer line with sags between MH 2-6 and MH 2-3.

72582 **Paula Avenue**
Gettysburg to 530 feet south

31,200 d
83,200 c

Replace 6 inch VCP sewer with 8 inch PVC c and modify MH 30-38 and 31-2.

TOTAL - SEWER CAPITAL PROJECTS - ENTERPRISE	321,000	60,000	150,000	288,000	114,400
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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2009-2010	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
<u>EXTENSIONS</u>							
72010	Miscellaneous Extensions	50,000 c	50,000 c	50,000 c	50,000 c	50,000 c	Install sewer mains and laterals at various locations.
<u>MASTER PLANNING</u>							
73200	Wastewater Collection System Master Plan	50,000 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	25,000 d					Prepare a master plan for distribution of both reclaimed and recycled water including the use from surface water sources.
<u>SEWAGE TREATMENT - WATER REUSE FACILITY</u>							
	Sewage Treatment - Water Reuse Facility 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	25,000 d					Outside consulting and legal services to assist in permitting, environmental mitigation, engineering and architectural design. (Development Fees)

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2009-2010	2010-11	2011-12	2012-13	2013-14 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 2014. Needed to serve the Northwest area.
73206	Herndon Service Area Pump Station and Force Main					200,000 d 1,200,000 c	Construct 2020.
	Peach Service Area Pump Station and Force Main					400,000 d 3,000,000 c	Construct 2032.

RECYCLED WATER SYSTEM IMPROVEMENTS

73320	Pump Station No. 1 Phase 2					100,000 d 700,000 c	Construct pump station at ST-WRF. Upgrade to plant capacity. Construct 2023.
73320	Pump Station No. 2 Temperance/Sierra					1,500,000 d 8,500,000 c	Construct pump station at Temperance and Sierra Avenues. Scheduled 2035. (Development Fees)
73330	Emergency Storage Basin						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 18,500,000 c	Install recycled water transmission main in Sierra Avenue. Construct 2035. (Development Fees)

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2009-2010	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
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73380	Needs/DeWolf/Teague Pipelines					450,000 d 2,650,000 c	Install recycled water distribution mains to supply recycled water to northeast area. (Non-Potable Water Development Fee)
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SEWER SYSTEM IMPROVEMENTS

Wastewater Pump Station
Herndon/Clovis

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

SEWER MAINS

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.

Needs 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 Needs.

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)

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2009-2010	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
<u>DEBT SERVICES</u>							
67201	Bond Handling Charges	40,000	50,000	50,000	50,000	50,000	Handling Charges.
<u>2007 Sewer Revenue Bond</u>							
67735	Principal	0	0	930,000	970,000	66,640,000	Debt Service Principal.
67835	Interest	3,185,000	3,185,000	3,166,000	3,129,000	48,837,000	Debt Service Interest.
<u>2005 Wastewater Revenue Bond</u>							
67731	Principal	0	0	310,000	320,000	25,105,000	Debt Service Principal.
67831	Interest	1,282,000	1,282,000	1,277,000	1,267,000	23,181,000	Debt Service Interest.
<u>1998 Sewer Revenue Bonds</u>							
67718	Principal	130,000	140,000	145,000	150,000	13,745,000	Debt Service Principal.
67818	Interest	742,000	735,600	729,000	722,000	7,415,600	Debt Service Interest.
<u>1995 Regional Waste Water Treatment Plant Expansion</u>							
67716	Principal	890,000	1,090,000	1,155,000	0	0	Debt Service Principal. Ends 2012.
67816	Interest	134,000	90,500	29,000	0	0	Debt Service Interest. Ends 2012.
TOTAL - SEWER CAPITAL PROJECTS - DEVELOPER		<u>6,553,000</u>	<u>6,843,100</u>	<u>8,391,000</u>	<u>7,208,000</u>	<u>299,299,600</u>	

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
75600	Park Property Acquisition	1,000,000 a	1,000,000 a	1,000,000 a	1,000,000 a	1,000,000 a	Acquire property for the future development of City park sites and trails.
75010	Parks Master Plans	50,000 d					Complete Development and update of Master Plans for City of Clovis park sites.
75015	Misc. Park Improvements	300,000 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.
<u>COMMUNITY PARKS (15 acres or greater)</u>							
	Sierra Bicentennial Park Sunnyside and Sierra Masonry Wall and Walkway System				30,000 d 200,000 c		Construct masonry wall and walkway system per Master Plan.
	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.
	Sports Field Area Modifications					25,000 d 160,000 c	Modification and improvement of existing sports field per Master Plan.
	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.
75046	Valley Nature Education Center Sierra and Temperance Creek Site work & Sidewalks		45,000 d 475,000 c				Continue recreational improvements, including creek layout, landscaping and pathways.

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	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)
	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	25,000					Continue development of master plan for a City of Clovis regional park site.
	Sports Complex Located within Regional Park			65,000 d 1,250,000 a		1,000,000 c	Develop facilities, including lighting, for soccer fields and baseball diamonds.

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	<u>AREA PARKS (3 to 20 acres)</u>						
75135	Barstow/DeWolf Park, NWC Landscape, Irrigation and Other Amenities	75,000 d 800,000 c					Install turf, trees, irrigation, block wall, play structure and miscellaneous amenities on approximately 6 acres.
	San Gabriel Park						
75050	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.
	<u>BASIN PARKS</u>						
	Basin 1E						
75122	Ashlan and Gould Canal 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, parking lot ramps. (Fund Balance and FMFCD Participation)
75124	Restroom		15,000 d 125,000 c				Construct restroom. (Contingent upon grant and Fund Balance)
75125	Field "Sports" Lighting				25,000 d 208,000 c		Construct sports lighting. (Contingent upon grant and Fund Balance)
75150	Basin 4E Park Bullard and Fowler Master Planning		25,000 d				Review and, as necessary, revise the Master Plan design for Basin 4-E.

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
TRAILS							
75145	Pedestrian/Trails Update Master Plan	50,000 d					Update master plan for pedestrian trails. (Measure C Funded)
75165	Trail Head/Rest Area SWC Sunnyside & Shepherd	160,000 d	1,620,000 c				Design and construct trail head per grant timeline and allocation. (TE Grant Funded)
71415	Clovis Old Town Trail Restroom		15,000 d 150,000 c				Construct a handicap unisex restroom adjacent to Fire Station 3 for trail users to alleviate use of Station restrooms. (Contingent on a Clovis Community Foundation Grant and Development Fees)
	Dry Creek Trail Willow to Old Town Trail					83,000 d 455,000 a 828,000 c	Complete unfinished portion of Dry Creek Trail. (Contingent upon Grant or Fund Balance)
75572	Enterprise Canal Trail Temperance to Alluvial	245,000 c					Construct a Class I bike and pedestrian trail on acquired property. (TE Grant Funded)
75580	Gould Canal Trail Fowler to DeWolf					250,000 a	Purchase property for the future development of the Gould Canal Trail.
TOTAL - PARKS		2,705,000	4,885,000	4,547,000	2,504,000	5,453,000	

