



**Report of
Citizens' Summit
March 29, 2010**

Final Report- June 7, 2010

Executive Summary

The Citizens' Summit is held bi-annually and hosted by the Clovis City Council to engage citizens in the strategic planning and goal setting process. This process is utilized by the City Council to identify and inform the priorities and direction for programs, projects, and spending to address the most important issues facing the city to assure positive outcomes for the entire community.

The process involves three steps: Identifying the most important assets that make the community what it is today; Describing the assets that are most desired to preserve and strengthen for the future success of the community; and Setting forth an action agenda to move the community towards that destination.

There were 76 participants at the Summit held on March 29, 2010. More than 200 citizens and community stakeholders (from business, community service, schools, other agencies) were invited by the City Council to attend the Summit and it was also open to the general public to attend and participate. Participants were randomly assigned to form small groups at tables ranging in size from 4 to 8 persons. These groups were asked a series of questions and invited to discuss and list their responses, and in some cases asked to prioritize those responses. Responses were reported to all participants after each exercise.

The Mayor welcomed everyone and introduced the Summit; the City Council rotated among the tables to meet and discuss issues directly with citizens. The City Manager facilitated the workshop and provided a brief discussion about the purpose, the exercises to be completed, and kicked off the workshop with a discussion about the "new fiscal realities." Citizen knowledge of the city's new fiscal realities were tested with a 10-question trivia quiz which summarized key financial challenges and consequences resulting from the economic recession and reduced funding for city services and are found in Section I.

Total responses were collected at the conclusion of the Summit and sorted by topic. Collective responses identifying community assets listed by total percent received/actual number are found in Section II. Collective responses to current city goals are found in Section III. Collective responses to building an action agenda are found in Section IV. Personal messages from citizens to the Mayor and City Council were listed in their entirety in Section V. The City's vision, mission and guiding principles are found in Section VI. Recommendations for revising the City's current goals are found in Section VII. A quick summary and highlights of the 2010-2011 annual city budget are found in Section VIII.

Details of how the action agenda is aligned with the City's goals are discussed in more details in the Introduction Section of the annual budget which may be viewed on the city's website at www.cityofclovis.com.

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Section I

STRATEGIC PLANNING PROCESS

**STARTS WITH
FISCAL REALITIES**

2010 - NEW FISCAL REALITIES TRIVIA QUIZ

<i>Correct Answer</i>	<i>TRIVIA QUESTION</i>	<i>My Answer</i>	<i>Team Answer</i>
\$12 million	<p>1 Since 2007 City services have felt the impact of the economic recession. The reduced level of services of the General Fund operations (public safety, streets, parks, recreation/senior services) in 2010 will cost \$51 million. How much additional money would it take today to restore services to pre-2007 levels?</p>		
463	<p>2 In 2007 City services for a population of 92,300 were performed by 550 employees. How many employees perform City services in 2010 for a population of 95,100?</p>		
96 (1.0/1,000 Population)	<p>3 In 2007 there were 116 sworn police officers (1.26/1,000) to cover safety services in the city. How many sworn police officers are there in 2010?</p>		
57 (0.6/1,000 Population)	<p>4 In 2007 there were 69 sworn firefighters (0.74/1,000) to cover emergency services in the city. How many sworn firefighters are there in 2010?</p>		
2014	<p>5 Property taxes represent about 60% of discretionary revenue for the General Fund and have been especially hit hard by the recession. In 2010 property taxes collected are \$15.9 million. What is the earliest year that property tax collection is expected to recover to an amount equal to that collected pre-2007?</p>		

2015

6 Sales taxes represent about 36% of discretionary revenue for the General Fund and have also been hit hard by the recession. In 2010 sales taxes collected are \$12.1 million. What is the earliest year that sales tax collection is expected to recover to an amount equal to that collected pre-2007?

26 acres

7 About one half of the city parks and median landscape maintenance lies in older areas and is supported by the General Fund which has been hard hit by the recession. The other one half in newer areas is supported by Landscape Maintenance District assessments paid by property owners. To accomplish a satisfactory level of maintenance for these General Fund areas the service target is 10 acres/worker and was standard pre-2007. In 2010, how many acres does each worker maintain?

63% Sr. Center
76% Rec. Center

8 In 2007 the City served over 7,400 people at the Clovis Senior Center and over 11,000 at the Clovis Recreation Center. The City struggled to keep the doors open at each location with donations and volunteers but had to reduce funding by what percentages in 2010?

