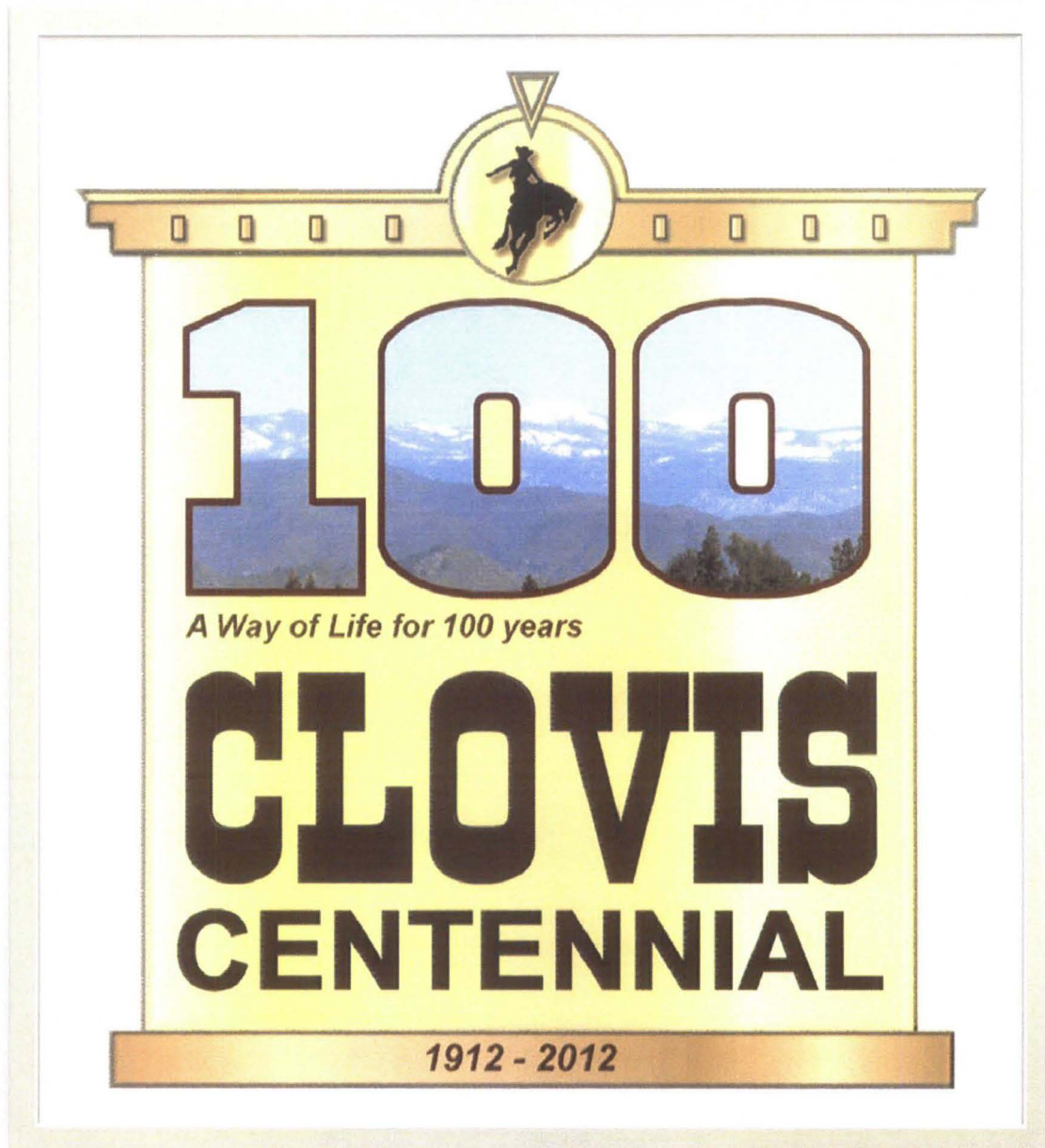


RECOMMENDED
CITY OF CLOVIS
CALIFORNIA

Annual Budget

2012 – 2013



Including Five-Year Community Investment Program

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, 2011.

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 – “100 Years of Clovis” – The Clovis Centennial Logo.

CITY OF CLOVIS



2012 - 2013 BUDGET

**Submitted to City Council
May 21, 2012**

José G. Flores
Mayor

Lynne Ashbeck
Mayor Pro-Tem

Harry Armstrong
Council Member

Nathan F. Magsig
Council Member

Robert Whalen
Council Member

HOW TO USE THIS BUDGET

This Budget document has been designed to provide the public concise and readable information about the City of Clovis. The Budget explains the services and objectives, annual spending plan for the 2012-2013 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 policies, discretionary revenues, economic outlook, basis of budgeting, budget process and calendar, budgetary controls, appropriation limitation, fund descriptions, and organizational charts.

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 2012-2013 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 2012-2013 through 2016-2017 and beyond and is also organized by activity. Projects are identified on the basis of priority need and availability of funding.

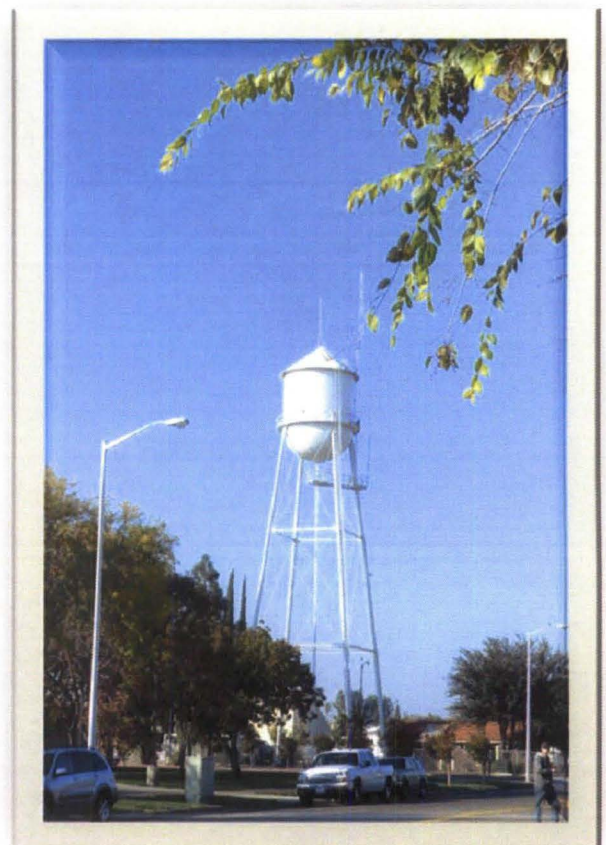
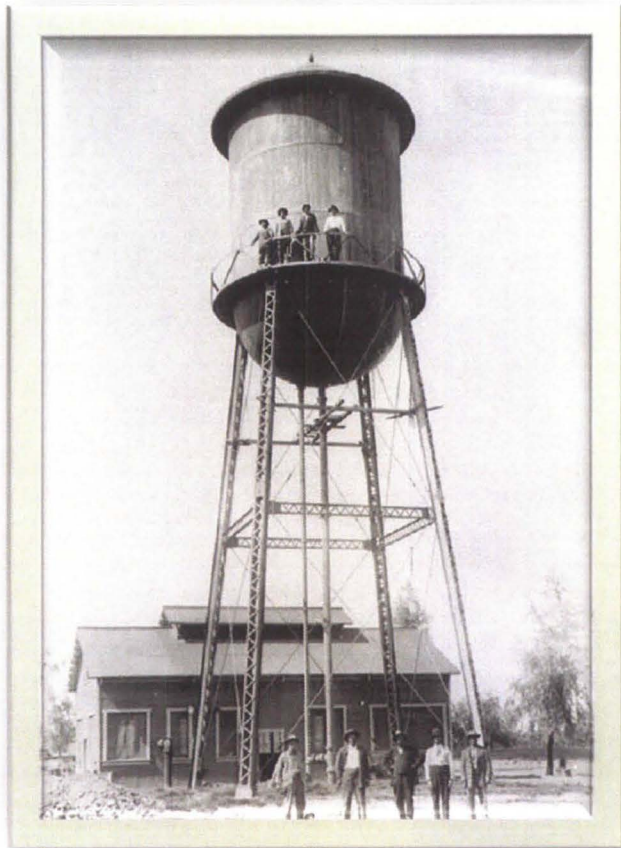
Appendix

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

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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City of Clovis Water Tower 1

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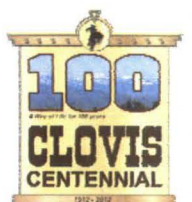
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INTRODUCTION

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 charts, and a glossary of terms used in this document.



Clovis Firefighters



INTRODUCTION



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

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

VISION, MISSION AND LONG-RANGE GOALS

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

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

This statement is intended to serve as a guide for future design of the City and its services to make sure decisions are made that will perpetuate community values and further enhance the quality of living.

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

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

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

The priority goals for Clovis 2011 - 2016 and target actions for the upcoming year are:

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

- As funding permits, continue with phases to update the General Plan to respond to community land use and planning for the next 20 years with consideration for the principles of the Regional Blueprint, state laws addressing climate change, energy and water conservation, and financial sustainability; ensure that infrastructure and service capacity are provided concurrent with the demands of growth and development. In progress.
- Seek opportunities to include policies that encourage use of “green” building practices, energy and water conservation; provide trails to link neighborhoods and village centers designed for active living. In progress.
- Stabilize and reinvigorate older neighborhoods and continue a focus on public infrastructure, code enforcement and housing improvements for Southwest Clovis. In progress.
- Seek grant funding for corridor planning to encourage a transition of the Shaw Avenue East business corridor from retail only to mixed use concepts of retail, office, hospitality, and housing. Grant awarded.
- Seek grant funding for parks and green space that would rehabilitate existing facilities, conserve water, and reduce maintenance; but suspend efforts to invest in new facilities unless funding to maintain these new facilities is available. In progress.
- Assure safe building designs and occupancies; continue to address ADA compliance issues consistent with the ADA Accessibility Transition Plan. In progress.

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

- Continue to take a diligent approach to law enforcement and a zero tolerance for criminal activity. In progress.
- Prioritize response to calls for service from sworn police officers in order to maintain target response times for high priority calls for emergency services; rely on non-sworn staff and volunteers in patrol to assist with lower priority calls and support services. In progress.
- Prepare and train six new firefighter hires to increase staffing and reopen Fire Station #1 in the Old Town district on a full-time basis by November 2010 to improve coverage and response to emergencies citywide. Accomplished.
- 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. Accomplished.
- Take a preventive approach to safety through public education utilizing community volunteers and citizen partnerships. In progress.

- Support Clovis Emergency Response Team (CERT) and continue to prepare the community for emergencies and disasters with active volunteers. In progress.
- Create a safe feeling for residents and visitors in the community. Ongoing.
- Enforce neighborhood preservation and code enforcement to preserve and maintain the integrity of neighborhoods and deter crime utilizing more non-sworn staff and volunteers in patrol. Projected in 2012-13.

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. Ongoing.
- Focus marketing efforts on business contact to develop leads for filling existing retail and office vacancies as well as new construction for business expansion. Ongoing.
- Market the small business loan program to assist existing businesses in meeting ADA and fire sprinkler code requirements. Accomplished.
- Foster development of new business parks so that sufficient inventory of shovel-ready sites is available. In progress.
- Consult with private businesses to seek views on the economy and need for assistance or problem resolution; conduct periodic business roundtable meetings with the City Council. Ongoing.
- Support businesses seeking incubation for business and job growth and facilitate growth and capacity of the workforce. Ongoing.
- Identify public and private alliances from local, state, national and international partners that can help advance the City's goals. Ongoing.
- Support and advance the Technopolis Clovis initiative to grow the community in such a way as to foster innovation and entrepreneurship for technology-based businesses that employ knowledge workers. Ongoing.

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

- Review the feasibility of establishing a Citywide Landscape Maintenance District and/or a Citywide street lighting district to improve reliability of funding for maintenance of this public investment and to remove these services from the uncertainties of General Fund support. In progress.
- Continue to review all services and seek opportunities to align fee-for-services revenue with specific services. Ongoing.
- Aggressively pursue grants to fulfill unmet service and capital needs and continue the use of community volunteers by every department. Ongoing.
- Seek opportunities for new alliances for partnerships with other public and/or private entities. Ongoing.
- Schedule periodic workshops for the City Council to examine financial conditions and review alternatives for funding of City services. Ongoing.
- Review options to ensure sustainable wages and benefits packages for employees. In progress.
- Continue to develop programs that will promote job creating opportunities within the community. Ongoing.

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

- Seek support and assistance from citizens to keep well-maintained, attractive neighborhoods. Ongoing.
- Suspend discussions of ways to provide a community and cultural arts center for a later time when the economy and local government funding recovers. Suspended.
- Continue working with local schools for educational excellence and public service partnerships. Ongoing.

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

- Influence decisions made that affect the entire region. Ongoing.
- Share best practices and good ideas with other communities. Ongoing.
- Step up to leadership positions on tough issues for the region. Ongoing.
- Embrace change and opportunities to establish new partnerships. Ongoing.

7. Maintain a distinct community identity and community pride.

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

8. Promote citizen engagement and develop a shared responsibility for community involvement.

- Promote community volunteerism and enhance community partnerships to achieve programs and amenities for residents at minimal or lesser cost. Ongoing.
- Seek alternative ways to offer information provided by the Citizens' Academy and find ways to engage more youth of the community. Ongoing.
- Communicate to residents the ways to sign up for committees and educate/involve citizens in problem solving. Ongoing.
- Continue developing electronic media opportunities. In progress.
- Provide continuous improvement and updates to the website to educate and inform citizens and explore new tools such as computer blogs and online news to reach a wide range of citizens. Ongoing.

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

- Emphasize initiative, creativity, responsible problem solving, and accountability to communicate how employees may best contribute to the future sustainability of the City. Ongoing.
- Support activities to maintain a customer service work culture and do things that matter to our citizens. Ongoing.
- Remain competitive for wages/benefits in the marketplace. Ongoing.
- Seek cost effective training methods through alliances with other agencies. In progress.
- Continuously renew succession planning strategies. Ongoing.
- Celebrate our successes. Accomplished.

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

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

MAJOR POLICIES

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

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

FINANCIAL POLICIES

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

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

that higher levels of reserves be maintained. Budgetary and purchasing controls have been instituted that ensure adherence to the adopted budget.

- The Enterprise Funds are to be fully supported by user fees and charges, and the Internal Services Funds are to be funded at appropriate levels to ensure reasonable ability to respond to unforeseen events. Annually, the City has designated a contribution of general funds to the General Government Services Fund (an Internal Service Fund) to address the building space needs for new fire stations, safety training facilities, new animal shelter, regional park facilities, business and industrial parks, upgrades and new technology for improved productivity, and major remodeling, repairs, or additions to existing facilities. However, due to budgetary constraints during this economic recession, this policy was suspended in 2007. This policy should be resumed as economic recovery occurs.
- The City will not issue long-term debt to cover current operations. The City will consider the issuance of long-term debt to purchase/build capital assets when those assets will benefit users over several years and it is determined that it is more equitable to spread the capital investment and financing costs of the asset to current and future users of the asset.
- Annually the City will have an independent audit of its financial records prepared by a certified public accountant pursuant to generally accepted auditing practices of the government finance industry and submit an annual financial report to the City Council by December 31 for the previous fiscal year.
- Fees for services provided will be charged directly to users of the services when appropriate and should cover the full cost of service delivery. Fees will be reviewed on an annual basis to ensure that the fee is appropriate for the service provided compared to actual cost or an approved cost index.
- Development impact fees will be established to ensure that new growth pays the cost of infrastructure improvements and is not a burden to existing tax payers.
- The City will invest available cash assets in a manner consistent with the safeguards and diversity that a prudent investor would adhere to with primary emphasis on preservation of principal, sufficient liquidity to cover anticipated payment outflows, and high yields consistent with the first two goals. The City's investments will be consistent with Section 53601 of the Government Code of the State of California that identifies which types of investments are eligible for investment of public funds and the maximum percentage of an investment portfolio that is allowed for any one investment.

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

KEY BUDGET OBJECTIVES

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

1. Maintain appropriate service levels for public safety, crime prevention, hazard prevention and emergency response in the community by prioritizing the most urgent demands for services and seeking alternative methods to meet lesser priority demands consistent with the need for constrained spending.
2. Plan for the future of the City and its sustainability by updating the 1993 General Plan, including updates to all service and infrastructure master plans.
3. Maintain appropriate service levels that will best promote community appearance and the environment and seek to protect the substantial public investment in streetscapes, parks, trails, and street trees consistent with the need for constrained spending.

4. Pursue an economic development strategy that will seek to reduce retail vacancies and facilitate the growth of new or expanded business and jobs that will improve the overall tax base of the City, improve the diversity of the local economy, and improve the income of residents in the community.
5. Pursue an aggressive capital investment program with current funds and supplemental funds that may be available from federal economic stimulus to provide a safe, clean, and well-maintained community for all residents and to induce increased local employment from construction contracts; complete major public facility projects and place into operation; and provide preventive maintenance as priority expenditure to avoid greater replacement costs in the future.

DISCRETIONARY VERSUS NON-DISCRETIONARY REVENUES

The distinction between these categories of revenue is especially important for the General Fund. It is the key to understanding the financing of general government operations and services. Understanding these categories of revenue makes clear how decisions that are made about funding for local government and use of these revenues can affect these core government services. With shrinking sources of revenue, the terms "discretionary" and "non-discretionary" revenues have taken on greater importance.

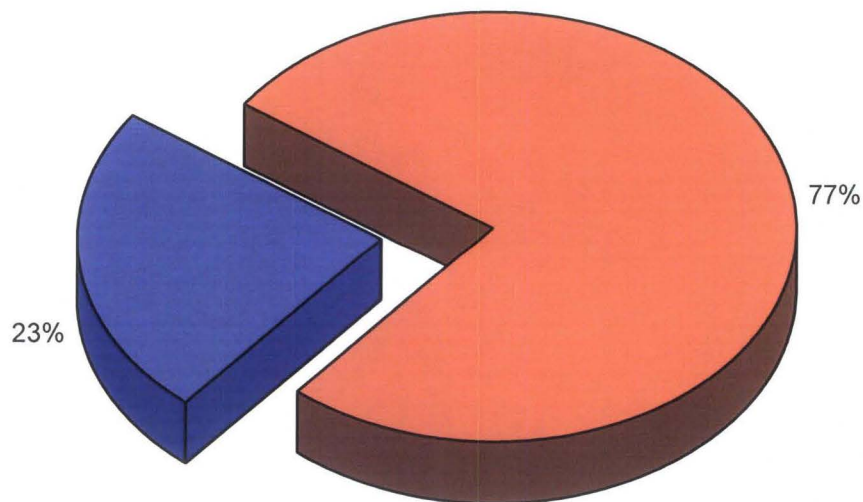
Discretionary revenues are those for which the City can determine the use, without restriction, by deciding how these funds will be expended and on which programs. Examples of discretionary revenues are property taxes, most sales taxes, and vehicle license fees, all of which may be allocated to support any lawful purpose of the City's choosing. Discretionary revenues are used to support the General Fund expenditures. The primary sources of discretionary revenues are property, sales, and certain other taxes which account for more than 99% 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 2012-2013" illustrates that only 23% of total annual revenues are discretionary with the remaining 77% non-discretionary. The City's discretionary revenues this year total \$37.8 million. The remaining \$123.2 million of revenue is non-discretionary. Of the discretionary revenues, the chart entitled "Use of Discretionary Revenues 2012-2013" shows that the City will use 87% or \$32.8 million of the total \$37.8 million of discretionary funds for public safety.