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
<u>REIMBURSEMENTS</u>							
74010	Misc. Street Widening	200,000 c	City participation in miscellaneous projects and provisions for miscellaneous unforeseen expenses. (General Street Revenue)				
<u>SURVEYS</u>							
74127	Street Lighting Plats	10,000 d					Prepare plats of street lights and conduit of City owned street lights as required by Underground Service Alert (USA). (Fund Balance)
74128	Fiber Optic Plats	25,000 d					Prepare plats of fiber optics and conduit of City owned services. (Fund Balance)
74928	Vertical Control System	10,000 d					Update the City's vertical control system to NAD 83. (Fund Balance)
<u>PREVENTATIVE MAINTENANCE</u>							
74020	Slurry Seals and Pavement Rejuvenation	5,000 d 300,000 c	5,000 d 325,000 c	5,000 d 350,000 c	5,000 d 375,000 c	5,000 d 400,000 c	d Asphalt/sand slurry sealing and pavement rejuvenation of various City streets. c Locations prioritized on a yearly basis using Pavement Management System. (Measure C Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	<u>PLAN LINES</u>						
74742	DeWolf Avenue Gould Canal to Bullard Thompson Avenue Ashlan to Shaw McCall Avenue Ashlan to Shaw Gould Canal Jefferson Canal Copper Avenue Behymer Avenue	25,000					Prepare plan lines for DeWolf, Thompson, McCall, Copper and Behymer Avenues and Gould and Jefferson Canals. (Fund Balance)
74743	Shaw Avenue DeWolf to McCall Bullard Avenue DeWolf to Highland Leonard Avenue Gould Canal to Bullard Ashlan Avenue DeWolf to McCall Alluvial Avenue Temperance to Highway 168 Nees Avenue Temperance to Highway 168	25,000					Prepare plan lines for Shaw, Bullard, Leonard, Ashlan, Alluvial and Nees Avenues. (Fund Balance)
	<u>BRIDGE AND STREAM CROSSINGS</u>						
	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

ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
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RESEARCH AND TECHNOLOGY PARK

Phase 2
 Alluvial, E/O Armstrong
 372,000 a
 25,000 d
 3,082,000 c
 (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** 10,000 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 c repairs at various locations. Includes ADA compliance.
 (General Street Revenue)

74886 **Misc. Wheelchair Ramps** 80,000 c 30,000 c 30,000 c 30,000 c 30,000 c
 Various Locations
 Install wheelchair accessible (ADA) ramps at various locations.
 (CDBG & Measure C ADA Funding)

LANDSCAPING IMPROVEMENTS

Sierra/Armstrong
 Landscape Improvement 7,000 d 48,000 c
 Remove and replace undersized irrigation system on the west side of Armstrong south of Sierra. Reconstruct landscape.
 (General Government Services Fund)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
74866	Landscape Maintenance District - Area 2 Irrigation Centralization	8,000 d 78,000 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)
	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)
74562	Landscape Maintenance District - Area 3 Westcal II Side Landscape Dakota east of Clovis	6,000 d 40,000 c					Remove and replace existing landscape and irrigation. (LMD Reserves)
74564	LMD - Benefit Zone 92 Clovis Center Median Sierra to Herndon	8,000 d 68,000 c					Remove and replace existing landscape and irrigation. (LMD Reserves)
	Ashlan Frontage Irrigation W/O Fowler near Basin '1E'		7,000 d 49,000 c				Irrigation redevelopment. Design and install new irrigation in Frontage area and Median. (General Government Services Fund)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
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TRAFFIC SIGNALS

Communication Systems

74407	Temperance Avenue Armstrong, Shaw, Temperance		23,000 d 235,000 c				Install fiber optic cabling for signal coordination. Coordinate with street improvements. (Pending Funding)
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74407	Temperance Avenue Shaw to Herndon		25,000 d 305,000 c				Install fiber optic cabling for signal coordination. Coordinate with street improvements. (Pending Funding)
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74407	Herndon Avenue Willow to Temperance		47,000 d		570,000 c		Install traffic flow improvements. (CMAQ Grant Funded)
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Traffic Signal Improvements

74377	Clovis/Santa Ana Traffic Signal	22,000 d 138,000 c					Upgrade traffic signal with protective left-turn phases. (HSIP Funded)
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74377	Fowler/Shepherd Traffic Signal		30,000 d 300,000 c				Install traffic signal. (Developer Participation)
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74525	Ashlan/Armstrong Traffic Signal				30,000 d 250,000 c		Install traffic signal. (Street Fee Reimbursement)
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74525	Clovis/Gettysburg Traffic Signal		25,000 d 225,000 c				Signal modifications for left-turn phasing in all directions. (Fund Balance)
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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
74839	Clovis/Seventh Street Traffic Signal					59,000 d 500,000 a 430,000 c	Install traffic signal and acquire right-of-way. (General Street Revenue)
74386	Clovis/Nees Traffic Signal	250,000 c					Install traffic signal. Design completed. (CMAQ Grant Funded)
74385	Temperance/Sierra Traffic Signal	65,000 d	30,000 d	750,000 c			Install traffic signal and intersection improvements. (CMAQ and Measure C Funded)
	Dewolf/Shaw Traffic Signal		62,000 d	139,000 a 920,000 c			Install traffic signal and intersection improvements. (CMAQ Grant Funded)
	Peach/Herndon Quad Intersection					250,000 c	Completion of improvements to facilitate the quadrant intersection design and operation. (Street Fee Reimbursement)
	Willow/Herndon Quad Intersection					750,000 c	Completion of improvements to facilitate the quadrant intersection design and operation. (Street Fee Reimbursement)
<u>DEVELOPMENT PROJECTS - STREET FEE REIMBURSABLE</u>							
74759	Temperance Avenue North and south of Sierra	50,000 d					Complete design of improvements for grant submittal. (Street Fee Reimbursable)
74761	Alluvial Avenue East of Temperance	50,000 d					Complete design of the Alluvial extension to FWY 168 Nees/DeWolf interchange. (Street Fee Reimbursable)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
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CENTER LANE RECONSTRUCTION

	Alluvial Avenue Fowler to 1/4 mile east of Armstrong			27,000 d 625,000 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 North and South of Sierra		50,000 d 90,000 a				Reconstruct center travel lane. (RSTP Grant and Measure C Funded)
	Nees Avenue Sunnyside to Armstrong			700,000 c 823,000 c			Reconstruct center travel lanes and shoulder improvements. (CMAQ and RSTP Funded)