5.7%

9 City employees agreed to 4.4% wage and benefit concessions in 2008-09. How much in wage and benefit concessions were agreed to in the current year?

1 month

10 The Emergency Reserve of the General Fund currently has enough money (\$4.1 million) for the City's general operation for how many months?

Section II

Clovis Today

- Q1 - What do you like best about living in Clovis?
- Q2 - What are the best things about our Community that we need to preserve and strengthen for the future?
- Q3 - What concerns do you have about how the new fiscal realities are affecting the Quality of Life in our Community today?

What do you like best about living in Clovis?

Q1

MAJOR THEMES

Sense of Community/History/Identity/Pride – Small town feeling/Friendly – Atmosphere/Way of Life -Old Town ambiance/Events/”WOW” factor	28% / (97)
Safe Community/ Low Crime – Feeling Safe – A place where law is enforced	19% / (67)
Well planned growth – Good parks and trails/Bike friendly – Housing choices – Full service/Everything you need is here – Lack of congestion – Transit option	15% / (54)
Caliber of School District - Educational Opportunities in Community – CUSD/City Relationship	14% / (50)
Well maintained community – Attractive – Clean – High standards for public utilities service	9% / (31)
Senior Center – Senior Services	9% / (30)

What are the best things about our Community that we need to preserve and strengthen for the future?

Q2

MAJOR THEMES

Maintain a sense of community/Pride and spirit – Preserve Old Town/History – Keep and grow more special and community events – Keep core values/Traditions	22% / 74
Maintain quality Public Safety services – Keep high standards and enforcement – Keep quick response times	17% / 56
High quality education/CUSD and others – Keep good relationship/partnership between city and school district	12% / 40
Support senior center and recreation center – Need activities and services for youth and seniors	12% / 39
Support business – Assist business incubation – Be business friendly – Add more retail/quality commercial – Increase jobs for residents – Support Chamber/BOOT	9% / 31
Maintain fiscal responsibility of government – Keep efficiency in governance - Use community as partners to solve problems	9% / 29
Keep controlled growth/planned community – Keep family friendly parks and trails	9% / 29

What concerns do you have about how new fiscal realities are affecting the Quality of Life in our Community?

Q3

MAJOR THEMES

Reductions to Public Safety – Longer response times – Increase in crime/Early jail release problems – Less services	19% / 61
Reduction to Senior and Recreation Centers – Loss of elder programs and youth after school/summer/PAL activities – Will we lose special events?	19% / 60
Decline in overall community appearance/loss of code enforcement – Decline in quality of parks and landscape – Loss of landscape materials/investment hard to replace	16% / 52
Unfair distribution of taxes/fees – Sending too much \$\$ to Wash DC/Sacramento – Burden of increased cost of services – Cuts to education - State budget deficit	16% / 51
Loss of business friendly climate from increase of fees/taxes/joblessness – Too many empty storefronts – Limited employment – Continued economic decline	12% / 39
Loss of community image for taking care of our own – Falling behind in technology – Competition for \$\$ amongst city services/loss of employees/lower morale – Worried about compromises – Need for more volunteers	10% / 32
Reductions to street maintenance and infrastructure and quality for future – Unfair distribution of service fees	8% / 26

Section III

Clovis 2010-2015 Our Goals

- Q4 - Are all of these goals important? Why or why not? Should anything be added or deleted?
- Q5 - What are the key opportunities and/or challenges that you see to achieving these goals?

CITY GOALS

2010-2015

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

**Are all of these goals important?
Why or why not? Should
anything be added or deleted?**

Q4

MAJOR THEMES

G1	Good statement/strong asset; Essential for preserving quality of life; Identify growth areas; Design for long term; Keep current; Protect property rights/values; Sustain vision over time; New retail ideas; Work closely with CUSD
G2	Most important goal; Helps sustain and grow the city; Reputation for high quality operation of Police ties in with CUSD attention to rules; Police/Fire are primary and most effective service we have; Maintain services based on funding and economic conditions; Will services keep pace with city growth and hotels?
G3	Very important priority; Means that city must be on cutting edge in economic development strategies; Need broader commercial tax base/provide incentives to bring jobs; Future of city depends on this; Challenges are cost of fees, taxes, incentives, qualified employees; Grow local business first; Upgrade technology and transportation infrastructure; Partner with community college; City staff works well with business and needs to be available with information and positive attitude; Delete reference to global market – less important to citizens