SUMMARY OF DISCRETIONARY AND NONDISCRETIONARY REVENUES 2012-2013

| | <u>Discretionary</u> | <u>Non Discretionary</u> | <u>Total</u> |
|-------------------------------|-------------------------------|--------------------------------|--------------------------------|
| Property Taxes | 16,790,000 | 2,962,000 | 19,752,000 |
| Other Taxes | 20,880,000 | 349,000 | 21,229,000 |
| Licenses & Permits | 0 | 1,523,000 | 1,523,000 |
| Fines & Forfeitures | 0 | 172,000 | 172,000 |
| Use of Money & Property | 8,000 | 383,200 | 391,200 |
| Revenue From Other Agencies | 150,000 | 17,823,000 | 17,973,000 |
| Charges For Current Services | 0 | 92,066,600 | 92,066,600 |
| Other Revenues | 0 | 7,963,000 | 7,963,000 |
| | <hr/> | <hr/> | <hr/> |
| TOTAL CURRENT FUNDING | 37,828,000 | 123,241,800 | 161,069,800 |
| (Addition to)/Use of Reserves | <hr/> (30,400) <hr/> | <hr/> 9,078,100 <hr/> | <hr/> 9,047,700 <hr/> |
| TOTAL | <hr/> <u>37,797,600</u> <hr/> | <hr/> <u>132,319,900</u> <hr/> | <hr/> <u>170,117,500</u> <hr/> |

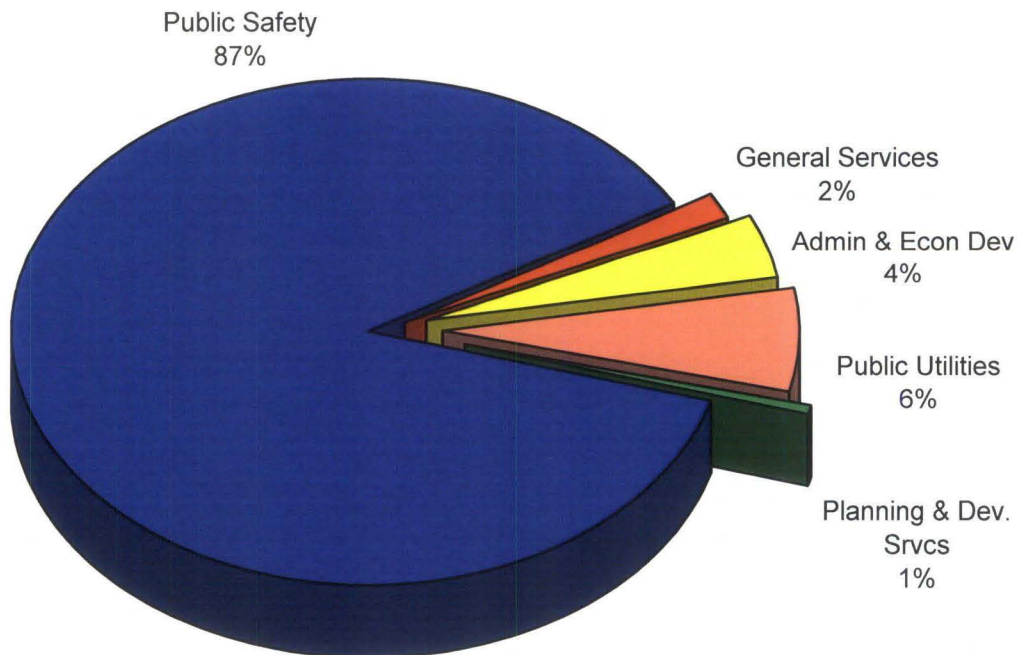


Current Funding
■ Discretionary ■ Non-Discretionary

USE OF DISCRETIONARY REVENUES

2012-2013

| Departments | Total Expenditures | Non Discretionary Revenues | Use of Discretionary Revenues |
|---------------------------------|--------------------|----------------------------|-------------------------------|
| City Council | 250,700 | 144,000 | 106,700 |
| City Clerk | 2,848,000 | 2,586,700 | 261,300 |
| City Attorney | 771,600 | 517,000 | 254,600 |
| City Manager | 1,155,500 | 436,000 | 719,500 |
| General Services | 32,740,000 | 32,039,600 | 700,400 |
| Finance | 2,367,200 | 2,155,000 | 212,200 |
| Police | 23,745,200 | 2,091,000 | 21,654,200 |
| Fire | 12,292,900 | 1,135,000 | 11,157,900 |
| Public Utilities | 58,253,100 | 55,778,000 | 2,475,100 |
| Planning & Development Services | 6,334,700 | 6,079,000 | 255,700 |
| Capital Improvements | 26,690,600 | 26,690,600 | 0 |
| Successor Agencies | 2,668,000 | 2,668,000 | 0 |
| TOTAL | 170,117,500 | 132,319,900 | 37,797,600 |



ECONOMIC OUTLOOK

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

Strategic goals of the City have been to facilitate an increase in the job base and retail sales tax base. This focus yields increased property tax base and improved household income. These efforts will continue to pay off. Clovis has also consistently been ranked in the top three cities in Fresno County in per capita sales tax revenue over the past ten years. Obviously this has been tempered by the economic recession but the effects have also been shared by communities up and down the state. Due to the present economic conditions, that performance has dropped off in recent years with more than half of the decline resulting from fewer sales of automobiles, and lower sale of construction materials. Despite the economic downturn, general retail has remained consistently high, illustrating the importance of Clovis as a strong marketing location within the region. A major element of the City's future growth will be expansion of manufacturing and technology-based jobs at existing businesses and the further development of existing and future business parks. The Central Valley Research and Technology Business Park that was sponsored by the City has been transitioned to private ownership. Phase 1 (80 acres) is partially developed with successful businesses and a private business incubator completed on 40 acres and 40 acres planned for future development. The initial \$3.6 million public investment in infrastructure has yielded more than \$29 million in private investment in business facilities at the site, resulting in more than 370 jobs. Phase 2 (80 acres) is privately held and actively marketed for development. Phase 3 (125 acres) is in the planning stages with street alignment in progress. Immediately south of the Business Park is Clovis Community Medical Center Campus, now undergoing a three-year expansion program to build additional outpatient surgical facilities, expanded emergency room, additional patient tower, additional medical and administrative offices, and new parking facilities that will generate over 1000 new medical and technical jobs.

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

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

The current economic conditions are resulting in improving performance of tax revenues that support City services but will take some time to recover to pre-recessionary levels. State and Federal budget deficits and the failure to properly manage and control these deficits create a persistent problem that will continue to have a drag on private investment in California and its regions and will impact the amount of funding available for public investment in streets, roads, and public transit. Longer term economic forecasts for the Central Valley offer positives about the opportunities for job growth particularly in alternative energy, logistics and related businesses. Continuous long term efforts to improve the diversity of types of industries, to provide for ready-to-build industrial sites, and to match or upgrade worker skill with jobs will need to remain the focus of partnerships throughout the region. These efforts provide promise for business expansion as the economy

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

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

FUND ACCOUNTING

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

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

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

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

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

BASIS OF BUDGETING

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

The basis for establishing the spending plans for the proprietary fund types, internal service funds, (employee benefits, fleet, liability, and general services), and enterprise funds (water, sewer, refuse, street cleaning, and transit) are on a full accrual basis. Expenses are recorded when the liability is incurred and revenues are recognized when the service is provided. Exceptions exist in the way the City prepares its spending plans for the enterprise funds and the way they are reported in the City's Comprehensive Annual Financial Report

(CAFR). Depreciation on assets is not shown in the spending plan, but expenditures for capital are shown at the full purchase price. The CAFR shows depreciation but not the capital expenditure, which is in accordance with generally accepted accounting principles. Available expendable resources for proprietary funds include beginning working capital, current revenues, and transfers in. Beginning working capital is defined as current assets less current liabilities, in other words, cash available to pay expenditures.

FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

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

BUDGET PROCESS

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

The budget process begins in January with special planning sessions held with the City Council and City management staff. As part of the budget process, City staff prepares a five-year forecast that analyzes the City's long-term fiscal condition. It identifies trends and issues that must be addressed early in order to ensure the City's continued financial success in meeting the service needs of the City's residents. These planning sessions are intended to identify Council goals and priorities for the upcoming year. The Departments then provide budgetary requests necessary to provide the services required to meet the Council goals. In preparing the 2012-13 budget some major General Fund revenue sources are projected to experience slight declines while others are projected to grow slightly. This provided for some stability in preparing this year's complement of services provided to the City's residents. Once the City Manager confirms the budget is structurally balanced with current resources sufficient to cover current expenditures, the Finance Department accumulates the data into a budget book representing the proposed budget that is submitted to Council.

Following adoption of the budget, it is sometimes necessary to amend the budget. The City Manager may transfer any appropriation within a specific fund not to exceed \$5,000 for appropriations and \$2,500 for reserves. Transfers exceeding these amounts require Council action. Also, the Personnel section from time to time may require an amendment should additional staffing be necessary or should the complement of staff require adjustment. These changes also require Council action.

BUDGET CALENDAR

| | |
|--|---------------------------|
| Departmental Submittal (including CIPs) | March 15, 2012 |
| City Manager Budget Review | March 15 – April 27, 2012 |
| Introduction of Recommended Budget to City Council | May 21, 2012 |
| Council Budget Review and Public Hearings | June 4, 2012 |
| Adoption of Budget | June 4, 2012 |

BUDGET CONTROL

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

APPROPRIATIONS LIMITATION

In November 1979, California voters approved a constitutional amendment that established an Appropriations Limitation for the state and local governments. In June 1990, the electorate approved Proposition 111 that amended the provisions of the constitution to provide for the adjustment of the Limitation. The formula now used to calculate the Appropriations Limit is the percentage change in California Per Capita Income (PCI) or the percentage change in valuations of non-residential construction (NRC) plus the percentage change in the City's population or the County's, whichever is greater. The State Department of Finance has provided the City with the population estimates and the Per Capita Income. The City's population increased 1.82% from 2011. The Department of Finance reports that the PCI was 3.77%. The change in non-residential construction was 2.41%. Therefore, the change in non-residential construction is used.

| | |
|--|----------------------|
| Appropriations Limitation 2011-2012 | \$159,894,127 |
| Add: Change in Population (1.82%) | <u>2,910,073</u> |
| | \$162,804,200 |
| Add: Change in NRC (2.41%) | <u>6,137,718</u> |
| Appropriations Limitation 2011-2012 | \$168,941,918 |
| Less: Proposed Expenditures Subject to Limitation in 2011-2012 | <u>39,181,951</u> |
| Amount of Unused Authorized Appropriations | <u>\$129,759,967</u> |

Over the past five years the City of Clovis' expenditures have been less than the appropriation (less than 25% of the limit) therefore it is not likely the City of Clovis will reach the Appropriations Limit in the future. It is recommended that the Council's adoption of the Budget include the establishment of the City's Appropriations Limitation for the 2012-2013 fiscal year at \$168,941,918.

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 accounted for the 20% tax increment set aside required for low and moderate housing projects and administrative programs that improved the City's affordable housing stock. Effective 1/31/12 the ongoing activities moved to the Housing Successor Fund due to the elimination of Redevelopment Agencies.

Clovis Community Development Agency Debt Service

Effective 1/31/12 this fund has been renamed to the Successor Agencies' Debt Service fund and accounts for the annual debt service payments for debt issued by the former Clovis Community Development Agency. The source of funding is Redevelopment Retirement Property Tax Trust Fund (RRPTTF)

Clovis Community Development Fund

This fund accounted for the general operations and capital improvements of the former Redevelopment Agency that were not financed in the Affordable Housing Fund. This fund no longer exists and the activities related to the wind down of the former Redevelopment Agency are now accounted for in the Successor Agency Fund.

Clovis YES Fund

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

Community Sanitation Fund

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

Employee Benefits Fund

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

Fleet Maintenance and Replacement Fund

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

General Fund

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

General Government Services Fund

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

HCD Block Grant Fund

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

Housing Successor Fund

This fund was created to continue those City managed housing projects not affected by the State's elimination of Redevelopment Agencies.

Landscape Maintenance Fund

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

Liability and Property Insurance Fund

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

Park Projects Fund

This fund accounts for the revenue, primarily from developer fees and park grants, for the purpose of park development, including acquisition of property. Also, as needed, funds are transferred from this fund to the Park Bond Debt Service Fund for payment of the annual principal and interest on the Park Bonds, which were used for park acquisition and development.

Sewer Construction-Developer Fund

This fund accounts for the revenue from developer fees from the Major Facilities Sewer charge and to account for capital improvements for major trunk sewer projects and expansion at the treatment plant.

Sewer Construction-Enterprise Fund

This fund accounts for capital expenditures for sewer main construction. Funds are transferred into the fund from the Sewer Service Fund for user-related projects and from the Developer Trust Fund as reimbursements are made for developer projects.

Sewer Service Fund

This fund is an enterprise fund that accounts for the operation and maintenance of the City's sanitary sewer system, including operating costs of the City's share of the Fresno-Clovis Wastewater Treatment Facility. The fund is self-supporting from sewer user fees.

Street Construction Fund

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

Successor Agencies Fund

This fund was established to manage the wind down of the Clovis Community Development Agency. State actions eliminated Redevelopment Agencies effective 1/31/12 and required the creation of this fund.

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.

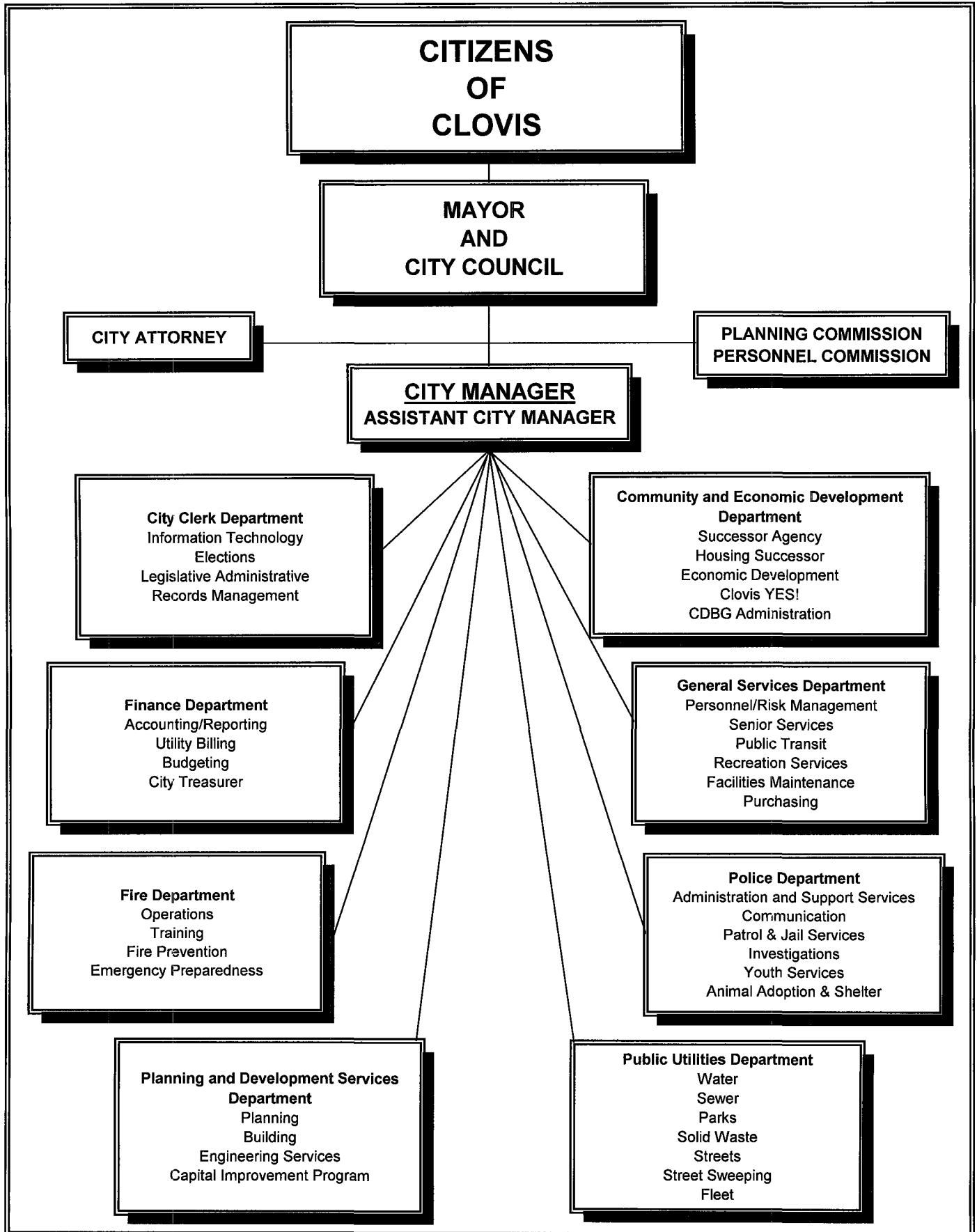
Water Construction-Enterprise Fund

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

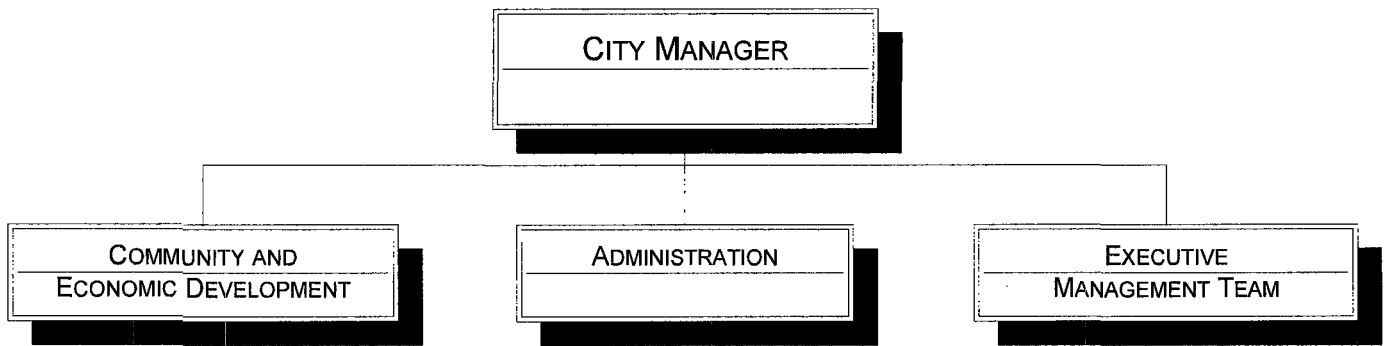
Water Service Fund

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.