RECONSTRUCTION AND WIDENING PROJECTS

74215	Miscellaneous Repairs	85,000 c	75,000 c	75,000 c	75,000 c		Perform miscellaneous repairs at various locations. (General Street Revenue)
	<u>Alley Improvements</u>						
74644	Santa Ana Alley Minnewawa to Villa	20,000 d 125,000 c					Alley reconstruction. (CDBG Funded)
	Malio Drive Alley South of Barstow		20,000 d 125,000 c				Alley reconstruction. (Contingent upon CDBG funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	Helm Alley Barstow to Lincoln Lincoln Alley Helm to Sylmar				27,000 d 126,000 c		Alley reconstruction. (Contingent upon CDBG funding)
74646	Shaw/Twain Alley Helm to Peach	20,000 d 150,000 c					Reconstruct alley and install valley gutter with at-grade approaches. (Fund Balance)
	<u>Alluvial Avenue Improvements</u>						
	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					13,000 d 125,000 c	Overlay street. (General Street Revenue)
	Gettysburg to Ashlan				24,000 d 372,000 c		Widen and overlay street. (General Street Revenue)
	Gettysburg to Shaw			35,000 d 310,000 c			Overlay street. (General Street Revenue)
	Shaw to Barstow					22,000 d 243,000 c	Overlay street. (General Street Revenue)
	Barstow to Bullard				50,000 d 500,000 c		Reconstruct street. (General Street Revenue)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
74804	Bullard to Sierra	30,000 d 330,000 c					Overlay street. (Measure C Funded)
	Polson to Sierra					22,000 d 108,000 c	Reconstruct street. (General Street Revenue)
	Tollhouse to Herndon					13,000 d 125,000 c	Overlay street. (General Street Revenue)
	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. (General Street Revenue)
	<u>Ashlan Avenue Improvements</u>						
	Whittier to Cypress		20,000 d 195,000 c				Overlay street. (Fund Balance)
74807	Fowler to Armstrong	35,000 d 275,000 c					Overlay street. (Fund Balance)
	Armstrong to Temperance		40,000 d 375,000 c				Reconstruct street. (General Street Revenue)
	Temperance to Locan			43,000 d 425,000 c			Overlay street. (General Street Revenue)
	<u>Barstow Avenue Improvements</u>						
	Minnewawa to Harvard					13,000 d 125,000 c	Overlay street. (General Street Revenue)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	Helm Canal E/O Peach					86,000 440,000	d Remove constriction at the Dry Creek crossing and the hump at the Helm Canal with sewer project. c Coordinate with sewer project. (General Street Revenue)
	<u>Bullard Avenue Improvements</u>						
	Armstrong to Temperance					15,000 150,000	d Overlay street. c (General Street Revenue)
74072	Peach to Villa	30,000 275,000	d c				Overlay street. (Fund Balance)
74074	Bullard at Villa Lengthen Left Turn Pocket	5,000 55,000	d c				Increase the storage area for eastbound left-turn vehicles. Coordinate w/overlay. (HSIP Funded)
	Villa to Minnewawa			33,000 325,000			Overlay street. (General Street Revenue)
	<u>Clovis Avenue Improvements</u>						
	Shaw to Pico				20,000 385,000		Reconstruct/overlay street. (General Street Revenue)
74501	Shaw to Third	50,000 1,650,000	d c				Reconstruct/overlay street. (Relinquishment Funds)
	Santa Ana to Gettysburg		16,000 130,000	d c			Install curb and gutter and paving on the east side of Clovis Avenue. (CMAQ Grant Funded)
	Alluvial to Herndon			32,000 720,000			Reconstruct/overlay street. (General Street Revenue)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
74505	Herndon to Sierra	30,000 d 280,000 c					Overlay street. (Measure C Funded)
	Nees to El Paso			18,000 d 165,000 c			Overlay street. (General Street Revenue)
	<u>Escalon Avenue Improvements</u>						
	E/O Tollhouse					10,000 d 87,000 c	Overlay street. (General Street Revenue)
	<u>Fifth Street Improvements</u>						
	Woodworth to Clovis					15,000 d 120,000 c	Overlay street. (General Street Revenue)
	<u>Fowler Avenue Improvements</u>						
	Alluvial to El Paso		15,000 d 120,000 c				Overlay street. (General Street Revenue)
	Vartikian to Escalon					21,000 d 77,000 c	Overlay street. (General Street Revenue)
	Barstow to Shaw					25,000 d 250,000 c	Overlay street. (General Street Revenue)
	Gettysburg to Ashlan		33,000 d 515,000 c				Reconstruct street. (General Street Revenue)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	<u>Gettysburg Avenue Improvements</u>						
74735	E/O Minnewawa						45,000 d Reconstruct roadway. Joint project with 250,000 c Fresno County and FMFCD. (General Street Revenue)
74737	Fowler to Armstrong	35,000 d 295,000 c					Overlay street. (Fund Balance)
	Temperance to Armstrong					18,000 d 196,000 c	Overlay street. (General Street Revenue)
	Sierra Vista Pkwy to Clovis		30,000 d 290,000 c				Overlay street. Joint project with Fresno County. (General Street Revenue)
	<u>Herdon Avenue Improvements</u>						
	Fowler to Tollhouse			25,000 d 295,000 c			Thick overlay. (General Street Revenue)
	Sunnyside to Fowler			40,000 d 375,000 c			Thick overlay. (General Street Revenue)
	Villa to Peach		30,000 d 335,000 c				Overlay street. (General Street Revenue)
74178	Clovis to Fowler	160,000 d 22,000 a					Widen, install dual lefts, traffic signal, sidewalk and other improvements. (Regional Measure C Funded)
	Temperance to DeWolf				1,135,000 c		1,250,000 d Widen, install dual lefts, traffic signal, 4,000,000 a sidewalk and other improvements. 12,000,000 c (Regional Measure C Funded)

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STREET IMPROVEMENTS

ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	<u>Holland Avenue Improvements</u>						
	Winery to Willow and National Avenue Winery to Willow					24,000 d 147,000 c	Overlay streets. (General Street Revenue)
	<u>Locan Avenue Improvements</u>						
	Bullard to Browning				15,000 d 109,000 c		Thick overlay. (General Street Revenue)
	Robinwood to Barstow				10,000 d 63,000 c		Thin overlay. (General Street Revenue)
74872	Gettysburg to Alamos		25,000 d 200,000 c				Overlay street. (General Street Revenue)
74873	Gettysburg to Richert			25,000 d 187,000 c			Thin overlay. (General Street Revenue)
	<u>Minnewawa Avenue Improvements</u>						
74771	Bullard to Second	15,000 d 125,000 c					Reconstruct street. (CDBG Funded)
	Alluvial to Villa Diagonal					15,000 d 119,000 c	Thin overlay. (General Street Revenue)
	S/O Herndon				8,000 d 42,000 c		Reconstruct street. (General Street Revenue)
	Powers to Teague			15,000 d 120,000 c			Thick overlay. (General Street Revenue)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	Needs to Teague				40,000 d 365,000 c		Overlay street. (General Street Revenue)
74772	Alluvial to Nees	38,000 d 289,000 c					Overlay and Pulverize-in-place. (Fund Balance and Measure C Funded)
	Barstow to Bullard					35,000 d 275,000 c	d Thin overlay. c (General Street Revenue)
74776	Barstow to Shaw	30,000 d 275,000 c					Thin overlay. (Measure C Funded)
	<u>Miramonte School Area</u>						
	Bellaire - Claremont to Fowler				55,000 d		Reconstruct/overlay streets. (General Street Revenue)
	Hampton - West of Purdue				450,000 c		
	Buckingham - Claremont to Purdue						
	Miami - North of Bellaire						
	Fordham - North of Bellaire						
	Miramonte - North of Bellaire						
	Purdue - Bellaire to Buckingham						
	<u>Needs Avenue Improvements</u>						
	Willow to Peach		24,000 d 394,000 c				Widen and reconstruct street. (General Street Revenue)
	Magnolia to Temperance					15,000 d 120,000 c	d Thin overlay. c (General Street Revenue)
74792	Stanford to Fowler	25,000 d 250,000 c					Thin overlay. (Measure C Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	<u>Peach Avenue Improvements</u>						
	HWY 168 to Sierra				50,000 d 409,000 c		Street reconstruction and widening, curb and gutter, wheelchair ramp, and paving. (Street Fee Reimbursement)
	Shepherd to Powers		10,000 d 85,000 c				Thin overlay. (General Street Revenue)
	Powers to Teague			13,000 d 116,000 c			Thin overlay. (General Street Revenue)
74809	Alluvial to Teague	35,000 d 750,000 c					Reconstruct street. (RSTP Grant Funded)
74729	Ashlan to Dakota		18,000 d 175,000 c				Overlay east side of street. (General Street Revenue)
	<u>Pollasky Avenue Improvements</u>						
	Third to Sierra					19,000 d 161,000 c	Overlay street. Coordinate with water main construction. (General Street Revenue)
	<u>Santa Ana Avenue Improvements</u>						
	Clovis to DeWitt				34,000 d 25,000 a 343,000 c		Reconstruct roadway. (General Street Revenue)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	<u>Shaw Avenue Improvements</u>						
74787	Shaw Avenue Improvement Hwy 168 to Armstrong	50,000					Construct and/or install streetscape improvements along Shaw Avenue. (CCDA Reimbursement - State Grant)
	Willow to Helm					20,000	d Thick overlay.
	Helm to Peach		55,000			209,000	c (General Street Revenue)
			704,000				Reconstruct street. (General Street Revenue)
74789	Peach to Minnewawa	25,000					Reconstruct/overlay street. (RSTP Grant Funded)
	Clovis to Sunnyside		55,000				Thick overlay. (General Street Revenue)
	Sunnyside to Fowler			70,000			Overlay street. (General Street Revenue)
				675,000			Thick overlay. (Measure C Funded)
74844	Armstrong to Temperance		55,000				Thin overlay. (General Street Revenue)
	Temperance to Carson			25,000			Thin overlay. (General Street Revenue)
				225,000			
	Carson to Locan					35,000	d Overlay and pulverize-in-place.
						350,000	c (General Street Revenue)
	Locan to DeWolf						Construct 6-lane divided expressway, traffic signal, curb and gutter, and other improvements. (Regional Measure C Funded)
						1,315,000	c