**Are all of these goals important?
Why or why not? Should
anything be added or deleted?**

Q4

MORE MAJOR THEMES

G4	Support employment centers to attract high paying jobs; Buy local; Balance new growth with existing; Everyone pays fair share; Grow within existing boundaries/infill; Increase volunteerism; Maintain development fees; Create maintenance districts; Maintain what you build; Reduce frequency of garbage pickup; Be prudent with reserves/plan for hard times/longer range thinking; Examine all options to increase revenue; Accountability/transparency
G5	Build community where everyone (families and singles) can live, work and play; Support great schools; Provide housing options; Expand community events; Heritage/cultural traditions should be at forefront of decisions; Good planning for safe/healthy living; Support amenities-shopping, restaurants, healthcare, parks, trails, recreation for all ages
G6	Clovis Way of Life is our identity - very important; Build reputation for business friendly community; Keep Clovis strong/Keep \$\$ in Clovis; Build innovative infrastructure; Regional leadership should be separate goal - less important to citizens
G7	Reach out and develop community leaders; Use technology tools like web to communicate; Involvement = Results; Informed citizens = engaged citizens; Develop shared sense of citizen responsibility; Create youth council and involve; Citizens willing to attend workshops like Summit; Promote volunteerism; Invite citizens to sign-up for problem solving committees; Neighborhoods should have more involvement
G8	Not a top priority for citizens but could be a goal

What are the key opportunities and / or challenges that you see to achieving these goals?

Q5

MAJOR THEMES

<p>G1</p>	<p>OP - Evaluate planned growth with consideration for development outside of city; communicate changes to land uses; use technology to better communicate issues; cooperation in planning with other agencies for urban growth</p> <p>CHAL - Funding; quality of community leaders; state mandates</p>
<p>G2</p>	<p>OP – Generate \$\$ with new jobs, shop local, business attraction, manufacturing, community involvement; Budget crisis creates more efficient organization-united we stand/divided we fall; sense of security attracts residents/business; Re-evaluate delivery and cost of services</p> <p>CHAL - Economy; Try again for tax increase; State raid on \$\$; Increasing employee benefit costs; Funding/maintaining General Plan</p>
<p>G3</p>	<p>OP – Smart growth/infill; Events to draw visitors to hotels; High speed rail; Develop relationships with community partners; Marketing message about great community; More use of technology for message; Civic leaders networking throughout State; Developer/business friendly; Find opportunities others are missing; Technology infrastructure; Revisit business model for service delivery; Public/private educational facilities</p> <p>CHAL – Business attraction/retention; State imposed regulations on business; More media coverage for powerful marketing; Retain emerging workforce - our kids; Funding for healthcare is declining</p>

What are the key opportunities and / or challenges that you see to achieving these goals?

Q5

MORE MAJOR THEMES

<p>G4</p>	<p>OPS – Make developers maintain landscape for initial 5 years; Reduce amenities that cannot be sustained; Use more volunteers; Share services with other agencies-functional consolidation; Innovative business generation; Public/private partnerships; Encourage business startups</p> <p>CHAL – Prioritize services by balancing within budget; Develop incentives to attract employee centers; Get rid of “bedroom community” image/reality; Convince residents to accept changes in service; Funding; Attract more commercial; Aggressive marketing of community; State budget deficit; Cost of development fees for business too high</p>
<p>G5</p>	<p>OPS – Use of community volunteers; Expanding medical services; Promote as Gateway to Sierras; Public safety/safe environment; Be creative about problem solving; Align decisions with city goals; Development fees should contribute to overall goals of city</p> <p>CHAL – Funding; Community apathy; Expansion of recreation opportunities for all ages; Unemployment; Stick with plans/goals; Keep younger generation here; Maintaining parks; Retail leakage; Available jobs; Blight; State/Federal regulations; Size of city north of Herndon; Maintaining a safe city</p>
<p>G6</p>	<p>OPS – Balance Old Town as heart of city with Tech Park as future of city; Variety of community events creates vibrant culture; Model for water technology and supply; Regional Blueprint Planning; Partnership for San Joaquin Valley</p> <p>CHAL – Small town feel/attitude good, but need to be known; State regulations redirecting towards regional approach; Influence our neighbors rather than being an island</p>
<p>G7</p>	<p>OPS – Communicate with Community; When citizens understand problems they want to help; Use technology tools for messages/be effective; Use Block Parties/Welcome Wagon to promote awareness of community services</p> <p>CHAL – Effective communication through a variety of media; Time is constraint/can’t do everything; Loss of funding; Loss of community traditions</p>
<p>G8</p>	<p>OPS – Seek cooperation with other agencies</p> <p>CHAL – Bring fire service employees to same level of importance as police</p>

Section IV

Action Agenda

- Q6 – If you were building an agenda for the Mayor and City Council, what issues or projects would you put on the list for the next 10 years?
- Q7 – How would you propose to pay for these?