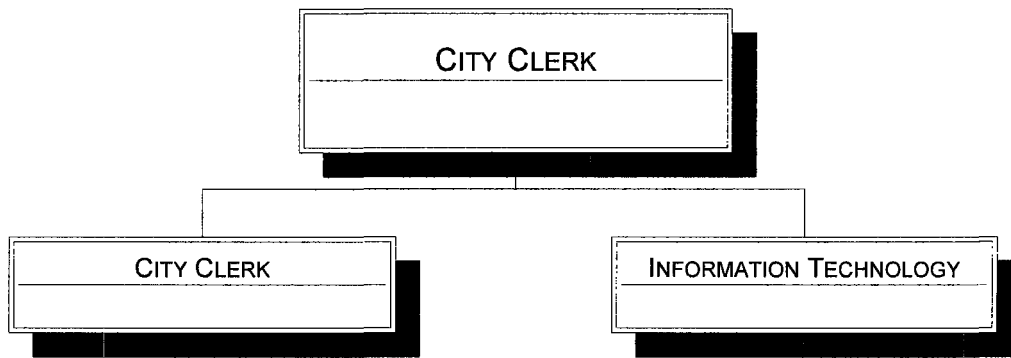
CITY OF CLOVIS ORGANIZATION CHART



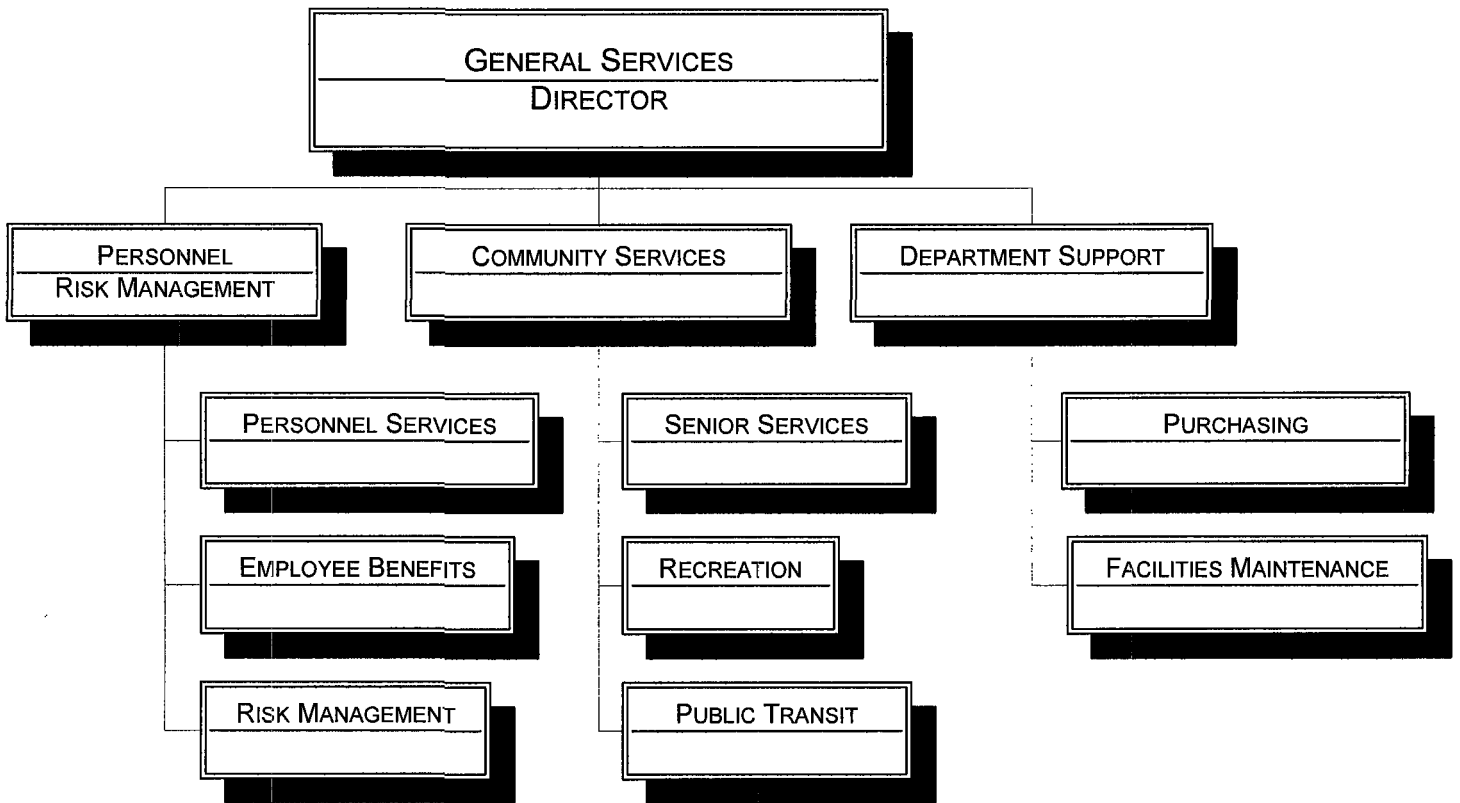
City Manager Department



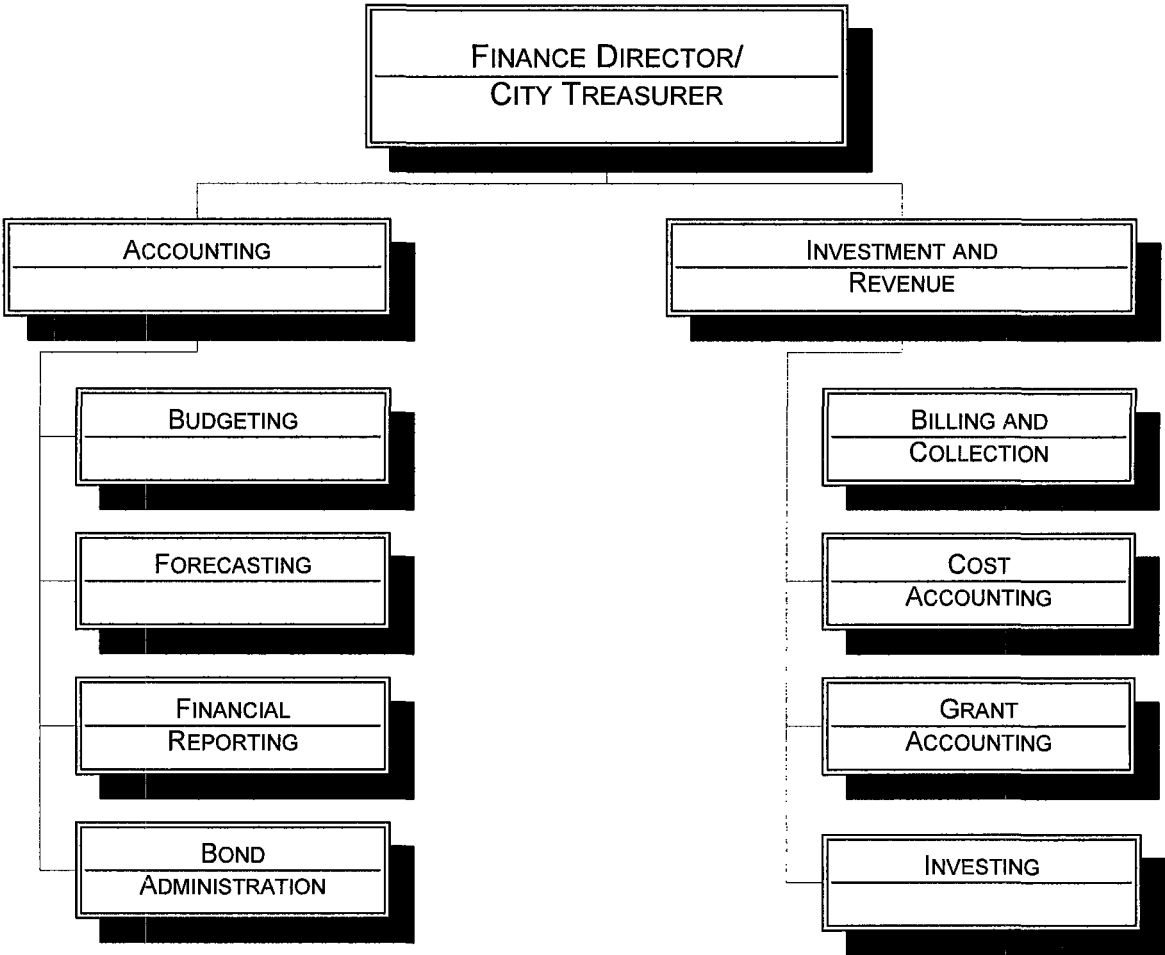
City Clerk Department



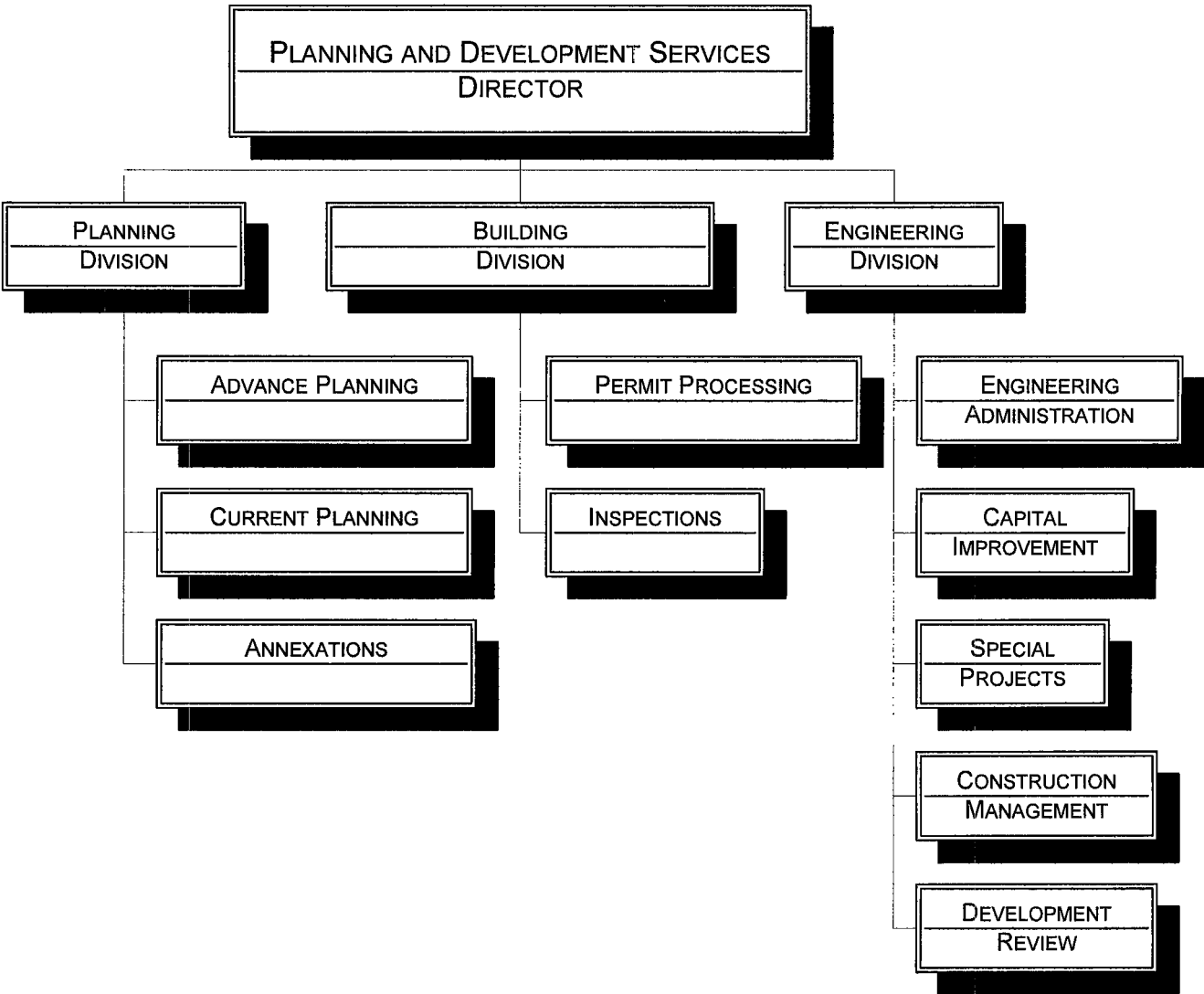
General Services Department



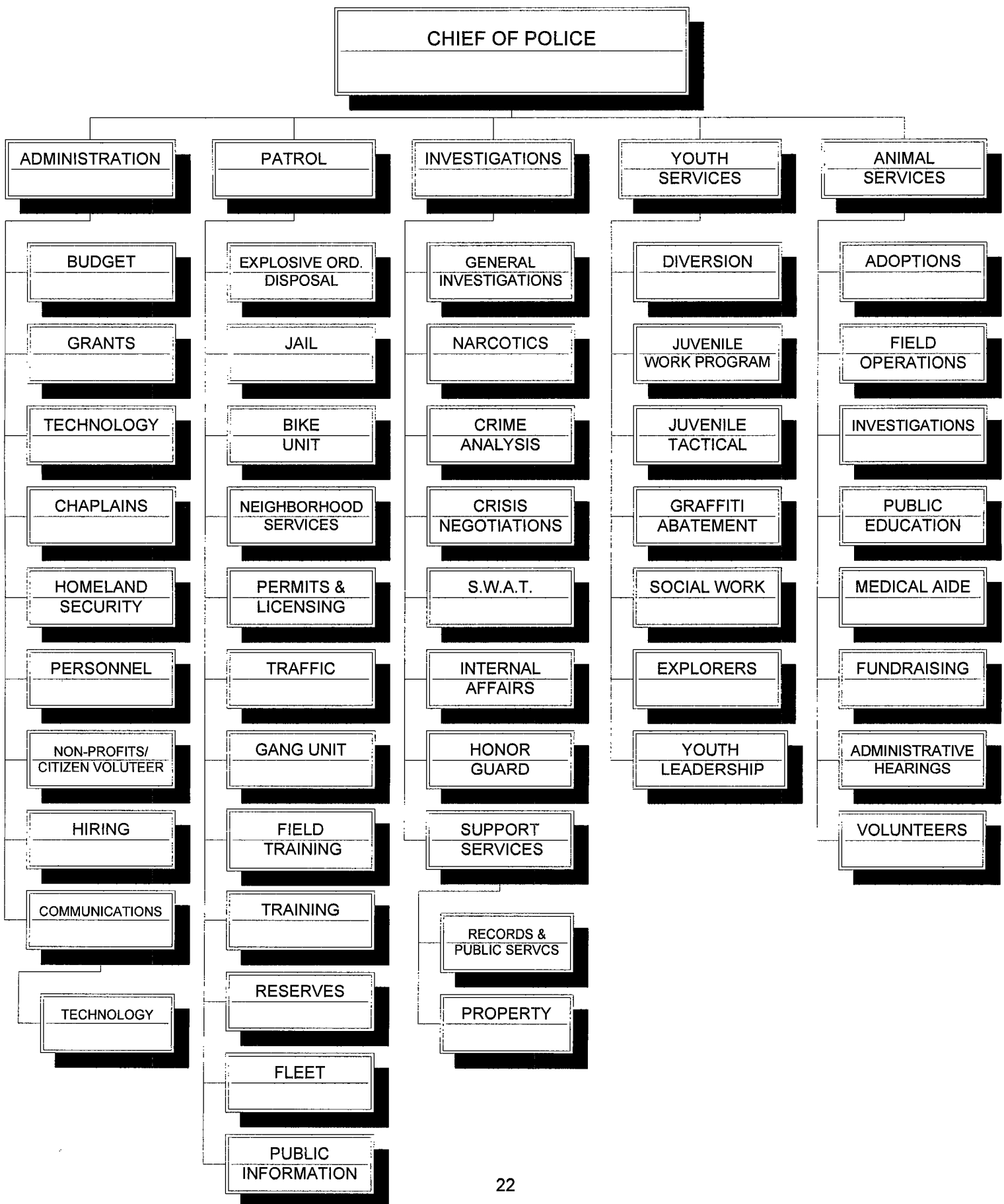
Finance Department



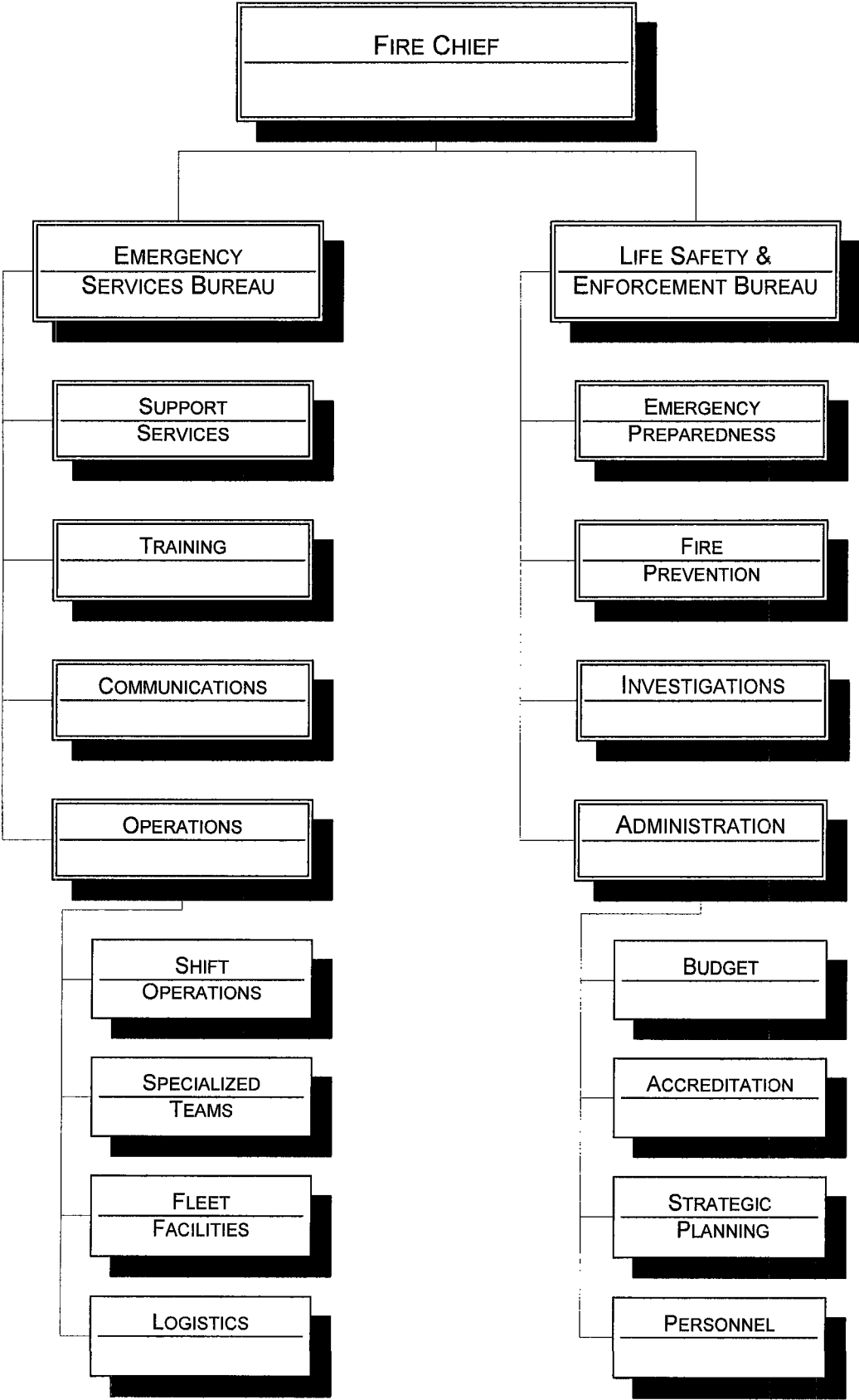
Planning and Development Services Department