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION	
	DeWolf to McCall				840,000	d	Construct 6-lane divided expressway, a traffic signal, curb and gutter, and other improvements. (Regional Measure C Funded)	
	<u>Sierra Avenue Improvements</u>							
	Villa to Clovis				30,000	d	Thin overlay. (General Street Revenue)	
					342,000	c		
74893	Armstrong to Temperance	45,000	d				Reconstruct street. (Measure C Funded)	
		525,000	c					
74881	Armstrong to Fowler	35,000	d				Overlay & widen street. (Fund Balance and Development Fees)	
		425,000	c					
	<u>Sunnyside Avenue Improvements</u>							
	First to Third					18,000	d	Thin overlay.
						155,000	c	(General Street Revenue)
	Highway 168 to Alluvial			15,000		d	Reconstruct street. (General Street Revenue)	
				159,000		c		
	Herndon to Highway 168					10,000	d	Reconstruct street.
						125,000	c	(General Street Revenue)
	Los Altos to Herndon					12,000	d	Reconstruct street.
						167,000	c	(General Street Revenue)
	Bullard to Jefferson			18,000		d	Thick overlay. (General Street Revenue)	
				232,000		c		

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
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Temperance Avenue Improvements

Barstow to Shaw					55,000 d		Overlay street. (General Street Revenue)
Bullard to Barstow		48,000 d	475,000 c				Overlay street. (General Street Revenue)
Bullard to Herndon		125,000 d		750,000 c			Construct outside travel lane on east side of Temperance, including curb & gutter. Coordinate with center travel lane reconstruction. Overlay S/O Sierra to Bullard. (RSTP Grant Funded, Regional Measure C and Street Fee Reimbursement)

Enterprise Canal to Nees

					220,000 d		Widen to 4-lane divided expressway, traffic signal and other improvements. (Regional Measure C Funded)
					220,000 a		
					1,073,000 c		

Shepherd to Nees

					228,000 d		Widen to 4-lane divided expressway, traffic signal and other improvements. (Regional Measure C Funded)
					186,000 a		
					1,353,000 c		

Third Street Improvements

74286 Hughes to Tollhouse

					25,000 d		Replace curb & gutter. Coordinate with installation of water main. (Highway 168 Relinquishment Funds)
					400,000 c		

Tollhouse Improvements

Herndon to 300' E/O Burgan

					18,000 d		Thick overlay. (General Street Revenue)
					160,000 c		

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	Fowler to 300' E/O Burgan				20,000 d 220,000 c		Thick overlay. (General Street Revenue)
	Herndon to Temperance		13,000 d 138,000 c				Thick overlay. (General Street Revenue)
	<u>Villa Avenue Improvements</u>						
	Bullard to Barstow		25,000 d 245,000 c				Thin overlay. (General Street Revenue)
	Herndon to Minnewawa					15,000 d 143,000 c	Thin overlay. (General Street Revenue)
	Shaw to Barstow		40,000 d 390,000 c				Reconstruct/overlay street. (Measure C Funds)
	Gettysburg to Swift		18,000 d 145,000 c				Reconstruct street. (General Street Revenue)
	<u>Willow Avenue Improvements</u>						
	Sierra to Herndon			28,000 d 267,000 c			Thin overlay. (General Street Revenue)
	North of Alluvial			111,000 d	209,000 a 379,000 c		Complete outside travel lane north of Alluvial. (Regional Measure C Funded)
	Shepherd to Copper				625,000 d	1,500,000 a 4,100,000 c	Construct additional northbound lanes, a traffic signal, and other improvements. c (Regional Measure C Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	<u>Local Streets</u>						
74995	Local Street Improvements	50,000 d	Overlay various streets in local				
	Various Streets	500,000 c	neighborhoods as programmed through the				
	Cape Seal Program						Pavement Management System (PMS) -
	Rehabilitation Program						per separate document.
							(Measure C Funds and Fund Balance)
74996	Cherry Lane - 2nd to 4th	20,000 d					Reconstruct street.
	2nd Street - Minnewawa to Oxford	130,000 c					(CDBG Funded)
	TOTAL - STREET IMPROVEMENTS	<u>10,152,000</u>	<u>10,890,000</u>	<u>13,298,000</u>	<u>13,199,000</u>	<u>45,500,000</u>	

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WATER CAPITAL PROJECTS - ENTERPRISE FUND

ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 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 50,000	d Replace steel water main that is in poor condition. Coordinate with sewer project.
76575	Barstow Avenue Brookhaven to Sunnyside					15,000 125,000	d Upgrade to 18 inch main in accordance with the Water Master Plan.
76450	Gettysburg Avenue Minnewawa to Clovis					25,000 240,000	d Install 12 inch main in accordance with the Water Master Plan. Coordinate with street improvements.
76508	Third Street Sunnyside to Pollasky				45,000 450,000 50,000		d Install 18 inch main in accordance with the Water Master Plan.
<u>SURFACE WATER TREATMENT PLANT ENHANCEMENTS</u>							
	Quick-Dry Filter Beds		25,000				d Install drying beds at the surface water treatment facility to accelerate sludge drying.

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WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2009-10	2010-11.	2011-12	2012-13	2013-14 or Later	DESCRIPTION
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SURFACE WATER SUPPLY

Rotary Park	Pump, Motor, Electrical and Piping						
			25,000 d				25,000 d Install pump, motor, electrical facilities and 225,000 c purple piping to provide surface water for park irrigation from Dry Creek.
Cottonwood Park & Dry Creek Trail	Pump, Motor, Electrical and Piping		25,000 d 225,000 c				Install pump, motor, electrical facilities and purple piping to provide surface water for irrigation from Basin 7C at Alluvial and Clovis Avenues.
76615 Railroad Park (Peach/Alluvial)	Pump, Motor, Electrical and Piping	30,000 d 350,000 c					Extend purple piping from Cottonwood to Peach/Alluvial Park.
<u>WELL SITE IMPROVEMENTS</u>							
77572 Well 14 - Peach N/O Sierra	GAC	45,000 d 550,000 c					Install GAC facilities. (DBCP Settlement Fund)
77511 Well 7	Villa N/O Barstow	40,000 d 400,000 c					Convert engine from natural gas to an electric motor to comply with emissions standards. Replacement transformer may be necessary.

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WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 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		1,515,000	1,207,500	473,500	645,000	812,500	

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
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EXTENSIONS

76010	Miscellaneous Extensions	50,000	50,000	100,000	100,000	100,000	Install water mains and services at various locations.
76184	Needs Tie-In Clovis to 500' East					50,000	Connect existing 12 inch water main in c Needs and install fire hydrant, check valve and air release valves.

WATER STORAGE FACILITIES

67729	Water Revenue Bond Debt Service Principal	1,390,000	1,440,000	1,495,000	1,555,000	33,895,000	Debt Service Principal.
67201	Bond Handling Charges	10,000	10,000	10,000	10,000	10,000	Handling Charges
67829	Interest & Handling Charges	1,853,000	1,804,000	1,753,000	1,694,000	14,788,000	Debt Service Interest.

**Water Storage Reservoir #2
Villa N/O Barstow**

25,000 d Install a 500 GPM pump station to boost
450,000 c water pressure during peak hour demands.
Install 18 inch water main in Villa to Bullard
Avenue per Water Master Plan.