Our Agenda for the Future

Q6

IDEAS

- ✓ Maintain the status quo
- ✓ Seek public comment on service priorities/re-evaluate
- ✓ Promote LMD city wide
- ✓ Analyze benefits of contracting out for all landscape maintenance
- ✓ Deliver on existing plans for business projects (Tech Park, Mall, etc)
- ✓ Revitalize older shopping centers
- ✓ Buy/invest locally
- ✓ Restore service levels as soon as possible
- ✓ Build a solar farm
- ✓ Keep planning for future
- ✓ Build more senior housing projects
- ✓ Connect CUSD to volunteer programs
- ✓ Consider public/private partnerships
- ✓ Aggressive marketing to draw businesses
- ✓ Prevent SV Mall from becoming "Fulton Mall"
- ✓ Expand Clovis Botanical Garden and others like attractions
- ✓ Use old DMV lot for community park or promenade
- ✓ Stay current with rapidly changing technology
- ✓ Raise taxes
- ✓ Sell Fire Station #1 if not used
- ✓ Evaluate everything and implement more cost controls
- ✓ Restore Senior and Recreation Center hours/services

Our Agenda for the Future

Q6

MORE IDEAS

- ✓ Street maintenance improvements
- ✓ Prevent empty buses from driving in loops wasting fuel
- ✓ Fight for local control
- ✓ Involve citizens in service delivery
- ✓ Restructure business fees to be more competitive
- ✓ Provide business incentives to locate here
- ✓ Make process easier for startup businesses
- ✓ Build a healthier reserve fund
- ✓ Balance budgets no matter what
- ✓ Better information available to citizens, more highlights/summaries
- ✓ Remove blight/improve appearance in residential and commercial
- ✓ Stop growth
- ✓ Encourage high-end businesses that generate more taxes
- ✓ Budget restoration – does community get input?
- ✓ Need an ice rink
- ✓ Add more types of recreation
- ✓ Repair Clovis Avenue
- ✓ Reduce Shaw Avenue vacancies
- ✓ Open Fire Station #1
- ✓ Increase shopping opportunities and variety
- ✓ Know the limits of volunteerism
- ✓ Seek sponsorships for services

Our Agenda for the Future

Q6

MORE IDEAS

- ✓ Add more “hardscape” to public areas like median islands
- ✓ Fight the State on more raids of local \$\$
- ✓ Maintain community safety and services
- ✓ Be aggressive on grant writing and go for every penny
- ✓ Expand WI-FI coverage
- ✓ Be aggressive about economic development-reduce fees/offer incentives
- ✓ Customer service is job one/it's free!
- ✓ Focus on sustainability in all services/projects
- ✓ Develop a sports complex/attract visitors
- ✓ Attract high tech jobs
- ✓ Follow the General Plan
- ✓ Increase minimum wage
- ✓ Reduce gas prices
- ✓ Develop longer range plans for 30+ years
- ✓ Develop a golf course-public/private partnership
- ✓ Promote water conservation
- ✓ Eliminate pocket parks/build regional parks
- ✓ Support a financially sustainable art museum

How would you propose to pay for these?

Q7

IDEAS

- ✓ Aggressive economic development for business attraction/retention
- ✓ Develop more jobs
- ✓ Aggressive grant writing
- ✓ Seek as much ARRA \$\$ as possible
- ✓ Promote more volunteerism
- ✓ Create special districts to pay for amenities
- ✓ Prioritize services/projects and balance budget
- ✓ Create tax incentives for business development
- ✓ Create user fees to pay for costs of service
- ✓ Seek more sponsorships from service clubs
- ✓ Use more gas tax for streets rather than transit
- ✓ Create gas tax increase only for Clovis streets
- ✓ Reprioritize and take funds from one area to fund priority services
- ✓ Stop building north of Herndon
- ✓ Don't drive new business to Herndon

Section V

Messages from Citizens to the Mayor and City Council

“Dear Mayor and City Council....”