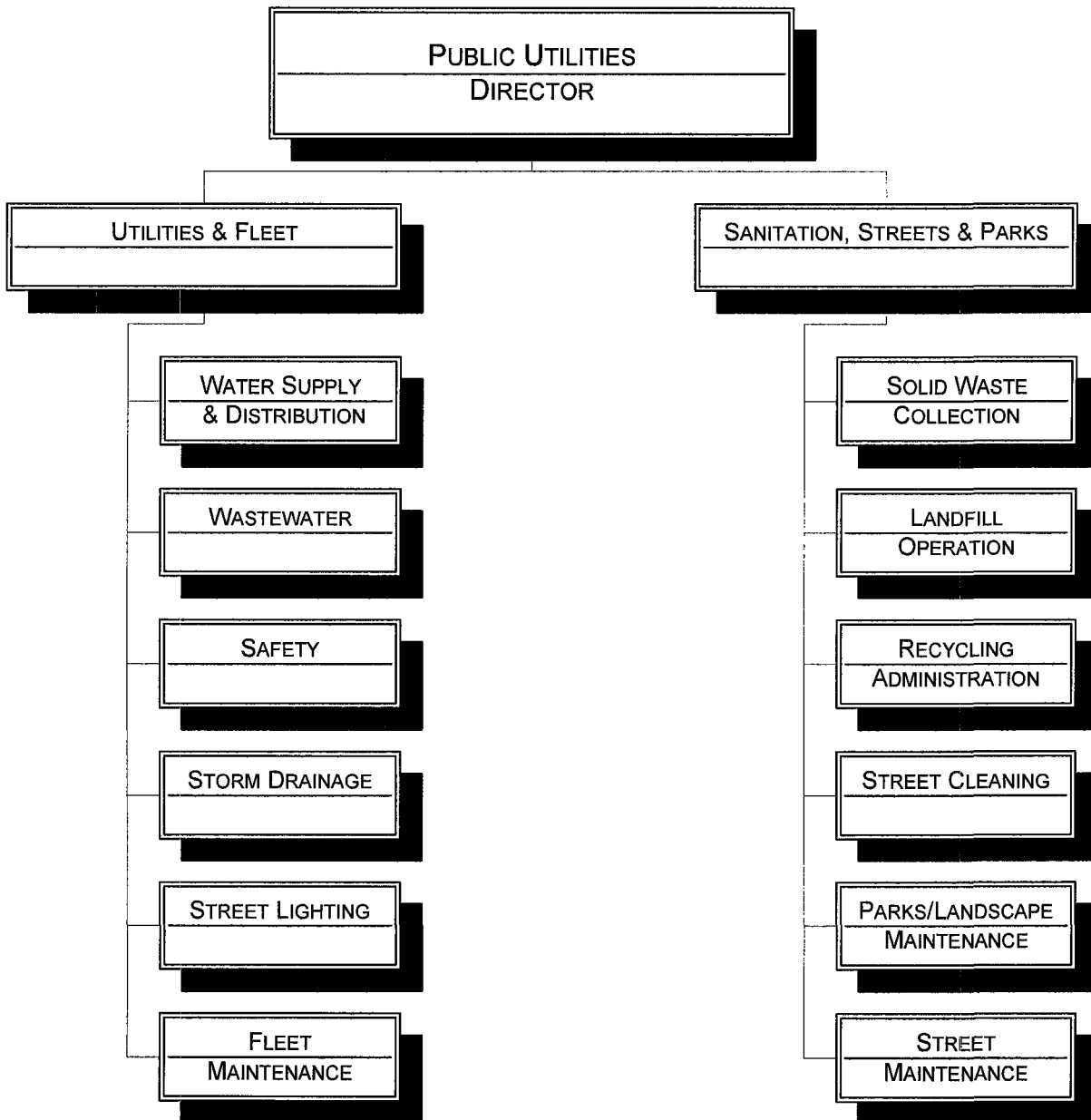
Police Department



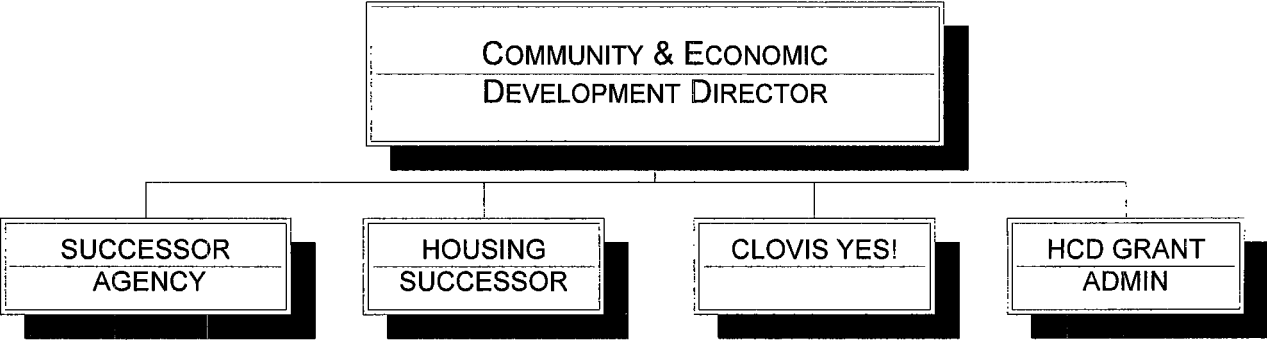
Fire Department



Public Utilities Department



Clovis Successor Agencies



**CITY OF CLOVIS
2012-2013 MANAGEMENT STAFF**

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

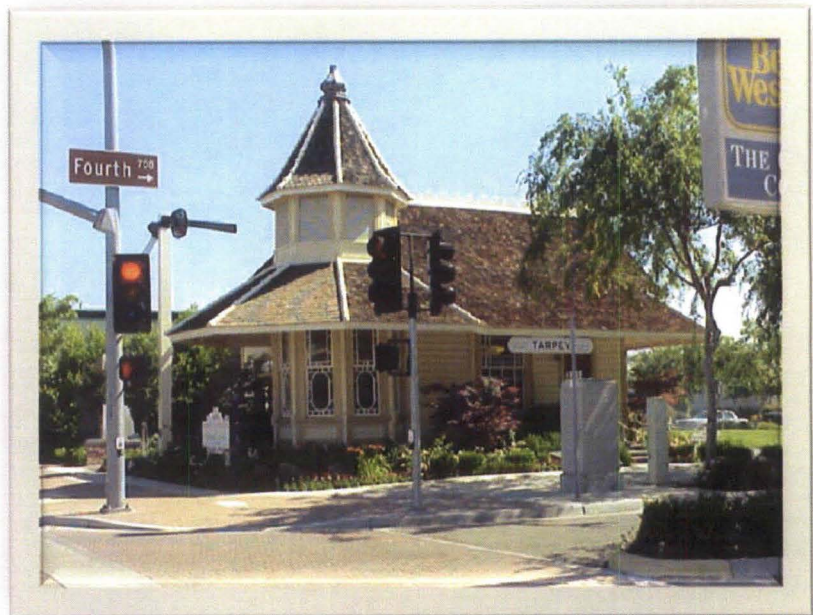
**AD HOC BUDGET
PREPARATION TASK FORCE**

Robert Woolley, City Manager
Jamie Hughson, Finance Director

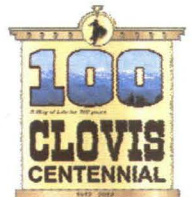
Ellen Bolding
Bill Casarez
Barbara Melendez
Jay Schengel
Susan Evans
Allen Adams
Scott Redelfs
Jacquie Pronovost
Marianne Mollring

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.



Tarpey Depot – Now serving as the Clovis Visitors' Center



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, 2012; the total estimated revenue for 2012-2013; the total proposed budget expenditures for 2012-2013; and the projected ending fund balance for each fund as of June 30, 2013.

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

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

FUND HIGHLIGHTS

General Fund - The General Fund, as proposed, is structurally balanced, that is, projected revenues are greater, while only slightly, than proposed expenditures. Revenues as projected are just over \$56.4 million which is nearly \$2.3 million or 4.2% greater than the prior year. Expenditures projected are slightly less than \$56.4 million and represent \$2.2 million or 4.1% more when compared to prior year estimated expenditures. The additional revenue is attributable mostly to projected increases in sales and property taxes, and slight increases in business licenses and transient occupancy tax. Expenditures overall are greater than last year due in part to the higher cost to provide the existing level of employee benefits as well as general price increases impacting the cost of services and supplies. Departmental operating programs are essentially status quo, however some expenditure categories are greater than previously as a result of higher costs incurred to provide those same programs. Only 5 new positions are recommended, all in the General Fund. Also proposed is the elimination of 8 positions; 6 positions in the General Fund and 2 in the Redevelopment Successor Agencies. A complete listing of recommended positions is included in the **Personnel Section**. The General Fund has \$6.54 million, or 11.6% of expenditures, designated to be set aside as an emergency reserve. The General Fund also reflects more than \$0.5 million unreserved, unassigned balance, available to offset the impact of any revenue shortfall that may occur during the year due to continued economic uncertainty.

Special Revenue Funds - The fund balance for the Successor Agency is decreasing when compared to the prior year. The Agency anticipates the winding down of the Redevelopment Agency and therefore only has funding available sufficient to cover what is included in the recognized obligation schedule. The Landscape Maintenance District Fund shows a projected fund balance of \$2.8 million for 2012-2013. This amount is being accumulated for required reserve and future equipment replacement.

Internal Service Funds - All of the City's Internal Service Funds have adequate revenues or reserves to cover current operating requirements. All Internal Services Funds derive revenue primarily from charges to user departments. It has been a policy that the City transfer funds into the General Government Services Fund to build a reserve for future capital needs but due to funding constraints in the General Fund, this transfer is suspended this year. There are currently sufficient reserves in the General Government Facilities Fund to support only a limited number of minor projects and all other reserves are committed to future debt service obligations.

Enterprise Funds - All of the City's Enterprise Funds show sufficient revenue and working capital to meet current operating requirements. The Sewer and Water Enterprises have approved rate increases scheduled for 2012-13. The Community Sanitation Enterprise has an approved 4% increase effective every July 1 as needed. The need for this increase has been reviewed and will be implemented for the Recycling and Greenwaste programs only. The 4% rate increase for the refuse portion will be waived for 2012-13. The Water and Sewer Enterprises will be loaning the Developer Funds adequate monies to pay debt service and will maintain sufficient balances to meet bond covenants for coverage on the bonds. The Transit Enterprise recently expanded services utilizing one time money from State Transit Assistance and will continue those services in 2012-13. These services are fully funded; however, Transit is now consuming nearly 100% of the Local Transportation Funding that was once also available for street and road construction.

Capital Improvements - Several major projects are included in the 2012-2013 budget and are listed in the **Community Investment Program Section**. The City has also identified several major projects in the **Five-Year Community Investment Program Section** for years beyond 2012-2013 that do not currently have funding sources identified.

Debt Service Funds - All debt service requirements are being met in 2012-2013. The remaining fund balances represent debt service reserve requirements.

SUMMARY OF RESOURCES AND APPROPRIATIONS 2012-2013

| <u>Fund</u> | <u>Beginning Balance</u> | <u>Transfers</u> | <u>Current Resources</u> | <u>Expenditures</u> | <u>Ending Balance</u> |
|----------------------------------|------------------------------|------------------|------------------------------|---------------------|---------------------------|
| GENERAL | | | | | |
| General Fund | 573,400 | (30,000) | 56,409,000 | 56,378,600 | 573,800 * |
| SPECIAL REVENUE FUNDS | | | | | |
| Clovis Successor Agencies | 3,670,300 | (1,365,000) | 1,583,000 | 801,700 | 3,086,600 |
| Clovis YES | (13,700) | 30,000 | 381,900 | 398,000 | 200 |
| HCD Block Grant | 9,000 | 0 | 106,000 | 101,200 | 13,800 |
| Landscape Assessment District | 2,790,000 | 0 | 2,712,000 | 2,708,000 | 2,794,000 |
| Total Special Revenue | 6,455,600 | (1,335,000) | 4,782,900 | 4,008,900 | 5,894,600 |
| INTERNAL SERVICE FUNDS | | | | | |
| Liab & Prop Ins | 1,294,800 | 0 | 973,100 | 1,300,700 | 967,200 |
| Employee Benefits | 1,256,200 | 0 | 18,454,400 | 18,944,700 | 765,900 |
| Fleet Maintenance | 5,637,500 | 0 | 7,351,000 | 6,760,500 | 6,228,000 |
| General Govt Services | 5,266,500 | 0 | 8,227,400 | 9,181,900 | 4,312,000 |
| Total Internal Service | 13,455,000 | 0 | 35,005,900 | 36,187,800 | 12,273,100 |
| ENTERPRISE FUNDS | | | | | |
| Community Sanitation | 3,171,200 | 88,000 | 15,404,200 | 15,716,800 | 2,946,600 |
| Sewer Service | 14,866,300 | (5,480,000) | 13,719,700 | 11,263,400 | 11,842,600 |
| Water Service | 9,400,300 | (3,262,000) | 15,077,600 | 14,004,300 | 7,211,600 |
| Transit | 49,400 | 0 | 4,502,700 | 4,500,000 | 52,100 |
| Total Enterprise | 27,487,200 | (8,654,000) | 48,704,200 | 45,484,500 | 22,052,900 |
| CAPITAL IMPROVEMENT FUNDS | | | | | |
| Sewer Construction | 1,810,700 | 5,480,000 | 2,011,000 | 7,061,400 | 2,240,300 |
| Park Projects | 573,000 | 0 | 742,000 | 1,030,000 | 285,000 |
| Street Construction | 1,636,300 | 0 | 9,548,000 | 10,179,000 | 1,005,300 |
| Water Construction | 1,722,100 | 3,262,000 | 1,022,000 | 5,418,200 | 587,900 |
| Clovis Successor Agencies | 0 | 0 | 1,677,000 | 1,677,000 | 0 |
| Refuse Construction | 0 | 0 | 850,000 | 850,000 | 0 |
| General Govt Facilities | 158,000 | 0 | 317,000 | 475,000 | 0 |
| Total Capital Improvement | 5,900,100 | 8,742,000 | 16,167,000 | 26,690,600 | 4,118,500 |
| DEBT SERVICE FUNDS | | | | | |
| Clovis Comm Dev Agency | 267,000 | 1,365,000 | 800 | 1,367,100 | 265,700 |
| Total Debt Service | 267,000 | 1,365,000 | 800 | 1,367,100 | 265,700 |

* The General Fund maintains a designation of \$6,540,000 or 11.6% 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>Purpose</u> |
|---------------|----------------------|------------------------|--------------------------------------|
| \$ 1,365,000 | Successor Agencies | Successor Debt Service | to pay debt service |
| 373,000 | Sewer Capital-Dev | Sewer Service | to pay debt service |
| 270,000 | Sewer Capital-Dev | Sewer Service | for sewer system improvements |
| 373,000 | Sewer Service | Sewer Cap-User | for various capital projects |
| 812,000 | Water Service | Water Capital-Dev | to pay debt service |
| 700,000 | Water Service | Water Capital-User | for water system improvements |
| 88,000 | Comm Sanitation Cap* | Comm Sanitation Oper | acquisition of refuse containers |
| 5,750,000 | Sewer Service | Sewer Cap-Dev | interfund loan to cover debt service |
| 1,250,000 | Water Service | Water Capital-Dev | interfund loan to cover debt service |
| 500,000 | Water Service | Water Capital-Dev | interfund loan for water banking |
| 30,000 | General | Workforce Investment | contribution to Clovis YES! |

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

Sewer Capital -
Sewer Capital-Enterprise
Sewer Capital-Developer

Clovis Successor Agencies-
Successor Agency
Housing Successor

Water Construction -
Water Capital-Enterprise
Water Capital-Developer

*Community Sanitation Capital Fund is unbudgeted and as such, is not shown on the preceding schedule, but is fully disclosed in the City's Annual Financial Report.