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
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SURFACE WATER TREATMENT PLANT IMPROVEMENTS

77531	SWTP Process Addition		15,000 d	25,000 d	25,000 d	1,975,000 c	Add treatment process to alleviate taste and odor concerns based on pilot testing.
77537	Locan Transmission Main Needs to Bullard	200,000 c	200,000 c				Install 42" main from Bullard to Hwy 168 and 24" main from Hwy 168 to Needs. Reimbursement in accordance with the approved Reimbursable Agreement. Remaining reimbursement is \$400,000.
77538	Needs Transmission Main Locan to DeWolf			150,000 c	150,000 c	800,000 c	Install 24" main from Locan to Harlan Ranch. Reimbursement in accordance with the approved Reimbursable Agreement. Remaining reimbursement is \$1,100,000.

SWTP Expansion

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

WELL IMPROVEMENTS

77605 Landscape Improvements

Well 29, 31, 36, 38, 42 and Reservoir 4

125,000 c Install water service, backflow devices, irrigation valves and landscaping at Reservoir 4, Well 29, 31, 36, 38 and 42.

77587 Well 34 - Teague/Willow

Auxiliary Power

10,000 d
85,000 c

Install auxiliary power.

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	2009-10	2010-11	2011-12	2012-13	2013-14 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					7,500 125,000	d Drill and develop well. c
	Pump and Motor					15,000 285,000	d Install pump and motor, water main and site c improvements.
	Chlorination					13,500 60,000	d Install chlorination facilities. c
	Auxiliary Power					15,400 122,400	d Install auxiliary power. c
77680	Well 39 - Willow/Magill Pump and Motor					15,000 285,000	d Install pump and motor, water main and site c improvements.
	Chlorination					13,500 60,000	d Install chlorination facilities. c
	Southeast Area Well Drill and Develop					7,500 125,000	d Drill and develop well. c
	Pump and Motor					15,000 285,000	d Install pump and motor, water main and site c improvements.
	Chlorination					13,500 60,000	d Install chlorination facilities. c

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
	Well at Armstrong/ Hwy 168					
					7,500 d 125,000 c	Drill and develop well.
					15,000 d 285,000 c	Pump and Motor Install pump and motor, water main and site improvements.
					13,500 d 60,000 c	Chlorination Facilities Install chlorination facilities.
<u>WATER MAINS</u>						
77750	Water Interlie - North					
	50,000 d	950,000 c				Willow - Shepherd to Behymer Install a 24 inch water main and flow meter and tie into City of Fresno's water system to increase the security and reliability of the water supply.
Barstow Avenue						
					8,000 d 125,000 c	Peach to Minnewawa Upgrade to 12 inch main including valves in accordance with the Water Master Plan.
Villa Avenue						
76635					7,500 d 75,000 c	Barstow to Ninth Install 12 inch main in accordance with the Water Master Plan.
Heritage Avenue						
					15,000 d 160,000 c	E/O Temperance Install 8 inch water main and services. (Reimbursement from property owners)
Enterprise Avenue						
					15,000 d 160,000 c	W/O Locan Install 8 inch water main and services. (Reimbursement from property owners)
Saginaw Avenue						
					15,000 d 159,000 c	W/O DeWolf Install 8 inch water main and services. (Reimbursement from property owners)

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
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77090 Various Well Site Development

1.	Test Hole	15,000 d 35,000 c	15,000 d 35,000 c	15,000 d 35,000 c	15,000 d 35,000 c	20,000 d 45,000 c	Drill test hole.
2.	Land Banking					130,000 a	Land acquisition of acceptable sites.
3.	Well Construction					20,000 d 300,000 c	Construct well.
4.	Construct Chlorination Facilities					13,500 d 60,000 c	Construct chlorination unit and building.
5.	Auxiliary Power					15,400 d 122,400 c	Install generator.

TOTAL - WATER CAPITAL PROJECTS - DEVELOPER		3,698,000	4,614,000	3,583,000	3,584,000	59,385,100	
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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

ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 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)
81185	Landfill Monitoring	100,000					c Construction of new monitoring wells to monitor gas activity. (Refuse Enterprise Fund)
81170	Landfill Electric Power Distribution System					50,000 150,000	d Extension of electrical power facilities to the separation process area, and entrance gate at Auberry Road. Coordinate with landfill cell and scale construction. (Refuse Enterprise Fund)
81180	Landfill Wireless Link					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 Acquire approximately 1.5 acres of right-of-way and widen street for left turn lane d way and widen street for left turn lane c eastbound with storage for two solid waste trucks. (Refuse Enterprise Fund)

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

REFUSE IMPROVEMENTS - ENTERPRISE FUND

ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
99500	Landfill Access Road Pave Bridge Access Road						10,000 d Pave access road with asphalt concrete 65,000 c from bridge approach to landfill property line. (Refuse Enterprise Fund)
	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					93,000 c	Dirt extraction and stockpiling of the unlined portion of the landfill. (Refuse Enterprise Fund)
	Clovis Landfill Liner a) Liner System (Stage I)					100,000 d 2,500,000 c	Landfill expansion as needed for City growth. (Refuse Enterprise Fund)

a = acquisition, c = construction, d = design, f = development fees.

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

REFUSE IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
b) Liner System (Stage II)					300,000	d Landfill expansion as needed for City 3,000,000 c growth. Expansion estimated to occur in 2025 - 2026. (Refuse Enterprise Funds)
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	2,793,000	0	0	0	15,822,500	

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

CLOVIS COMMUNITY DEVELOPMENT AGENCY

44100 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 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. (2008 Tax Allocation Bonds)
74174	Herndon Avenue Sidewalk West of Sunnyside	7,500 d 70,000 c					Construct sidewalk west of Sunnyside, on the south side of Herndon Avenue. (2008 Tax Allocation Bonds)
TOTAL - COMMUNITY DEVELOPMENT		577,500	200,000	200,000	200,000	200,000	

44700 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
80170	Affordable Housing Project Herndon Area	200,000	100,000	100,000	100,000	100,000	Site preparation for new self-help homes. (Tax Increment)
TOTAL - AFFORDABLE HOUSING HERNDON PROJECT AREA		200,000	100,000	100,000	100,000	100,000	

46500 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
GENERAL ADMINISTRATION							
80060	Clovis Avenue Corridor Plan Implementation	500,000	100,000	100,000	100,000	100,000	Agency participation in improvements along Clovis Avenue/Railroad Corridor including parking, signs and street improvements. (2008 Tax Allocation Bonds)

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

CLOVIS COMMUNITY DEVELOPMENT AGENCY

71364 Old Town Tree Rejuvenation 18,000 d
 Clovis Avenue - Fourth to Fifth 95,000 c
 Rebuild tree wells on west side of Clovis Avenue. Add tree lights and new irrigation. (Tax Increment)

TOTAL - GENERAL ADMINISTRATION	613,000	100,000	100,000	100,000	100,000
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ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
AFFORDABLE HOUSING - CENTRAL PROJECT AREA							
67836	Interest	24,000	25,000	26,000	27,000	31,000	Accrued Interest - Hotchkiss Terrace
80090	New Home Lots	250,000	100,000	100,000	100,000	100,000	Purchase residential lots for affordable housing.(CDBG)
80100	Home Repair Loans	408,000	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	42,000	42,000	42,000	42,000	Home improvement and repair grants for senior citizens in mobile home parks. (CDBG)
80120	New Home Construction	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. (Hotchkiss) (2008 Tax Allocation Bonds)
80180	World Changers-Home Impr	74,000	70,000	70,000	70,000	70,000	Home improvement and repair. (Tax Increment)