- ❖ Thank you for the opportunity to express ideas and suggestions for the future livelihood of our wonderful city of Clovis.
- ❖ We need more improvement on the roads; also, keep the Senior Center open because they have no where to go. Volunteers at the Senior Center, Patrick & Linda Pippig
- ❖ Please try to work out with the businesses if they have any issues; try to lower the vacancy on Shaw Avenue; have the same regulations as other cities. Thanks. Surinder Singh
- ❖ Raise the sales tax to 10%; raise the gas tax 25% to encourage mass transit, less pollution, less wear and tear on roads.
- ❖ Keep Clovis schools for Clovis residents only; why live in Clovis (and pay property tax) when I can live in Fresno and still benefit from schools?
- ❖ Discourage “discount”/big box retailers; you make more \$\$\$ on a \$10 item than you do on an \$8 item.
- ❖ We really need to keep the next generation here; we need entertainment, work opportunities, affordable housing with quality.
- ❖ Support projects that help sustain and grow local businesses that have played an integral role in making Clovis what it is today.
- ❖ Please find a way to keep the Senior Center open. Many of the people that use the facility need the social interaction that they find there. (Fresno’s Senior Center at Manchester provides free dance classes but I prefer to save gas and stay involved in Clovis.) Jean Lencioni
- ❖ Thanks for this opportunity. We used to maintain our ‘Way of Life’ by being aggressive at marketing, really planning ahead, and developing a long term reserve for the future.
- ❖ Direct attention to marketing the amenities of Clovis. Maintain senior support.

“Dear Mayor and City Council....”

- ❖ We need code enforcement again! We need to tap into a creative solution.
- ❖ The tradition and heritage of the City is a very important part of Clovis, thanks. Ron Dunbar, President, Clovis Rodeo Association
- ❖ Give more support to the small businesses. Make Clovis a more business friendly place so people can't leave the place.
- ❖ I would like you to consider expanding recreation activities and opportunities for your residents. The budget cuts to the Senior Center and Recreation Center were devastating and affect the overall health of your entire community. According to the California Center for Public Health Advocacy, the Central Valley is the obesity capital of California. Only 18.4% of 5th graders fell in the healthy fitness zone during state testing in 2007-2008. This is not just a responsibility of the schools, but of the city as well. By expanding rec programs, you will help combat a disease that has caused our children to be the 1st generation to have a shorter life expectancy than their parents. Obviously this costs money and being financially responsible is paramount. You can help offset this cost by partnering with local nonprofits to help reduce obesity. This extends from the younger generations to the elder, and providing rec programs and activities will promote a healthier community. Aaron Bartlett
- ❖ Thank you for abiding by your goals---you include us in what you do. Please thank all the staff for their hard work tonight and for their work throughout the year. We appreciate your service, sacrifice and dedication to your community and your citizens. I believe you will have received enough ideas tonight, thus what you need is the prayer of the citizens---that God will continue to give you wisdom and ability to lead us. God bless you and your loved ones. Together, we shall prevail. With appreciation. Vong

“Dear Mayor and City Council....”

- ❖ Please have a plan to not allow police/fire services to lose additional police officers/fire fighters. Use aggressive marketing of Clovis' business environment to companies and start-ups. Nancy Morrison
- ❖ Thank you for the outstanding job you have done for the citizens of Clovis during the past two years of fiscal crises.
- ❖ Thank you for providing the community forum. This is a great exercise in being a government “of the people.” It was very informative and gave me a better perspective on the challenges we face as a community. Great ideas were presented and I hope you were encouraged. Thanks again for your service to our city! Blessings. Cheri Risch
- ❖ Stay focused and help individuals help you.
- ❖ Keep up the good work. Vote for Bob Whalen.
- ❖ Please keep the Clovis Senior Center open. Please keep Clovis Area Recreation open.
- ❖ Please, we need Clovis Avenue repaired. Replace street lights that have been in an accident, for example, the light at Freedom School at Gettysburg and Locan. Exit gates at gated communities are difficult to leave when cars are parked so close to the curb by the gate; can it be painted a few feet so we can see to exit near Gettysburg and Locan? Have senior-sized trash cans. Thank you. Mary Ann Richardson
- ❖ Many municipalities throughout the nation have implemented “sale-lease backs” on government owned properties to generate cash for the city. Has that been a consideration for the City of Clovis? Skip Rolf
- ❖ We need to keep the funding for the Senior Center. It is vital for us that have worked all our lives and need a place to go safely to meet others of our age. The programs are vital for mental and physical well being. Also, some of our folks need that one meal to survive. Carole Rowley
- ❖ Keep up the good work. Ellie

“Dear Mayor and City Council....”