SUMMARY REVENUES AND EXPENDITURES

The following summary schedule provides an excellent overview of the City's 2012-2013 revenues and expenditures. The schedule on the following page combines all the City's funds into one summary schedule while the 2012-2013 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 are 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 "2012-2013 Budget Summary-All Funds" includes all funding sources and expenditures for all Governmental and Proprietary Funds. A review of the revenue shows that "Charges for Current Services" is the largest revenue source followed by "Charges to Other Departments". Included in "Charges for Current Services" are the charges for the City's Enterprise Funds (water, sewer, refuse, etc.). This revenue source makes up 35.7% 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 21.4% of the total. (Please read the note at the bottom of the Budget Summary about the effect Internal Service Fund charges have on the City's revenues and expenditures.) Property Taxes, which include motor vehicle license fees which are now classified as property tax, are showing a decline due to the loss of Redevelopment Tax Increment coupled with the decline in property values. Property taxes account for 12.3% of the City's revenue. The revenue source "Sales & Use Tax" which accounts for 9.3% of total revenue, is projected to increase with improved consumer spending and employment and the opening of the new retail center at Clovis and Herndon Avenues.

Overall the City budget is up when compared to the prior year. Capital outlays/improvements account for 14% of the total budgeted expenditures in 2012-2013, and reflect the estimated completion of several major projects. The combined totals for all salaries and benefits, which account for 28.8% of the total expenditures, are showing an increase from the previous year due to the additional positions and projected wage and benefit package cost increases. Reflected in the category "Administrative and Overhead," which makes up 7.8% of the total, is the expenditure side of the interfund charges by the City's Internal Service Funds. This expenditure reflects costs such as computer services, communications, energy, liability insurance, and office supplies. The expenditure category "Employee Related ISF Charges" which accounts for 10.9% of 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.

2012-2013 BUDGET SUMMARY - ALL FUNDS

Included in the schedule below are items that are not considered revenue/expenses for financial reporting purposes. These items are:

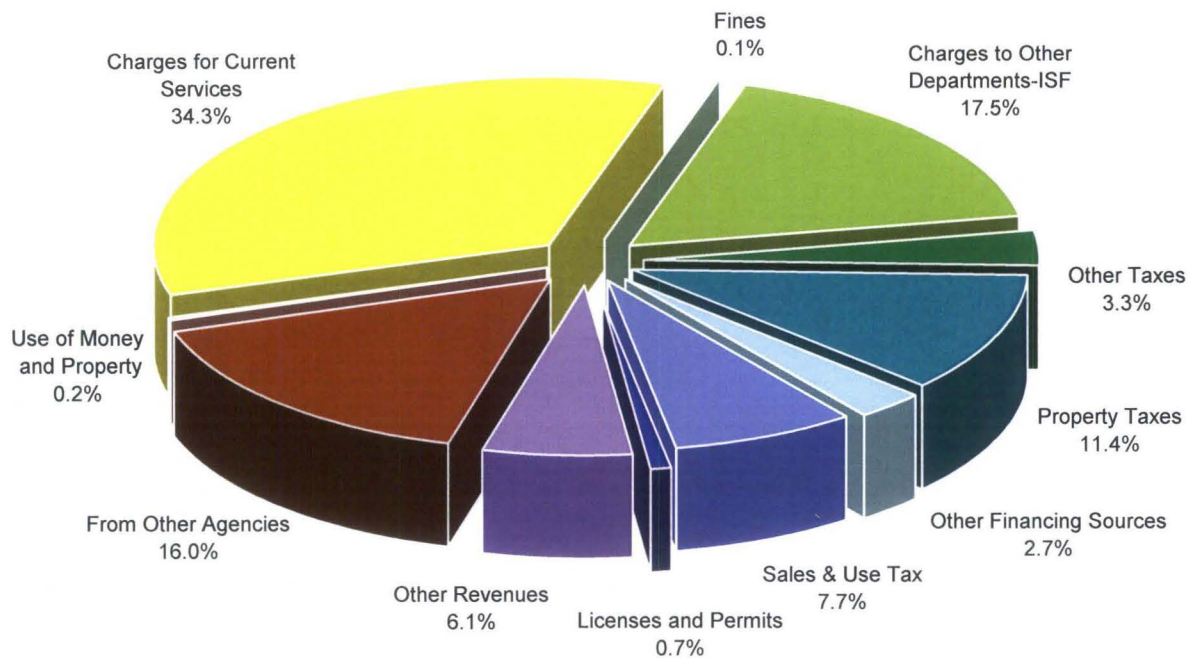
- Contributed Capital (included in "Charges for Current Services") -- Reported as equity for financial reporting
- Long-term Debt (COPs and loans; included in "Other Financing Sources") -- Reported as liabilities for financial reporting
- Principal payments on long-term debt (included in "Debt Service") -- Reported as a reduction to liabilities for financial reporting
- Capital additions (included in "Capital Outlays") -- Reported as fixed assets for financial reporting

| | 2010-2011 ACTUAL | 2011-2012 ESTIMATED | 2012-2013 BUDGET |
|--|---------------------|------------------------|---------------------|
| <u>FUNDING SOURCES</u> | | | |
| Property Taxes | 20,764,777 | 21,056,600 | 19,752,000 |
| Sales & Use Tax | 13,329,533 | 14,200,000 | 14,980,000 |
| Other Taxes | 5,632,884 | 6,104,000 | 6,249,000 |
| Licenses and Permits | 1,113,878 | 1,205,000 | 1,523,000 |
| Fines | 166,010 | 172,000 | 172,000 |
| Use of Money & Property | 803,443 | 410,400 | 391,200 |
| From Other Agencies | 17,181,237 | 29,409,600 | 17,973,000 |
| Charges for Current Services | 54,886,549 | 63,138,500 | 57,578,100 |
| Other Revenues | 10,833,833 | 11,210,100 | 7,963,000 |
| Charges to Other Departments-ISF | 31,110,938 | 32,281,800 | 34,488,500 |
| Other Financing Sources | 3,870,511 | 4,946,700 | 0 |
| Total Revenues and Other Financing Sources | 159,693,593 | 184,134,700 | 161,069,800 |
| Beginning Fund Balances | 63,400,991 | 69,527,300 | 54,138,300 |
| Total Available Resources | 223,094,584 | 253,662,000 | 215,208,100 |
| <u>EXPENDITURES/EXPENSES</u> | | | |
| Salaries-Regular | 29,241,857 | 29,608,400 | 31,210,800 |
| Overtime | 3,146,168 | 3,448,700 | 2,967,900 |
| Extra Help | 2,453,430 | 2,591,700 | 2,745,400 |
| Benefits | 15,197,321 | 16,962,200 | 17,778,800 |
| Vehicle Charges | 7,054,123 | 7,013,700 | 7,708,400 |
| Energy | 4,897,560 | 5,544,000 | 6,215,400 |
| Communications | 487,062 | 453,400 | 450,900 |
| Professional Services | 14,521,426 | 17,166,300 | 17,477,500 |
| Repair and Maintenance | 2,253,429 | 2,566,500 | 3,706,200 |
| State Mandates | 964,858 | 2,200,500 | 838,500 |
| Special Events | 51,413 | 41,500 | 50,500 |
| Building and Equipment Rental | 83,199 | 85,700 | 117,000 |
| Office Supplies | 516,667 | 534,700 | 589,300 |
| Materials and Supplies | 3,674,336 | 4,294,600 | 4,318,400 |
| Travel and Meeting Expense | 148,414 | 198,400 | 190,600 |
| Training | 342,707 | 410,500 | 484,000 |
| Dues and Subscriptions | 98,529 | 105,800 | 114,500 |
| Administration and Overhead | 12,359,066 | 12,615,900 | 13,099,400 |
| Employee-Related ISF Charges | 15,245,906 | 16,832,500 | 18,490,400 |
| Liability Insurance Prog-ISF | 1,106,334 | 1,090,400 | 1,111,800 |
| Debt Service | 16,586,000 | 17,697,000 | 17,096,400 |
| Capital Outlays/Improvements | 23,186,479 | 58,129,300 | 23,355,400 |
| Total Expenditures/Expenses and Other Uses | 153,616,284 | 199,591,700 | 170,117,500 |
| Net Operating Transfers * | 49,000 | 68,000 | 88,000 |
| Ending Fund Balances | 69,527,300 | 54,138,300 | 45,178,600 |

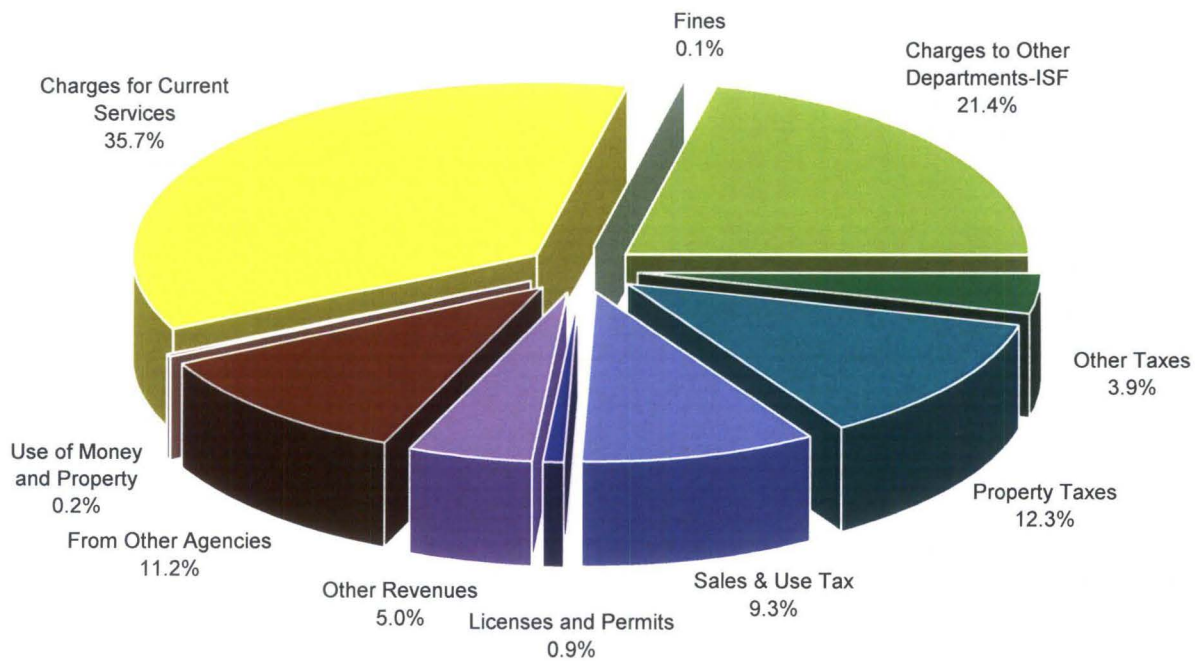
The numbers presented above include revenue and expenses for the City's Internal Service Funds. These funds act as cost allocation departments in that they accumulate the cost of goods and services and distribute these costs to the various other user departments. The user departments in turn record an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

2011-2012 ESTIMATED REVENUES



2012-2013 BUDGET REVENUES



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

2012-2013 BUDGET SUMMARY - BY FUND

Page 1 of 2

| | <u>Special Revenue Funds</u> | | | | | <u>Internal Service Funds</u> | | | |
|-------------------------------------|------------------------------|---------------------------------|-----------------------|----------------|-------------------------------------|--|----------------------|---------------------|------------------|
| | General | Clovis Successor Agencies | HCD Block Grant | Clovis YES | Landscape Assessment District | Liability and Property Insurance | Employee Benefits | General Services | Fleet |
| <u>FUNDING SOURCES</u> | | | | | | | | | |
| Property Taxes | 17,547,000 | 2,205,000 | | | | | | | |
| Sales & Use Tax | 14,980,000 | | | | | | | | |
| Other Taxes | 6,249,000 | | | | | | | | |
| Licenses and Permits | 1,523,000 | | | | | | | | |
| Fines | 172,000 | | | | | | | | |
| Use of Money & Property | 35,000 | 800 | | | 7,000 | 3,000 | 13,000 | 57,400 | 16,000 |
| From Other Agencies | 3,258,000 | 909,000 | 106,000 | 381,900 | | | | 138,000 | |
| Charges for Current Services | 5,735,000 | | | | 2,705,000 | | | 180,000 | |
| Other Revenues | 6,910,000 | 146,000 | | | | 153,000 | 90,000 | 184,000 | |
| Charges to Other Departments-ISF | | | | | | 817,100 | 18,351,400 | 7,985,000 | 7,335,000 |
| Total Sources | 56,409,000 | 3,260,800 | 106,000 | 381,900 | 2,712,000 | 973,100 | 18,454,400 | 8,544,400 | 7,351,000 |
| <u>EXPENDITURES/EXPENSES</u> | | | | | | | | | |
| Salaries-Regular | 22,331,700 | 198,500 | 46,700 | | | 102,700 | 174,900 | 1,287,400 | 902,000 |
| Overtime | 2,577,100 | | | | | | | 43,700 | 15,000 |
| Extra Help | 1,554,100 | 7,500 | | 217,000 | | | | 53,000 | 54,800 |
| Benefits | 12,570,900 | 88,000 | 21,700 | 78,900 | | 42,300 | 69,600 | 605,100 | 522,100 |
| Vehicle Charges | 2,722,500 | 16,800 | 3,000 | | | 5,700 | 11,400 | 99,200 | 90,200 |
| Energy | 2,190,200 | | | | | | | 775,200 | |
| Communications | 213,100 | | | | | | | 187,500 | 100 |
| Professional Services | 4,320,000 | 119,500 | 2,000 | 17,500 | 2,705,000 | | 3,600 | 317,500 | 54,500 |
| Repair and Maintenance | 353,100 | | | | | | | 1,487,300 | 476,000 |
| State Mandates | | | | | | | | | 8,000 |
| Liability Insurance Prog-ISF | | | | | | 1,111,800 | | | |
| Special Events | 3,500 | | | | | | 47,000 | | |
| Building and Equipment Rental | 1,000 | 84,000 | | | | | | 2,000 | |
| Office Supplies | 51,700 | | | 2,600 | | | | 445,000 | 1,000 |
| Materials and Supplies | 626,400 | | | | | | | 95,100 | 2,630,000 |
| Travel and Meeting Expense | 137,400 | 12,000 | 1,500 | 2,500 | | 3,700 | 200 | 2,800 | 6,000 |
| Training | 317,200 | 8,500 | 7,000 | 9,800 | | 6,400 | 7,400 | 39,400 | 10,200 |
| Dues and Subscriptions | 99,400 | | 600 | | | 700 | 500 | 1,500 | 1,100 |
| Administration and Overhead | 5,658,400 | 41,900 | 18,700 | 69,700 | 3,000 | 27,400 | 46,700 | 186,900 | 761,700 |
| Employee-Related ISF Charges | | | | | | | 18,490,400 | | |
| Debt Service | | 1,592,100 | | | | | | 2,922,300 | 699,800 |
| Capital Outlays/Improvements | 650,900 | 1,677,000 | | | | | 90,000 | 1,106,000 | 528,000 |
| Total Uses | 56,378,600 | 3,845,800 | 101,200 | 398,000 | 2,708,000 | 1,300,700 | 18,944,700 | 9,656,900 | 6,760,500 |

2012-2013 BUDGET SUMMARY - BY FUND

Page 2 of 2

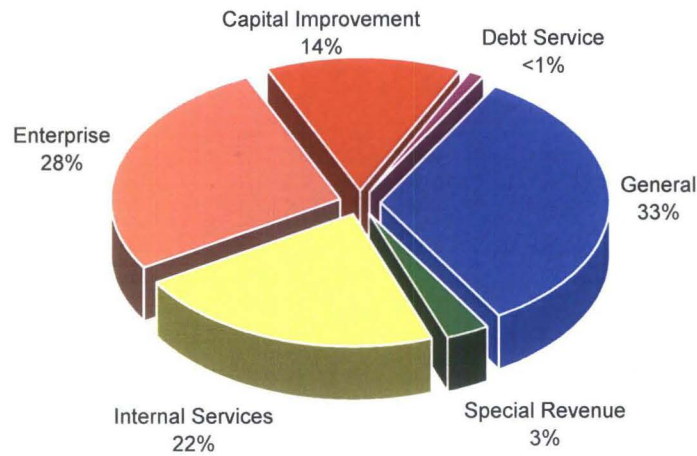
| <i>Enterprise Funds</i> | | | | <i>Capital Projects Funds</i> | | | | <i>Total</i> |
|-----------------------------|----------------------|------------------|----------------------|-------------------------------|----------------------|-------------------|------------------|--------------------|
| <i>Community Sanitation</i> | <i>Sewer Service</i> | <i>Transit</i> | <i>Water Service</i> | <i>Sewer</i> | <i>Park Projects</i> | <i>Streets</i> | <i>Water</i> | |
| | | | | | | | | 19,752,000 |
| | | | | | | | | 14,980,000 |
| | | | | | | | | 6,249,000 |
| | | | | | | | | 1,523,000 |
| | | | | | | | | 172,000 |
| 69,200 | 59,200 | 20,600 | 67,000 | 6,000 | 7,000 | 13,000 | 17,000 | 391,200 |
| | | 4,285,100 | | | 160,000 | 8,735,000 | | 17,973,000 |
| 16,170,000 | 13,660,500 | 197,000 | 14,670,600 | 2,005,000 | 450,000 | 800,000 | 1,005,000 | 57,578,100 |
| 15,000 | | | 340,000 | | 125,000 | | | 7,963,000 |
| | | | | | | | | 34,488,500 |
| <u>16,254,200</u> | <u>13,719,700</u> | <u>4,502,700</u> | <u>15,077,600</u> | <u>2,011,000</u> | <u>742,000</u> | <u>9,548,000</u> | <u>1,022,000</u> | <u>161,069,800</u> |
| 2,512,100 | 658,700 | 1,002,000 | 1,994,100 | | | | | 31,210,800 |
| 204,300 | 19,300 | 32,000 | 76,500 | | | | | 2,967,900 |
| 99,000 | 10,000 | 700,000 | 50,000 | | | | | 2,745,400 |
| 1,514,800 | 370,500 | 777,900 | 1,117,000 | | | | | 17,778,800 |
| 3,183,500 | 291,500 | 893,400 | 391,200 | | | | | 7,708,400 |
| | 750,000 | | 2,500,000 | | | | | 6,215,400 |
| 13,400 | 2,500 | 20,300 | 14,000 | | | | | 450,900 |
| 3,546,200 | 3,878,500 | 270,300 | 2,239,900 | | | | | 17,477,500 |
| 36,800 | 53,000 | | 1,300,000 | | | | | 3,706,200 |
| 830,500 | | | | | | | | 838,500 |
| | | | | | | | | 1,111,800 |
| | | | | | | | | 50,500 |
| 30,000 | | | | | | | | 117,000 |
| 62,000 | 10,000 | | 17,000 | | | | | 589,300 |
| 106,500 | 92,000 | | 768,400 | | | | | 4,318,400 |
| 7,000 | 7,000 | 5,500 | 5,000 | | | | | 190,600 |
| 31,000 | 5,200 | 20,200 | 21,700 | | | | | 484,000 |
| 3,200 | 1,000 | 700 | 5,800 | | | | | 114,500 |
| 1,910,700 | 1,801,800 | 572,700 | 1,999,800 | | | | | 13,099,400 |
| | | | | | | | | 18,490,400 |
| 791,700 | 1,243,900 | | | 6,588,400 | | | 3,258,200 | 17,096,400 |
| 1,684,100 | 2,068,500 | 205,000 | 1,503,900 | 473,000 | 1,030,000 | 10,179,000 | 2,160,000 | 23,355,400 |
| <u>16,566,800</u> | <u>11,263,400</u> | <u>4,500,000</u> | <u>14,004,300</u> | <u>7,061,400</u> | <u>1,030,000</u> | <u>10,179,000</u> | <u>5,418,200</u> | <u>170,117,500</u> |