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

CLOVIS COMMUNITY DEVELOPMENT AGENCY

48000 ACCT	PROJECT LOCATION	2009-10	2010-11	2011-12	2012-13	2013-14 or Later	DESCRIPTION
80190	City College Project House	181,000	180,000	180,000	180,000	180,000	Construction of homes in partnership with the Fresno City College Building Trades Program. (Tax Increment)
80195	Rialto Rancho Subdivision	25,000 d					Tract Map improvement plans for the Rialto Rancho subdivision. (Tax Increment)
80220	Sierra/Fwy 168 Property	35,000 d					Tract Map improvement plans for the subdivision. Prepare tentative map. (Tax Increment)
80205	Nees/Clovis Subdivision Southeast Corner	25,000 d					Tract Map improvement plans for the subdivision. Prepare tentative map. (Tax Increment)
80215	Sunnyside Subdivision South of Nees	40,000 d					Tract Map improvement plans for the subdivision. Prepare tentative map. (Tax Increment)
80210	Ashlan/Fowler Subdivision Infrastructure	40,000 d 450,000 c					Construction of site/civil improvements for the Ashlan/Fowler subdivision. (2008 Tab Allocation Bonds)
TOTAL - AFFORDABLE HOUSING							
CENTRAL PROJECT AREA		<u>2,024,000</u>	<u>697,000</u>	<u>698,000</u>	<u>699,000</u>	<u>703,000</u>	
GRAND TOTAL - CLOVIS COMMUNITY DEVELOPMENT AGENCY		<u>3,414,500</u>	<u>1,097,000</u>	<u>1,098,000</u>	<u>1,099,000</u>	<u>1,103,000</u>	

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

GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS

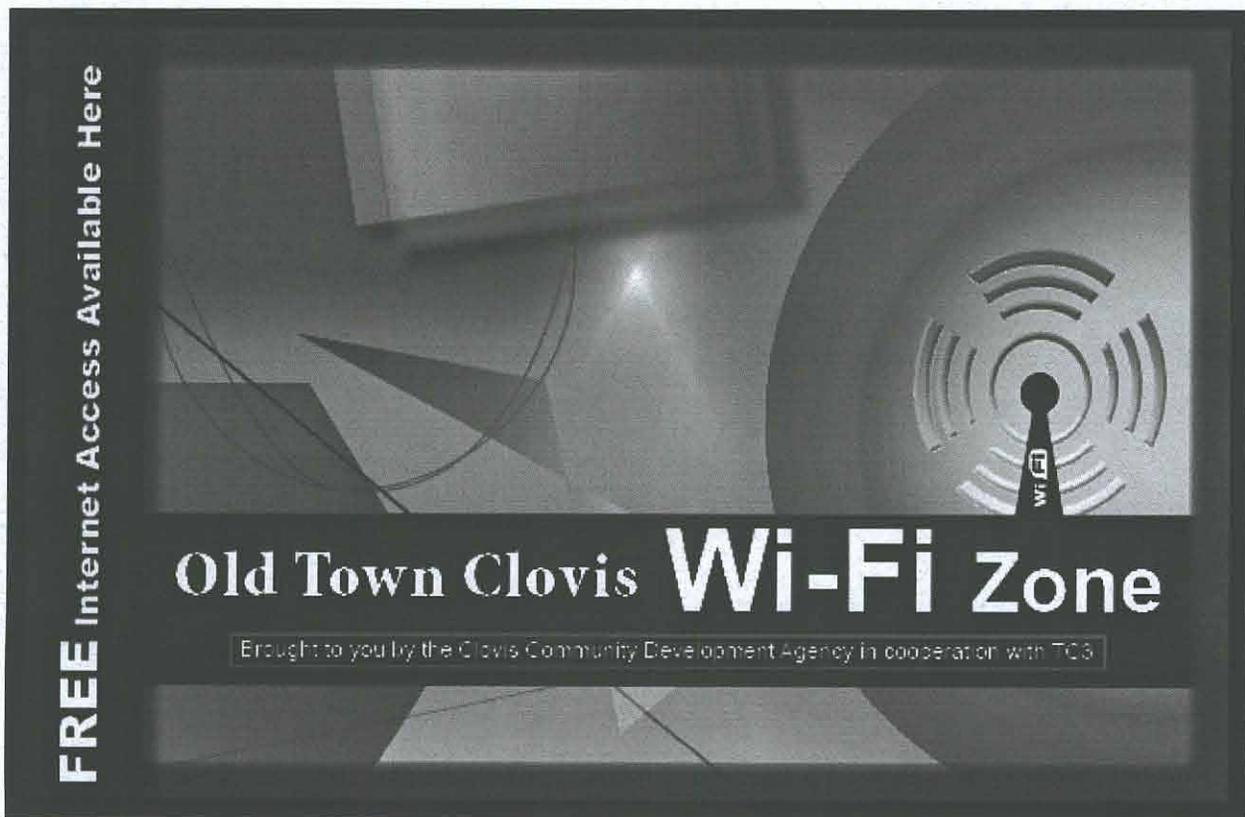
a	Property Acquisition	CMAQ	Congestion Mitigation and Air Quality Program. A federal source of funding under "SAFETEA-LU" for projects that reduce air pollution emissions caused by transportation activities through increased efficiency of transportation systems.
c	Construction		
d	Design		
f	Development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

GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS, CONT.

LTF	Local Transportation Fund. A state funding source for street and transit projects- Article 3 is for bicycle and pedestrian facilities, Article 8 is for street construction.	SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users. A federal act that authorizes the Federal surface transportation programs for highways, highway safety, and transit.
MH	Manhole	RSTP	Regional Surface Transportation Program
MCC	Motor Control Center	STP	Surface Transportation Program. A federal source of funding under "SAFETEA-LU" for street construction and reconstruction activities.
MGD	Million Gallons per Day	Streetscape	The visual elements of a street that defines its character, include building façade, landscaping, sidewalks, street furniture, signs, lighting, etc.
NFPA	National Fire Protection Association	ST-WRF	Sewage Treatment and Water Reuse Facility
PCI	Pavement Condition Index	TE	Transportation Enhancement Activity. A federal source of funding under "SAFETEA-LU" for enhancement of transportation facilities through beautification or restoration of historic facilities.
PD	Police Department	UGOH	Underground Overhead. The undergrounding of overhead facilities such as electric, phone and cable.
PDS	Planning and Development Services Department	VCP	Vitrified Clay Pipe. A pipe material used for sewer main construction.
PMS	Pavement Management System. A computer-based pavement management and inventory system, which helps staff, identify street project priorities.		
PVC	Polyvinyl Chloride. A pipe material used for sewer and water main construction.		
REMOVE	Reduce Motor Vehicle Emissions. A state source of funding for projects that reduce motor vehicle emissions.		
R&T Park	Research and Technology Park		
RTU	Remote Terminal Unit		

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 City Information Services Division (IS) in conjunction with the Clovis Community Development Agency and the TC3 Committee has provided the Old Town Clovis area with a free Wi-Fi system. Customers can now browse for antiques, other treasures, and the World Wide Web when they visit Old Town.

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.

Harry Armstrong, Mayor
harrya@cityofclovis.com

José Flores, Mayor Pro Tem
Josef@cityofclovis.com

Lynne Ashbeck, Council Member
lynnea@cityofclovis.com

Nathan Magsig, Council Member
nathanm@cityofclovis.com

Bob Whalen, Council Member
bobw@cityofclovis.com

FRESNO COUNTY BOARD OF SUPERVISORS

(District #5)
Debbie Poochigian, Supervisor
Room 301, Hall of Records
2281 Tulare Street
Fresno, CA 93721-2198
(559) 488-3665

(District #2)
Susan Anderson, Supervisor
Room 301, Hall of Records
2281 Tulare Street
Fresno, CA 93721-2198
(559) 488-3542

STATE

ASSEMBLY MEMBER

(29th District)
Michael N. Villines
6245 N. First Street, Suite 106
Fresno, CA 93710
(559) 446-2029

SENATOR

(14th District)
Dave Cogdill
4974 E. Clinton Way, Suite 100
Fresno, CA 93727
(559) 253-7122

UNITED STATES

REPRESENTATIVE

(21st District)
Devin Nunes
264 Clovis Avenue, #206
Clovis, CA 93612
(559) 323-5235

SENATORS

(District Offices)
Barbara Boxer
2500 Tulare St., Ste. 5290
Fresno, CA 93721
(559) 497-5109