- ❖ I appreciate the opportunity to attend and participate tonight---thank you! My one message is that public safety is my #1 concern. Some ideas and thoughts for moving forward in this ‘new reality’--- use innovation to find how can we do it better, faster, cheaper; focus on the very basics; publish a way for citizens to fund special interests with donations and include specific fundraising targets to achieve certain functions; can we share administration and/or other functions with other cities, CUSD, or other entities (goal would be to maintain Clovis staffing); eliminate non-fire calls for fire department. I liked table 6 letter and table 3 volunteer ideas. Again, thank you for the opportunity to participate and voice my opinions. It’s one of the things I love about Clovis. Alison Wells
- ❖ When I was thinking of moving to the Fresno area the only thing that came to mind was Clovis and the safe community it fosters, please maintain it. A clean median I don’t care about; my safety and safety for my family I do. Tom Copeland
- ❖ Please restore the city’s fire protection services by keeping the 5th company in service full time.
- ❖ Please support the rec center for the youth. This cost is dollars up front but will save more money in the long run. Please feel free to contact Willow International Community College Center (soon to be Clovis Community College) when bringing potential new businesses to town. We’ll lay out the red carpet on what we can do to provide them with a trained work force. Deborah Ikeda
- ❖ Do not spend more than you make!! While Clovis is a way of life, you can’t be an island into yourself.
- ❖ Thank you for all that you do to preserve the ‘Clovis Way of Life’ for our kids and community---a daunting task in today’s fiscal climate! It is a privilege to work in a community that works and supports education, safety and stakeholder leadership. Best regards. Cheryl Rogers

“Dear Mayor and City Council....”

- ❖ My family moved to town because of what Clovis stands for. We are willing to pay for the Clovis Way of Life. We need to get the message out. I think it is a privilege to live and work in Clovis.
- ❖ Sustain the city---help stop urban growth! Keep up the properties we already have. Pam Winchell
- ❖ You have been doing a great job. You need to continue making cuts as we have done in our homes. Please no new taxes. We don't know how the state is going to tax us.
- ❖ Explore public-private partnerships. Create incentives for businesses to come and establish in Clovis. Get Lynne married!!!
- ❖ We have a great General Plan!! Don't let it fall to short term special interests. Dale Drozen
- ❖ These are times that require courageous leadership. I challenge you to seek out best practices and creative resources to better support our goals. There needs to be a process to help new and current citizens embrace the Clovis “culture” or Way of Life. How will you choose priorities? How will the Council get input into priorities---1 year; 10 years; 30 years?
- ❖ I personally know what a difficult time government is having currently and I know it is difficult to work with employees. However, I have confidence in all of your ability to do the necessary job to keep Clovis a way of life for all. Betsy Sandoval
- ❖ Support your public safety! Keep the standard at the highest level. Stop raising city fees. Raise taxes in such a way that does not allow the state to claim any of that money.
- ❖ Keep up the good work! We need the Senior Center.
- ❖ Balance the budget. Shrink the government. Cut taxes. Thank you very much for your service. Ryan Weaver

“Dear Mayor and City Council....”

- ❖ First of all, thank you for the community involvement that you provided this evening. I found it very rewarding to see that people are generally in the same mind set when it comes to Clovis. I myself ask that the Mayor and the City Council really think on how things are done, where the funds come from and how they are spent before you make final decisions. I have really come to enjoy Clovis and plan to spend a long time here. I would really like to see it prosper.
- ❖ Please keep Senior Center open, it helps everyone.
- ❖ Thank you for the opportunity to “brainstorm” with fellow citizens and Council Members. Hopefully as a community we can continue to work together to keep improving our City.
- ❖ There is only one way out of this mess---jobs and revenue through economic development. Make it economical to build a commercial or industrial building. Reduce business license fees to job generating and revenue generating businesses.
- ❖ I appreciate these outreach programs. They are so informative and it feels good to know that the citizens have input in what goes on in our great city.
- ❖ Please no more cuts for the Senior Center. The elderly really, really need this center! It’s our lifeline. Thank you. JoJo Goodwin
- ❖ I think you guys do a good job considering our limited funds. Keep up the good work! JoAnn Ison

Section VI

The Clovis Community

Defining Who We Are

VISION

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.