SUMMARY OF REVENUES BY FUND

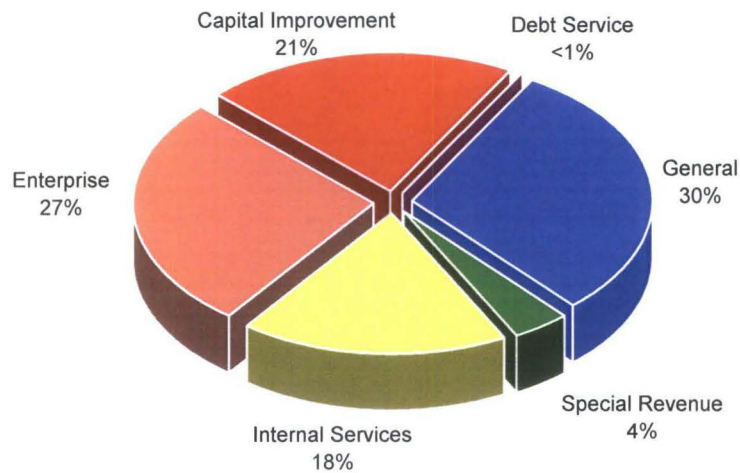
| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|-----------------------------------|---------------------|----------------------------------|---------------------|
| GENERAL FUND | 52,906,698 | 54,145,700 | 56,409,000 |
| SPECIAL REVENUE FUNDS | | | |
| CCDA | 2,322,612 | 2,183,100 | 0 |
| Successor Agency | 0 | 2,140,000 | 1,711,000 |
| Housing Successor | 0 | 0 | 62,000 |
| HCD Block Grant Admin | 72,755 | 100,000 | 106,000 |
| Clovis YES | 388,881 | 407,000 | 381,900 |
| Landscape Maintenance District | 2,553,467 | 2,589,000 | 2,712,000 |
| INTERNAL SERVICES FUNDS | | | |
| Liability & Property Insurance | 1,080,368 | 1,121,300 | 973,100 |
| Employee Benefit | 15,707,904 | 17,357,700 | 18,454,400 |
| Fleet Maintenance | 8,269,521 | 7,379,100 | 7,351,000 |
| General Govt Services | 9,918,610 | 8,157,900 | 8,069,400 |
| ENTERPRISE FUNDS | | | |
| Community Sanitation | 15,795,808 | 12,994,200 | 15,404,200 |
| Sewer Service | 11,403,947 | 13,009,900 | 13,719,700 |
| Transit | 3,964,861 | 4,656,600 | 4,502,700 |
| Water Service | 12,743,507 | 18,646,700 | 15,077,600 |
| CAPITAL IMPROVEMENTS FUNDS | | | |
| Sewer Construction | 4,178,084 | 3,741,000 | 2,011,000 |
| Parks Projects | 939,989 | 822,000 | 742,000 |
| General Government Facilities | 1,427,749 | 6,475,000 | 475,000 |
| Street Construction | 8,961,125 | 18,127,300 | 9,548,000 |
| Water Construction | 2,826,666 | 4,248,000 | 1,022,000 |
| Refuse Construction | 893,511 | 4,090,000 | 850,000 |
| CCDA | 3,335,352 | 887,100 | 0 |
| Successor Agency | 0 | 34,400 | 146,000 |
| Housing Successor | 0 | 820,900 | 1,341,000 |
| DEBT SERVICE | | | |
| Successor Agencies | 2,178 | 800 | 800 |
| TOTAL | 159,693,593 | 184,134,700 | 161,069,800 |

REVENUES BY FUND

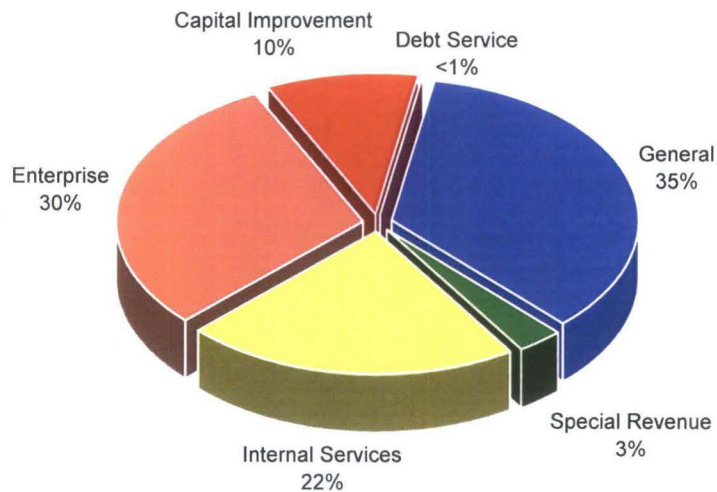
2010-2011 ACTUAL



2011-2012 ESTIMATED



2012-2013 BUDGET



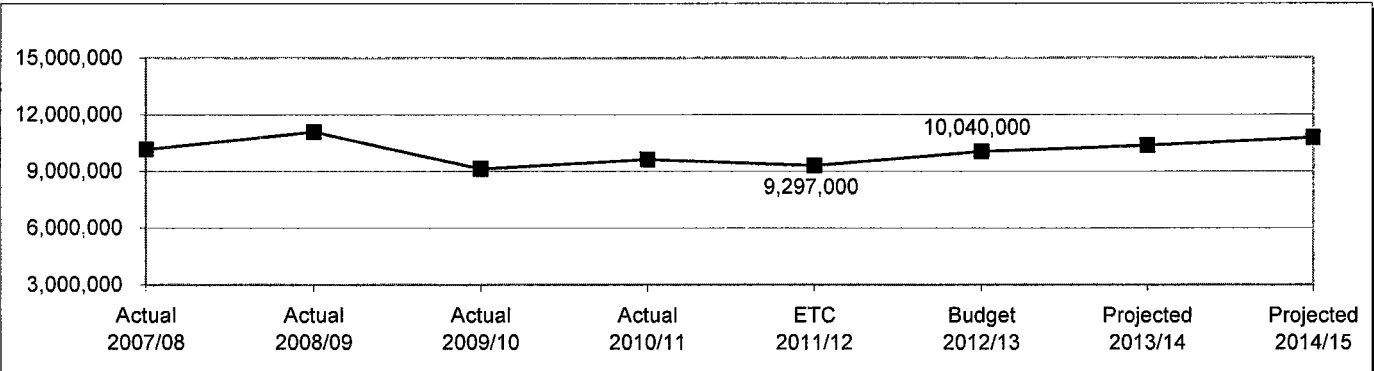
REVENUE BY SOURCE

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 18.11%. In 2011/12, the City of Clovis is expecting to receive about \$9,297,000 in property taxes on real and personal property. Growth in this revenue source is affected by several factors, among them are increased assessed values due to new construction, increased base due to annexation, the statutory maximum increase in assessed value of 2% per year, and changes in value related to property resale. The decline in property taxes in 2009/10 reflects the impact of the housing market crisis and the downward valuation of properties during the recent recession. As the economy stabilizes, gross property taxes (before Educational Revenue Augmentation Fund reductions) are projected to also stabilize with small growth in this revenue source. Property tax revenue is 29.4% of total General Fund revenue.

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

| | | | |
|-----------------|-----------------|---------------------|---------------------|
| 2007/08 \$7,685 | 2009/10 \$7,459 | 2011/12 \$7,338 | 2013/14 \$7,634 est |
| 2008/09 \$7,750 | 2010/11 \$7,417 | 2012/13 \$7,485 est | 2014/15 \$7,787 est |

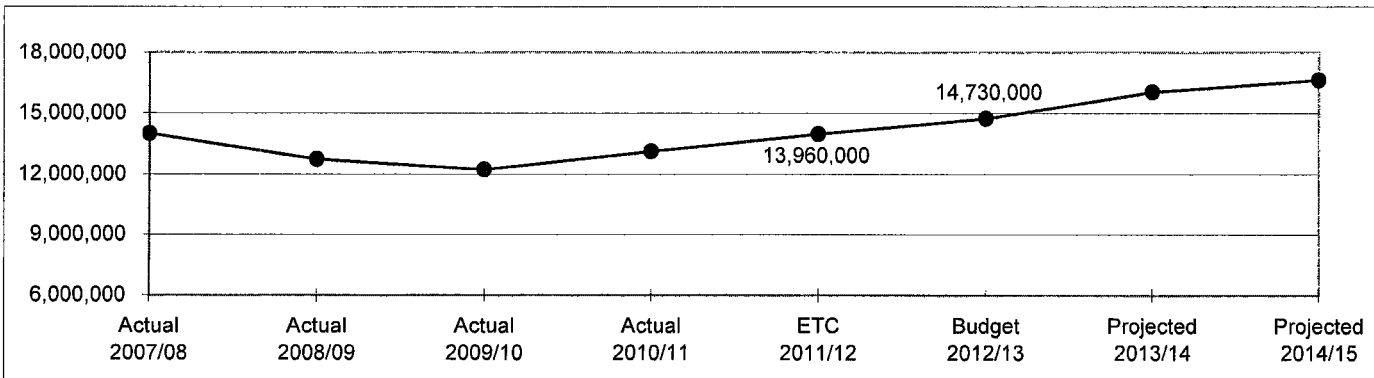


Sales Tax-General Fund

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: | General Consumer Goods | 42% |
| | Auto Sales | 16% |
| | Restaurants | 11% |
| | Building Materials | 9% |
| | Food and Drugs | 8% |
| | Service Stations | 8% |

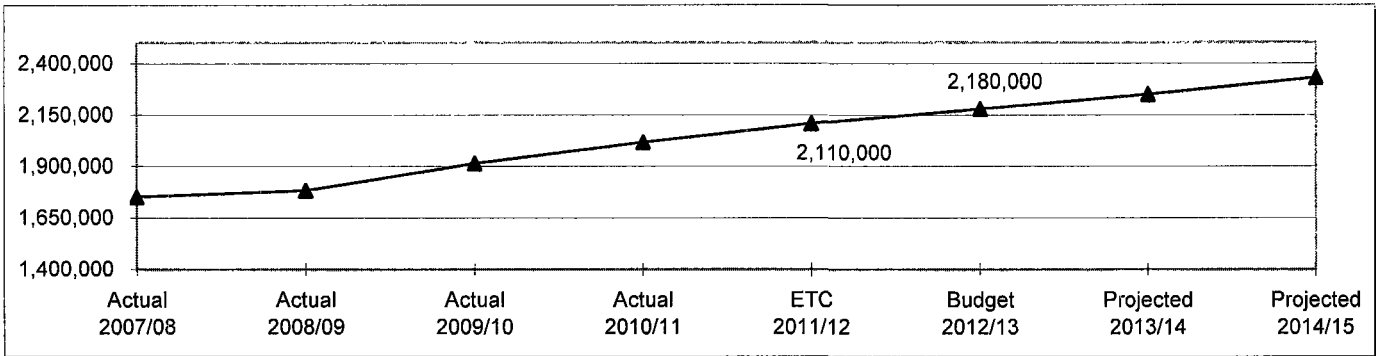
The top ten retailers generate 37% of the sales tax and the top 100 retailers generate 81% of the sales tax in Clovis. 2007/08 was the first year sales tax experienced a decline due to factors such as the housing and credit crisis, high unemployment, and unease in consumer spending. As the economy recovers, 2011/12 projects an increase. 2012/13 anticipates opening of the Clovis-Herndon Shopping Center, which includes Walmart and Dick's Sporting Goods.



REVENUE BY SOURCE

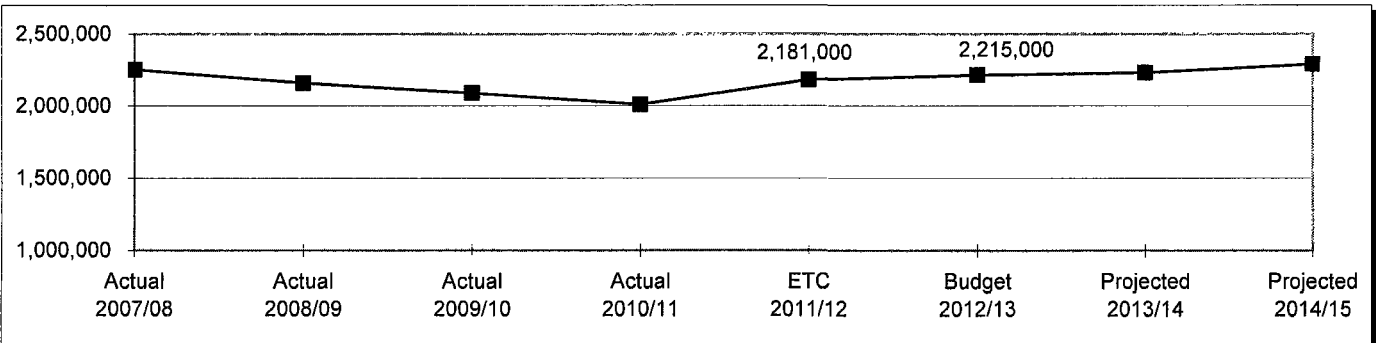
Franchise Fees-General Fund

The City receives a Franchise Fee from Pacific Gas & Electric, Comcast Cable, and AT&T/Pacific Bell based on their gross receipts in Clovis. The revenue is expected to increase with AT&T's expansion into the cable market along with potential audit recoveries. This revenue source is approximately 4% of the General Fund revenue.



Business Licenses-General Fund

Business Licenses are required of all people doing business within Clovis. Most businesses pay fees based on gross receipts. There is a minimum and a maximum business license fee, which is adjusted for inflation. Business license receipts increased dramatically in 2007/08 as a result of a discovery audit which billed for the current year and prior three years. In 2011/12 and forward, revenues are expected to return to a normal revenue growth trend at the rate of inflation adjusted for new businesses.

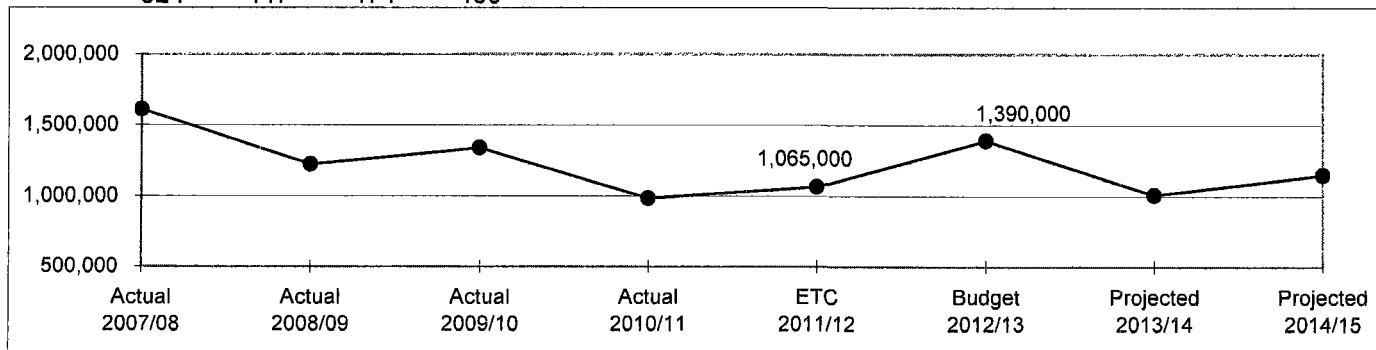


Building Permits-General Fund

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. 2011/12 and 2012/13 show increases for the Clovis Herndon Shopping Center and Clovis Community Hospital improvements.

Building permit activity for dwelling units: Total building valuation for 2011 was \$130,706,000.

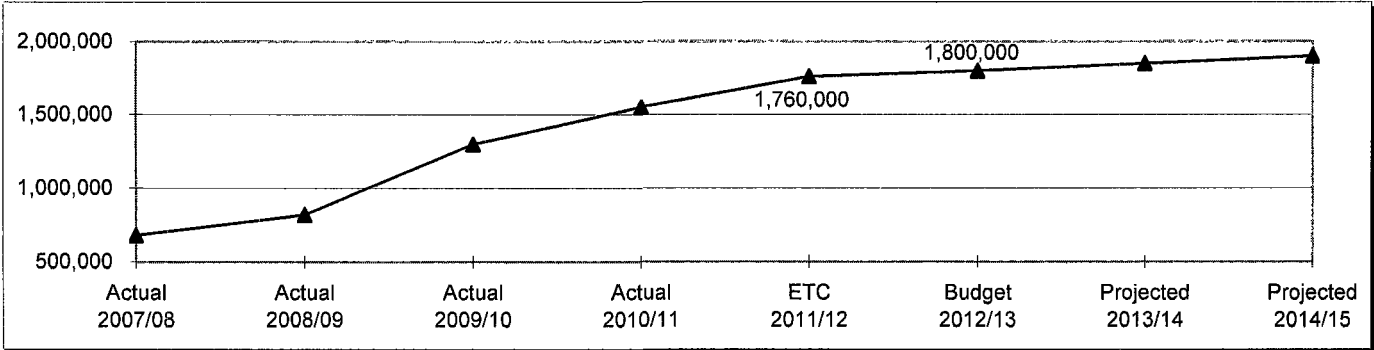
| 2008 | 2009 | 2010 | 2011 |
|------|------|------|------|
| 524 | 447 | 474 | 430 |



REVENUE BY SOURCE

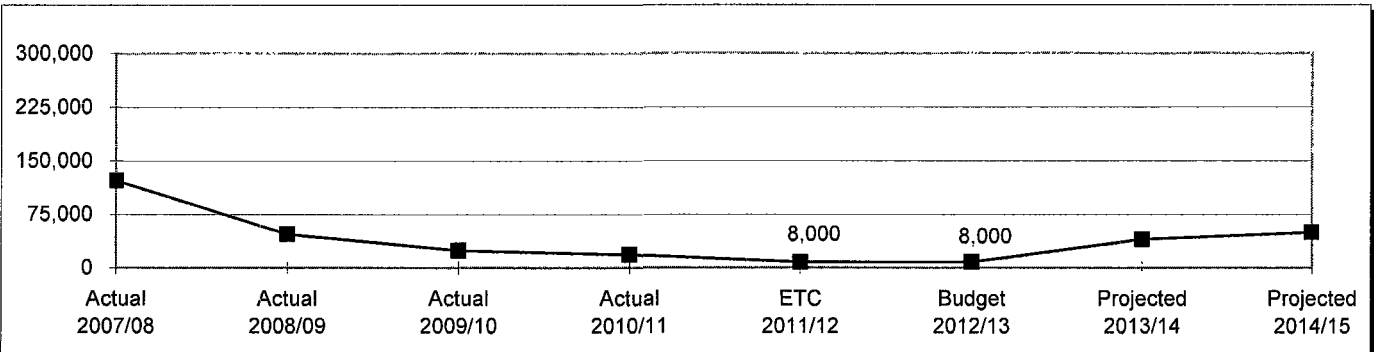
Other Taxes-General Fund

This category includes transient occupancy tax and real property transfer tax. These revenues experienced a significant increase in 2009/10 due to the opening of five new hotels. 2011/12 and forward show revenues rising from increased tourism resulting from the newly formed Tourism Business Improvement District.