Dianne Feinstein
2500 Tulare St., Ste. 4290
Fresno, CA 93721
(559) 485-7430

FREQUENTLY CALLED NUMBERS (Area Code 559)

Emergency	911	Utility Billing	324-2130
City Hall Information	324-2000	Personnel Job Line	324-2733

CITY OF CLOVIS DEPARTMENTS (Area Code 559)

Administration	324-2060	Community Services	324-2750
Animal Control Officer	324-2450	Fire (Information)	324-2200
Building Inspection	324-2390	General Services	324-2060
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	2000	70,746
	1960	5,546	365,945	2001	70,834	823,900
	1970	22,133	413,329	2002	72,808	826,550
	1980	33,021	514,621	2003	75,977	841,400
	1990	49,300	667,490	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
	1999	68,807	793,805	2009	95,128	942,298

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	70.0	31.0	47.7	1.02
February	74.0	32.0	51.5	2.43
March	81.0	34.0	56.0	0.24
April	98.0	38.0	62.0	0.72
May	103.0	45.0	70.3	0.30
June	110.0	54.0	79.1	0.00
July	112.0	61.0	83.8	0.01
August	107.0	61.0	84.1	0.00
September	106.0	55.0	77.9	0.00
October	96.0	40.0	67.1	0.23
November	81.0	37.0	57.4	1.37
December	58.0	31.0	44.9	1.09
YEAR	112.0	31.0	71.5	7.41

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

AREA (SQUARE MILES)

Year	City of Clovis	Year	City of Clovis
1950	1.05	1999	16.93
1960	2.88	2000	17.28
1970	4.22	2001	17.67
1980	9.02	2002	18.40
1990	14.34	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
1998	16.06	2008	23.14

Source: City of Clovis

RETAIL SALES INFORMATION

2007 RETAIL SALES (In Thousands of Dollars)	<u>Type of Business</u>	<u>City of Clovis</u>	<u>Fresno County</u>
	Apparel	39,196	352,805
	General Merchandise	332,681	1,488,544
	Specialty Stores	-	-
	Food Stores	90,972	626,272
	Eating & Drinking Places	125,709	932,692
	Home Furnishings & Appliances	15,269	284,990
	Bldg. Materials & Farm Implements	131,396	780,790
	Auto Dealers & Auto Supplies	297,573	1,870,690
	Service Stations	67,271	905,961
	Other Retail Stores	<u>127,200</u>	<u>1,533,367</u>
	Retail Stores Total	1,227,267	8,776,111
	All Other Outlets	<u>149,635</u>	<u>3,104,133</u>
	TOTAL ALL OUTLETS	<u><u>1,376,902</u></u>	<u><u>12,308,257</u></u>

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	1999	860,498
	1980	165,377	3,131,515	2000	930,608	8,472,055
	1989	382,518	5,141,372	2001	987,182	8,592,575
	1990	448,565	5,739,359	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
	1998	753,424	7,089,166	2007	1,376,902	12,308,257

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	1999
	1980	13,357	2000	25,494
	1988	17,705	2001	26,315
	1989	18,585	2002	27,404
	1990	19,379	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
	1998	24,533	2008	34,780

Source: City of Clovis, County of Fresno

NEW DWELLING UNITS AUTHORIZED	<u>Year</u>	<u>City of Clovis</u>		<u>Total</u>
		<u>Single</u>	<u>Multiple</u>	
	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
	2008	408	116	524

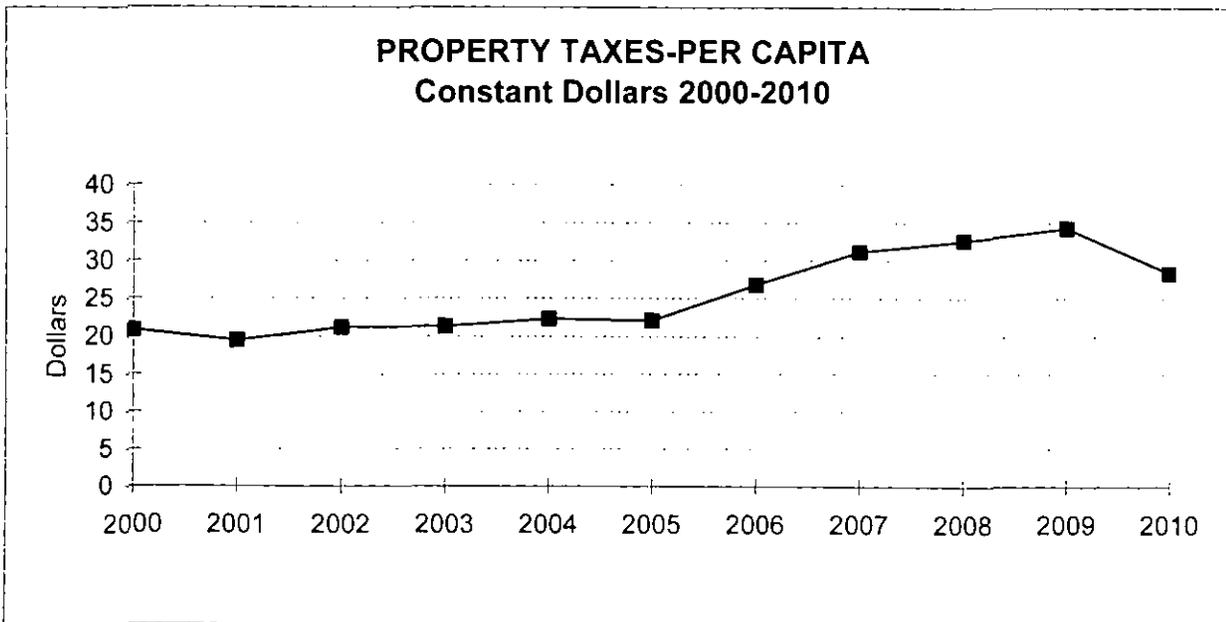
Source: City of Clovis

BUILDING PERMITS --- VALUATIONS	<u>Year</u>	<u>City of Clovis</u>
		1994
	1995	103,860,000
	1996	85,895,000
	1997	68,558,000
	1998	93,043,000
	1999	109,919,000
	2000	116,031,000
	2001	218,682,000
	2002	274,932,000
	2003	424,038,000
	2004	475,212,000
	2005	413,927,000
	2006	381,429,000
	2007	275,057,000
	2008	208,250,000

Source: City of Clovis

REVENUE BY CATEGORY GENERAL FUND PROPERTY TAXES

	<u>AMOUNT RECEIVED</u>	<u>% OF TOTAL REVENUE</u>	<u>PER CAPITA</u>	<u>PER CAPITA (ADJUSTED FOR INFLATION)</u>
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	10,162,991	18.45%	107.80	32.67
2008-09 (EST)	10,798,000	20.17%	113.57	34.31
2009-10 (EST)	8,989,000	18.02%	93.85	28.35