MISSION

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

GUIDING PRINCIPLES FOR ACHIEVING OUR MISSION

- Keep focus on our Mission as the community grows and in the activities we undertake
- Educate and inform the citizens and our employees of our Mission
- Mobilize citizen support for our Mission
- Believe that our Mission will happen through the actions we take
- Provide opportunities for volunteers to contribute to our Mission
- Provide adequate funding and resources to achieve our Mission
- Celebrate successes of our Mission along the way
- Focus on the very best for the entire community and withstand individual pressures to stray from our Mission.

Section VII

**MAYOR AND
CITY COUNCIL**

**LEADERSHIP
AND GOAL SETTING**

GOALS 2011-2016 AND BEYOND RECOMMENDED BY CITIZENS' SUMMIT

- 1. Provide for orderly and planned community growth consistent with the vision adopted with the General Plan and regularly seek community response.**
- 2. Make Clovis the safest City in the Valley providing quick and effective response to high priority calls for emergency services.**
- 3. Provide for cutting edge economic development strategies to grow business, jobs and to enhance the revenue base of the community; position city resources to support businesses competing in today's global market.**
- 4. Provide for a financially sustainable City as the community grows and look to the long term.**
- 5. Make Clovis a great place for all families to live healthy, work productively, learn continuously, and play actively from generation to generation.**
- 6. Provide strong and effective local leadership for the community, demonstrating a model for others; provide regional leadership and influence decision making through active participation in the big issues.**
- 7. Maintain and articulate a distinct community identity and community pride.**
- 8. Promote citizen engagement and develop a shared responsibility for community involvement.**
- 9. Maintain Clovis as a public sector employer of choice and ensure that this team advances the city Mission.**

Section VIII

NEXT STEPS:

**ANNUAL CITY BUDGET
AND
PROGRESS REPORTS**

**ALIGNING GOALS
WITH THE ACTION AGENDA**

2010-2011 ANNUAL CITY BUDGET OVERVIEW

- ✓ Investment to maintain core essential services and improve community infrastructure
- ✓ Balanced – annual expenditures allocated within annual revenues
- ✓ Includes contingency reserve for budget year and begins to rebuild emergency reserves
- ✓ Restores some public safety employee positions
- ✓ No further layoffs (but relies on smaller employee concessions)
- ✓ State Budget continues to be wild card and some redevelopment, public safety and street maintenance dollars remain at risk
- ✓ Public Hearing and Adoption June 7 and 21

2010-2011 ANNUAL CITY BUDGET RECAP

TOTAL BUDGET.....\$157.9MM

- SUB TOTAL GENERAL FUND....\$51.7MM
- SUB TOTAL PUBLIC SAFETY....\$33.0MM
- SUB TOTAL GF CONTINGENCY..\$0.5MM
- SUB TOTAL GF RESERVE (9%)...\$4.7MM
- SUB TOTAL CAPITAL.....\$28.5MM

TOTAL FT EMPLOYEES.....474

POPULATION.....96,868

SIZE.....23.14 SQ MI

TAXABLE SALES/YEAR.....\$1.23BB

ASSESSED VALUATION.....\$7.78BB

2010-2011 ANNUAL CITY BUDGET HIGHLIGHTS

- ✓ Restore 5 police/6 fire sworn positions with Federal funds
- ✓ Expand use of volunteers
- ✓ Sustain current services at Senior Center, batting range, Rotary skate park and limited, fee-based activities at Recreation Center
- ✓ Refurbish older parks/medians for water conservation and reduced maintenance cost/effort
- ✓ Aggressive \$7MM street repair/reconstruction including Clovis Avenue
- ✓ Complete landfill mining/remediation; begin new cell construction
- ✓ Utilize recycled water from purple pipe system-first full season
- ✓ Continue phases of General Plan Update
- ✓ Targeted code enforcement for Southwest neighborhood
- ✓ Targeted economic development strategies to retain/support local business and partner with real estate community to seek reduction of commercial vacancies
- ✓ Build new, affordable housing neighborhood at Ashlan/Fowler and new senior housing at Barstow/Minnewawa