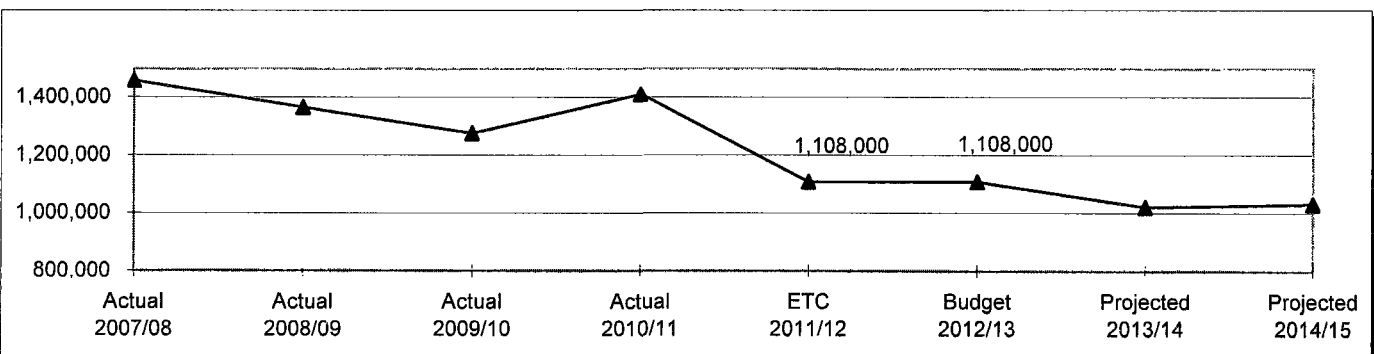
Interest Revenue-General Fund

The City pools all available cash for investment purposes. Funds are invested in accordance with an investment policy. Interest is allocated from the pool in proportion to the daily cash balance attributable to each fund. The interest varies from year to year based on available cash for investment and the rate of return. The estimated rates of return for 2011/12 and 2012/13 are .54% and .68%, respectively.



State Subventions-General Fund

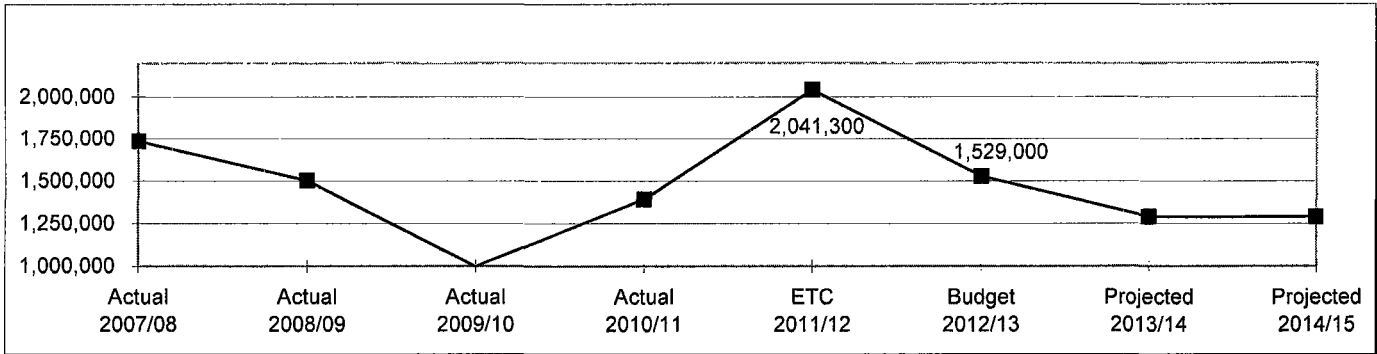
This category includes revenue collected at the state level and redistributed back to local agencies on a per capita basis. Revenue sources include gas tax and vehicle license fees (VLF) through 2010/11. Effective July 1, 2011, SB89 shifted VLF revenue from cities to fund state law enforcement grants.



REVENUE BY SOURCE

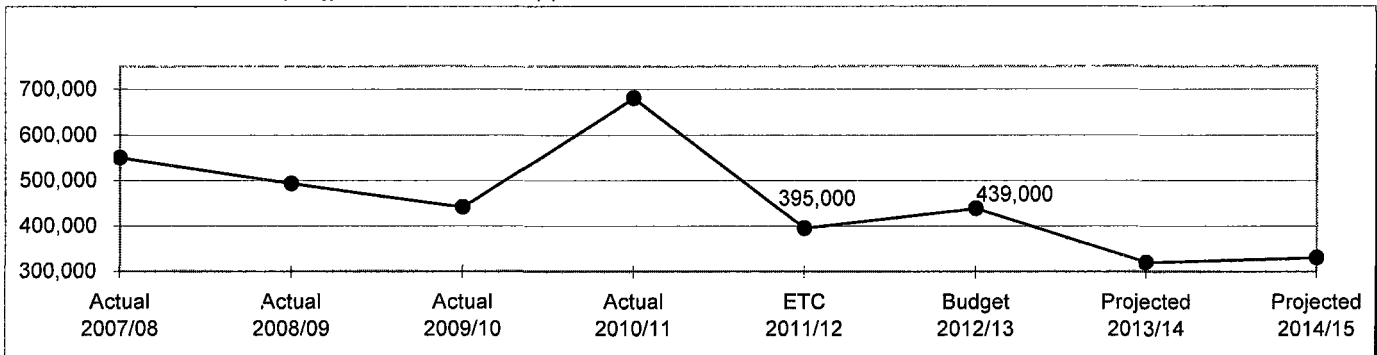
Grants-General Fund

Sources of this revenue are from the state and federal governments. Revenues from programs such as Homeland Security and Older Americans Act depend on availability and approval of funds for qualified city projects. The significant increases in 2011/12 reflect federal Economic Stimulus funds received citywide for operations such as COPS Hiring Recovery Program and Staffing for Adequate Fire and Emergency Response. Once Economic Stimulus funds expire, grants are projected at a three year average.



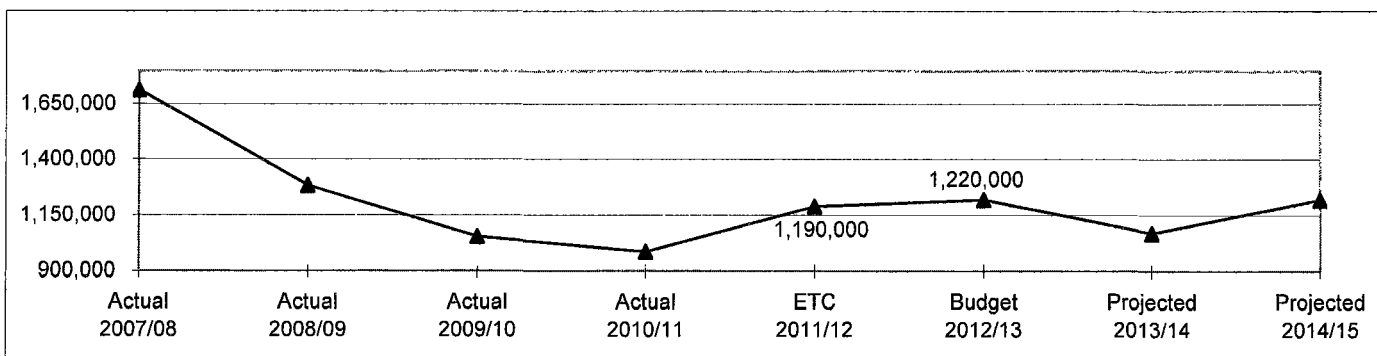
Revenue From Other Agencies-General Fund

This revenue is from other public agencies including reimbursements of the homeowners property tax exemption. 2010/11 shows a significant increase due to the receipt of one time state funds of \$.5 million for replacement/upgrades of the 911 Dispatch Phone System. The state shifted vehicle license fees in 2011/12 to fund state law enforcement programs such as Supplemental Law Enforcement Services.



Planning Fees-General Fund

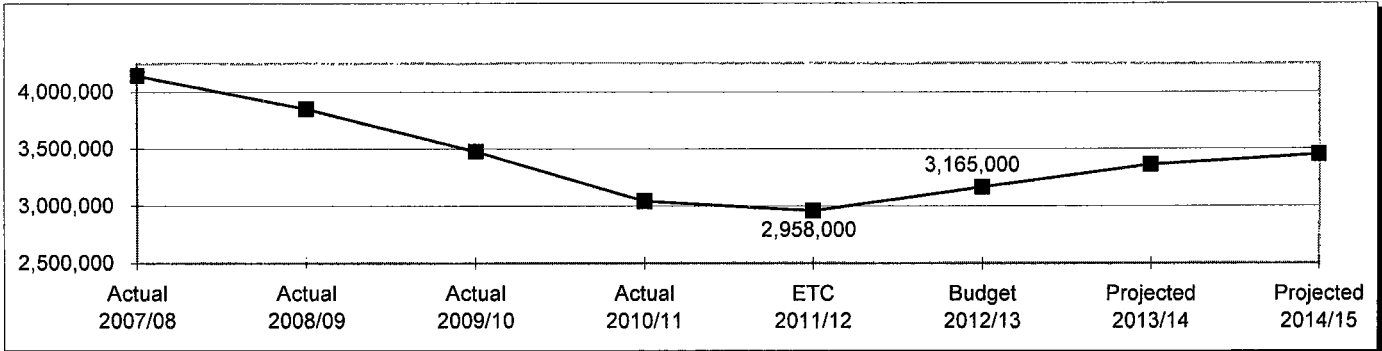
Planning fees are charged for processing requests for use permits or entitlement permits. This includes conditional use permits, zone changes, subdivision maps, and general plan changes. The amount of revenue is directly related to the amount of advance development activity. Additional revenue is generated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

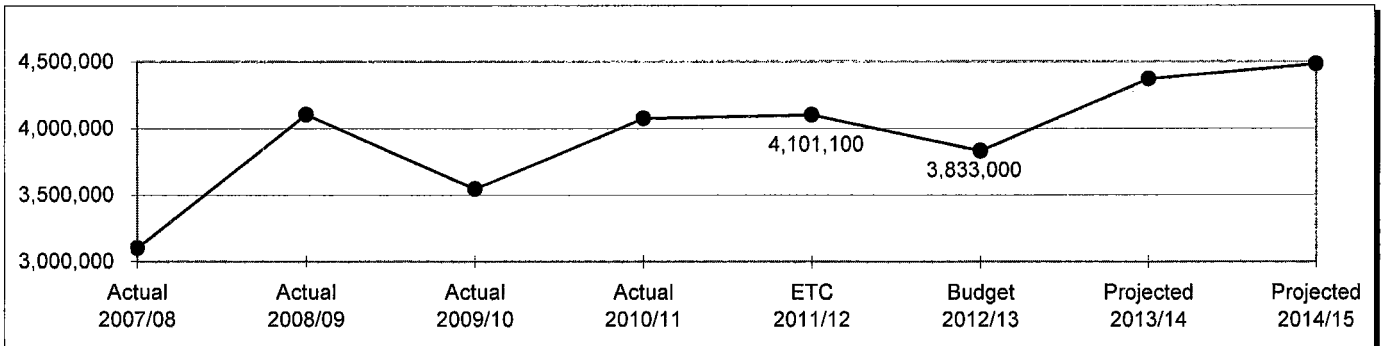
Engineering Fees/Charges-General Fund

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.



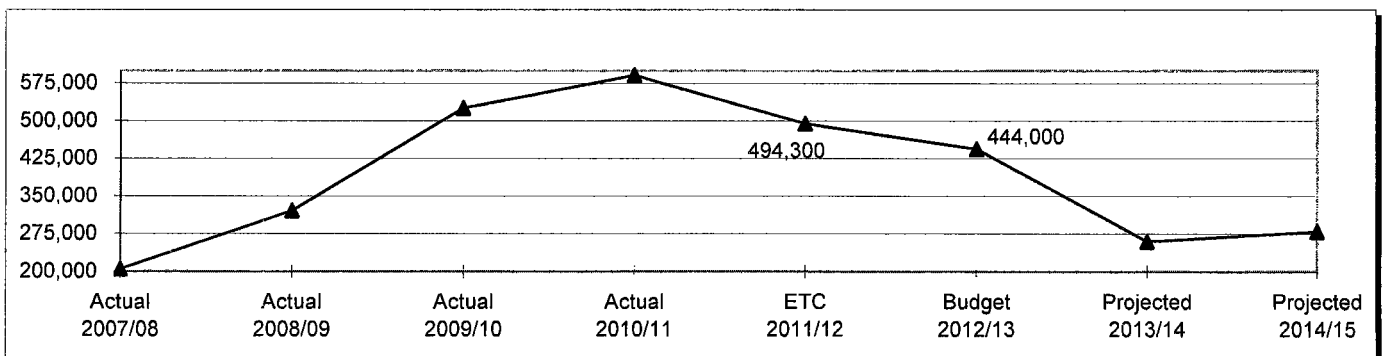
Revenue for Current Services-General Fund

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

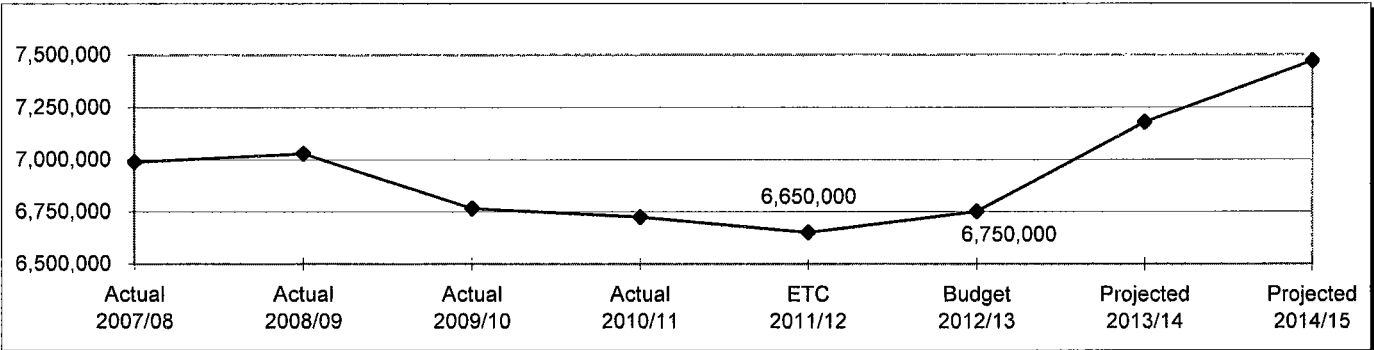
This category includes revenue from the sale of equipment as well as asset forfeiture revenue. Normally asset forfeiture amounts are appropriated throughout the year and are not included during the budget process. The 2010/11 marked increase is due to a one time legal settlement.



REVENUE BY SOURCE

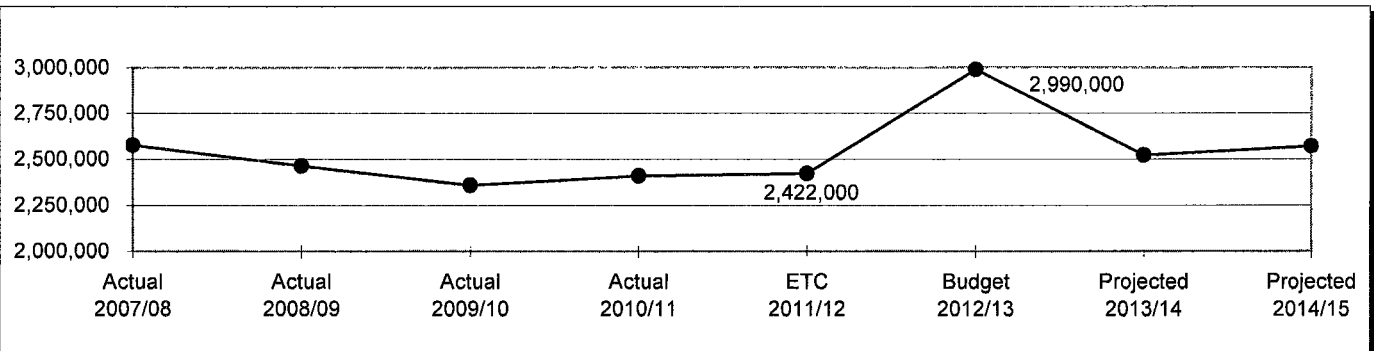
Property Tax in lieu of VLF-General Fund

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.