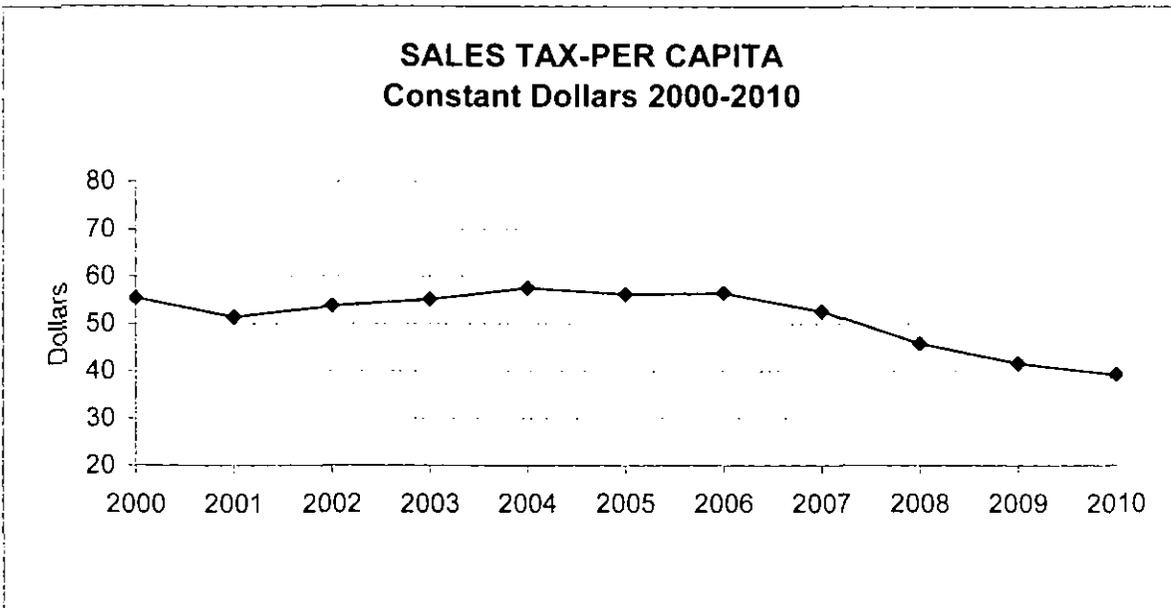


REVENUE BY CATEGORY

GENERAL FUND

SALES TAX

	<u>AMOUNT RECEIVED</u>	<u>% OF TOTAL REVENUE</u>	<u>PER CAPITA</u>	<u>PER CAPITA (ADJUSTED FOR INFLATION)</u>
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	14,266,969	25.90%	151.33	45.86
2008-09 (EST)	13,111,000	24.50%	137.90	41.66
2009-10 (EST)	12,455,000	24.97%	130.04	39.29



**CITY OF CLOVIS
PRINCIPAL EMPLOYERS
JUNE 30, 2008**

<u>Employer</u>	<u>Approximate Number of Employees</u>
Clovis Unified School District	5,100
Pelco	2,044
Clovis Community Hospital	900
City of Clovis	799
Target	460
Wal-Mart	323
Alorica	350
A T & T	300
Savemart	288
Costco	230

GLOSSARY

Abbreviations used in the Five-Year Capital Improvement Program.

ADA - Americans with Disabilities Act. A Federal Act requiring accessibility for the disabled to all facilities.

Admin & Overhead Expenditures - Indirect departmental expenses such as administration, building operations and maintenance, office supplies, computer services, depreciation, etc.

Apparatus Bay - The section of a fire station where the fire engine and other mobile equipment are kept.

Appropriation - A legal authorization granted by a legislative body to make expenditures and to incur obligations for a specific purpose.

Assessed Value - The value placed on property by the County Assessor. Special assessment amounts levied against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Balanced Budget - The financial position where available resources meet or exceed expenditures.

Benefits - Payment to which participants may be entitled under a pension plan including pension benefits, death benefits, and benefits due on termination of employment.

Budget - A major expense control device used to monitor expenses. A governmental budget generally carries the force of law when spending limits are established in a legally adopted budget.

CAFR (Comprehensive Annual Financial Report) - The annual financial statements for the City of Clovis. Feature components include a Balance Sheet, an Income Statement, and a Statement of Cash Flows.

Community Investment Program (CIP) - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs.

Capital Improvements - Permanent improvements that add value to land (e.g., fences, retaining walls, sidewalks, pavements, gutters, water and sewer lines, and bridges).

Capital Outlay - Expenditures resulting in the acquisition of or additions to the government's fixed assets.

CCDA - Clovis Community Developmental Agency. An agency whose activities are directed toward economically developing the area encompassed by the government and providing assistance to, and opportunity for, economically disadvantaged people and business.

CDBG - Community Development Block Grant. A source of federal funding for improvements in low-income or blighted areas.

CFF - Clovis Fire Fighters Association

Consumer Price Index - An index measuring the change in the cost of typical wage-earner purchases of goods and services expressed as a percentage change in the cost of these same goods and services in some base period.

Contingency - An event that is of possible but uncertain occurrence.

CPOA - Clovis Police Officers Association

CPWEA - Clovis Public Works Employee Association

CUSD - Clovis Unified School District

Current Resources - Sources of funds that are received in the current period.

DBCP - Dibromochloropropane pesticide used in the past by farmers for Nematodes. Has now been found in the groundwater.

Debt Service - The interest and principal payments on long-term debt.

Department - A major administrative division of government.

Depreciation - The portion of the cost of plant assets that is deducted from revenue for asset services used in the operations of the business.

Designated Fund Balance - Segregation of a portion of fund balance to indicate plans for future use.

Discretionary Funds - Those funds that are not specifically restricted to their uses and over which the Council has complete control.

Economic Base - The source of jobs and revenue.

Encumbrances - Commitments related to unperformed contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities but represent the estimated amount of expenditures ultimately to result if contracts in process are completed.

Extra Help - Cost of employees of the government who are hired on a temporary or substitute basis.

Fiscal Year - A 12-month period to which the annual operating budget applies and for which a government determines its financial position and the results of its operations.

Five-Year Forecast - A projection of operating position for a five-year period.

FMFCD - Fresno Metropolitan Flood Control District

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities, and residual equities or balances and changes therein are recorded and segregated to carry out specific activities or attain certain objectives in accordance with special regulation, restrictions, or limitations.

Fund Balance - The difference between fund assets and fund liabilities of governmental and similar trust funds.

GAAP - Generally Accepted Accounting Principles

General Obligation Debt - A long-term debt that has been approved by the voters and for which a property tax rate may be assessed.

General Plan - A plan that provides the guidelines under which development can occur.

HCD - The Department of Housing and Community Development is California's principal housing agency. The mission is to provide leadership, policies and programs to expand and preserve safe and affordable housing opportunities and promote strong communities for all Californians.

Hardscape - Landscaping such as patios, sidewalks, and paths.

Industrial Park - An area designated for industrial production and service.

LIS - Land Information System

LMD - Landscape Maintenance District

Nondiscretionary Funds - Those funds that are specifically restricted as to their use and may not be utilized for other purposes.

Objectives - Something to which effort is directed: an aim or end of action.

Old Town - The restored business sector of downtown Clovis.

Operating Budget - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and services delivery activities of a government are controlled.

Preemption Devices - A system to allow public safety vehicles to activate traffic signals.

Public Facilities - Something that is built, installed, or established by a government for the use of its citizens.

Public Hearing - A forum where citizens of a government have the opportunity to be heard, present, and listen to argument on a specific matter.

Reserved Fund Balance - The portion of fund balance that is (1) not available for appropriation or expenditure and/or (2) is segregated legally for a specific future use.

Reappropriation - Expenditures that were not expected to occur over more than one fiscal year but in fact do occur in the following fiscal year and were not included in the current budget.

Recommended Budget - The budget presented to the Council by the City Manager.

Regional Wastewater Treatment Facility - The sewage treatment facility owned by the cities of Clovis and Fresno.

Resolution - A formal expression of an opinion, will, or intent voted by the City Council.

Special Assessment District Debt - The face value of special assessment bonds not due within one year when the government is primarily obligated for repayment of the bonds.

Special Assessment Debt With Governmental Commitment - The face value of special assessment bonds not due within one year when the government is secondarily obligated for repayment of the bonds.

STWRF - Sewage Treatment and Water Reuse facility. The sewage and water reuse facility owned by the City. Completion of facility and its related components is expected in 2009-2010.

Streetscape - The visual elements of a street that defines its character, including building façade, landscaping, sidewalks, street furniture, signs, lighting, etc.

Training - Training provided for employees either in the department or by an educational institute.

Transfers - The movement of resources between funds.

Unreserved Fund Balance - Those portions of fund balance that are not appropriated for expenditure or are legally segregated for specific future use.

Working Capital - The excess of current assets over current liabilities.