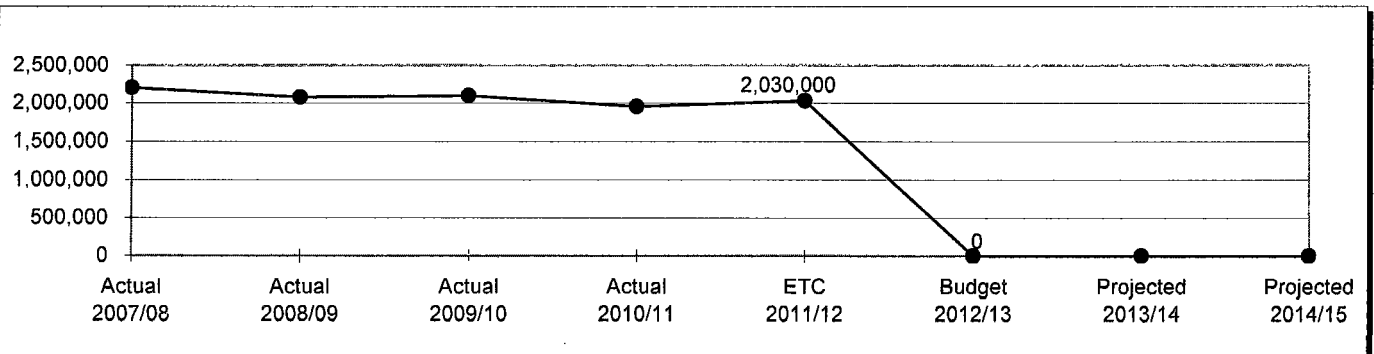
Administrative Charges-General Fund

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 4.5% of the General Fund revenue.



Tax Increment-Clovis Comm Dev Agency

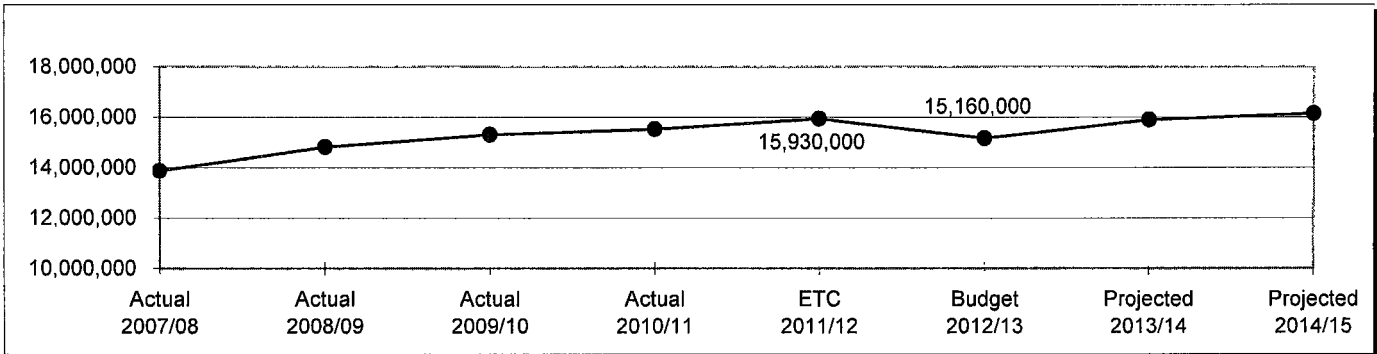
Tax Increment was derived from property taxes that are the result of increased property valuation and growth occurring in the two project areas of the Clovis Community Development Agency. Effective February 1, 2012, the California Supreme Court upheld ABx1 26 to eliminate all California Redevelopment Agencies.



REVENUE BY SOURCE

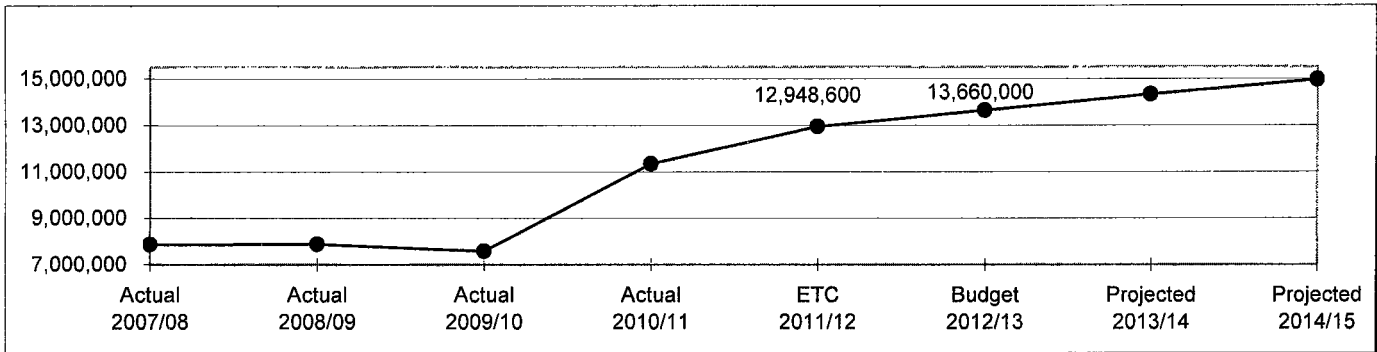
Refuse Charges-Community Sanitation Fund

Refuse charges are collected from both residential and commercial users based on different rates depending on type of service and frequency of service. Also included in the refuse revenue are charges for the City's greenwaste and recycling programs provided by private contract. The City Council approved rate increases in refuse charges of 4% July 1, 2005 and every July 1 thereafter, if necessary. Revenues are projected to decrease in 2012/13 as residents opt to use smaller toters for a rate decrease and no fee increase is projected for all users.



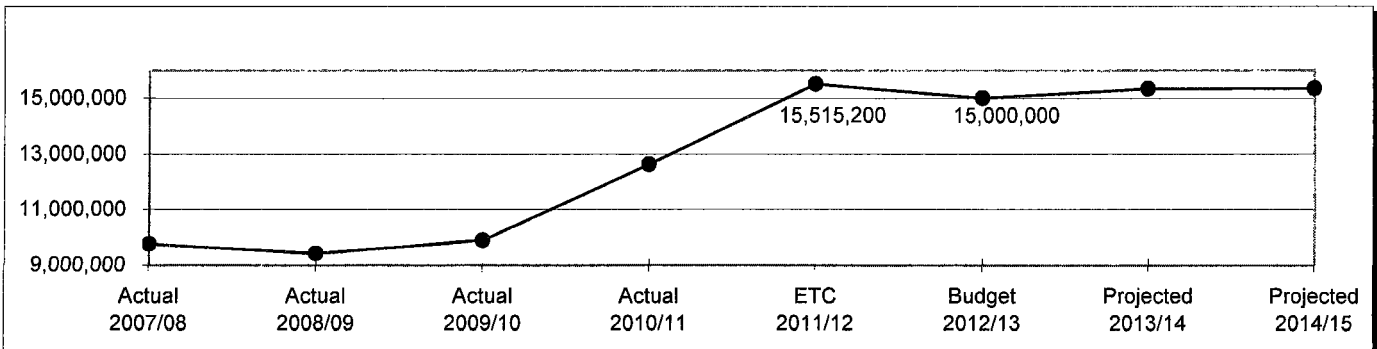
Sewer Charges-Sewer Service Fund

Users are charged for the maintenance of sewer lines, treatment of waste water, operation of the Sewer Treatment/Water Reuse Facility, and to meet bond covenants. Revenue is projected to grow proportionately to population growth, along with rate increases approved at 14% in 2011/12, 6% in 2012/13 and 5% in 2013/14. In addition, a temporary per unit fee of \$7.30 per month was approved for bond coverage.



Water Charges-Water Service Fund

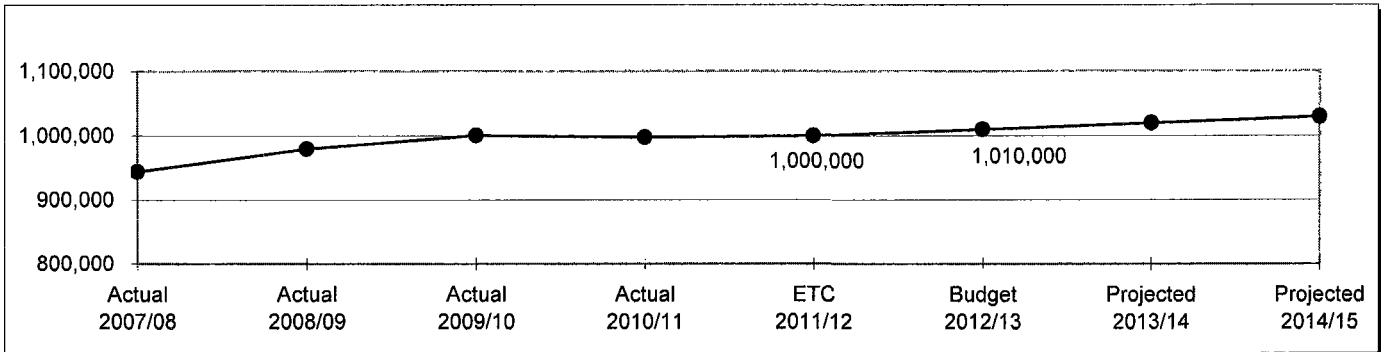
Production, distribution, and treatment of water are charged to residential and commercial users based on usage. Different rates are established for different types of users and different quantities used. Factors that are considered in revenue projections include population growth and rate increases approved at 15% in 2011/12, 5% in 2012/13, and 0% in 2013/14 to cover increased costs to treat and distribute potable water, major capital improvements, and to provide debt service coverage.



REVENUE BY SOURCE

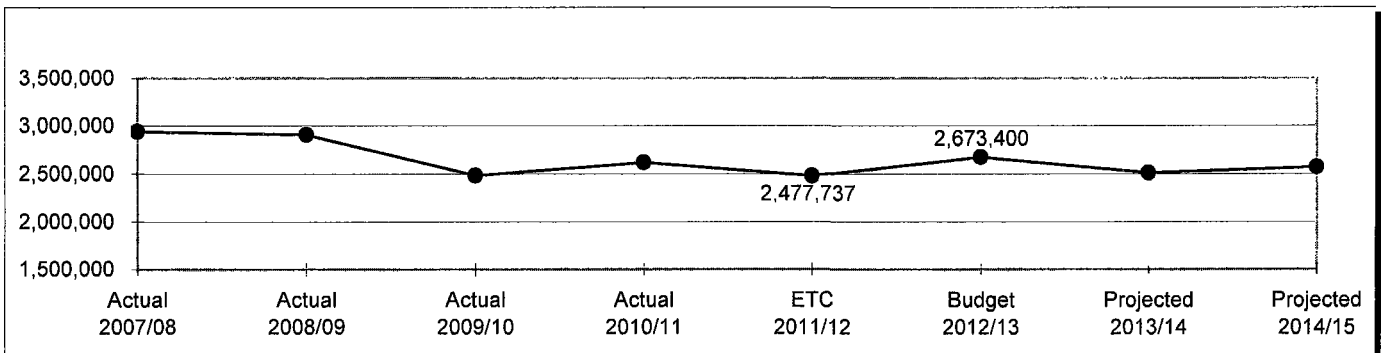
Street Cleaning Charges-Community Sanitation Fund

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



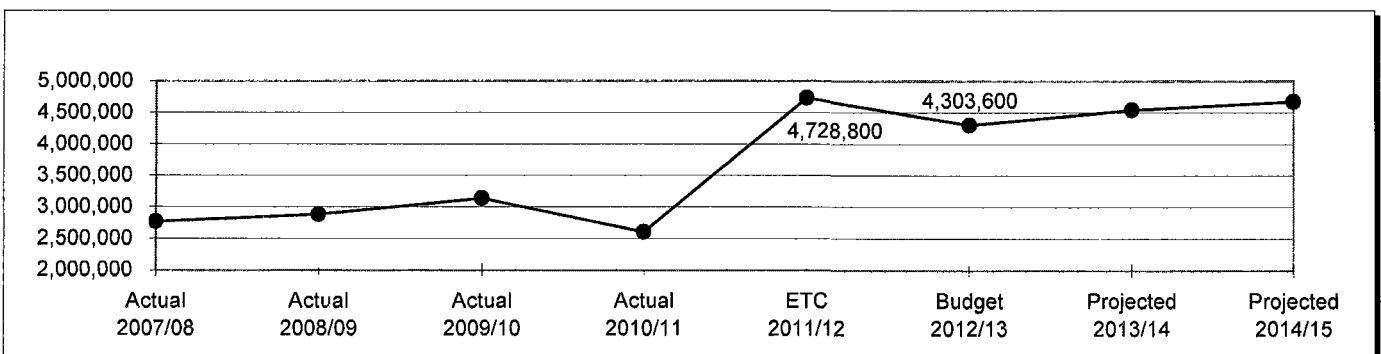
Local Transportation Funding-Street Construction & Transit Funds

This source of revenue is generated by a 1/4 cent tax on general sales tax, which is collected by the state and distributed to the cities on a formula basis for support of local transportation services. As LTF revenues are increasingly needed to fund transit operations, this reduces the amount available to fund street construction projects. Starting in 2012/13, Transit will consume 100% of LTF funding available to the City.



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

This tax is a county-wide tax used to fund street improvements and transit operations. In November 2006, voters in Fresno County passed an extension to this program through 2027, generating more than \$1.7 billion over the next 20 years. Although the tax rate is the same, the distribution percentage changed resulting in an increase in the City of Clovis' share of this sales tax. 2010/11 reflects a decline resulting from the recessionary climate. A significant increase in 2011/12 and forward includes a greater portion of funds from the Regional Transportation Program.

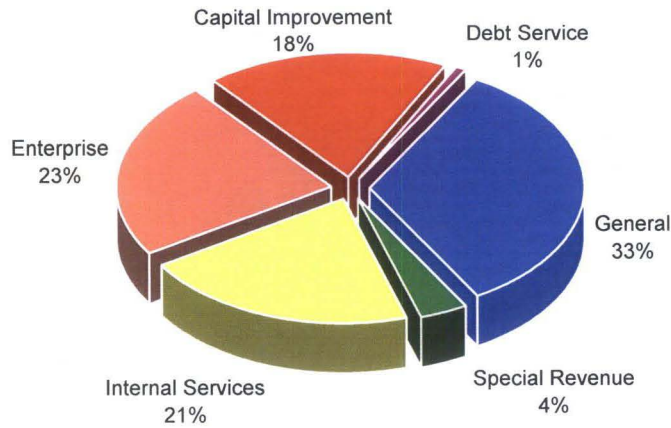


SUMMARY OF EXPENDITURES BY FUND

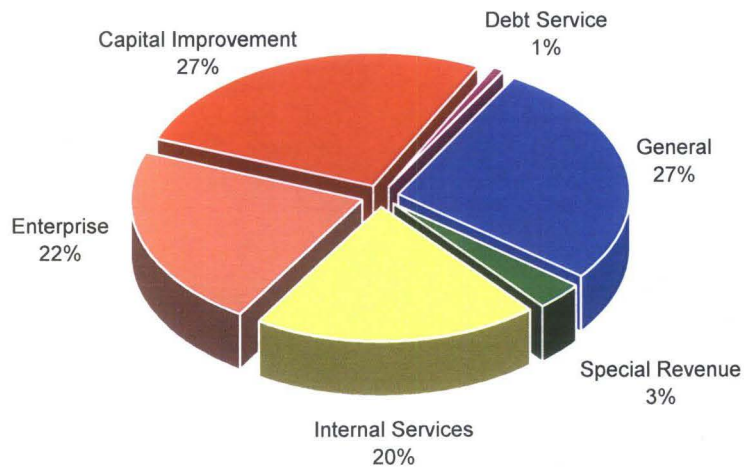
| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|-----------------------------------|---------------------|----------------------------------|---------------------|
| GENERAL FUND | 51,236,521 | 54,142,300 | 56,378,600 |
| SPECIAL REVENUE FUNDS | | | |
| CCDA | 2,156,827 | 3,078,200 | 0 |
| Successor Agency - Admin | 0 | 323,200 | 739,700 |
| Housing Successor - Clovis | 0 | 0 | 62,000 |
| HCD Block Grant Admin | 82,086 | 91,100 | 101,200 |
| Clovis YES | 415,383 | 420,900 | 398,000 |
| Landscape Maintenance District | 2,820,238 | 2,720,000 | 2,708,000 |
| INTERNAL SERVICES FUNDS | | | |
| Liability & Property Insurance | 1,289,589 | 1,253,500 | 1,300,700 |
| Employee Benefit | 15,590,947 | 17,288,500 | 18,944,700 |
| Fleet Maintenance | 7,184,977 | 8,971,600 | 6,760,500 |
| General Govt Services | 7,669,598 | 12,670,400 | 9,181,900 |
| ENTERPRISE FUNDS | | | |
| Community Sanitation | 13,360,728 | 14,196,000 | 15,716,800 |
| Sewer Service | 9,290,509 | 10,562,600 | 11,263,400 |
| Transit | 3,875,198 | 4,979,200 | 4,500,000 |
| Water Service | 9,333,914 | 13,790,400 | 14,004,300 |
| CAPITAL IMPROVEMENTS FUNDS | | | |
| Sewer Construction | 7,342,875 | 8,528,300 | 7,061,400 |
| Parks Projects | 1,950,672 | 2,345,000 | 1,030,000 |
| General Government Facilities | 1,429,177 | 6,478,000 | 475,000 |
| Street Construction | 9,022,445 | 21,213,000 | 10,179,000 |
| Water Construction | 3,250,999 | 9,659,900 | 5,418,200 |
| Refuse Construction | 893,511 | 4,160,000 | 850,000 |
| CCDA | 4,055,961 | 887,700 | 0 |
| Housing Successor - Clovis | 0 | 465,100 | 1,677,000 |
| DEBT SERVICE | | | |
| Successor Agencies | 1,364,129 | 1,366,800 | 1,367,100 |
| TOTAL | 153,616,284 | 199,591,700 | 170,117,500 |

EXPENDITURES BY FUND

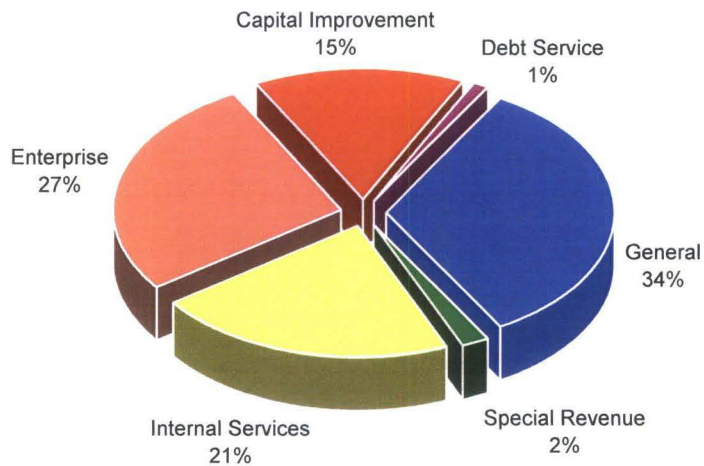
2010-2011 ACTUAL



2011-2012 ESTIMATED



2012-2013 BUDGET



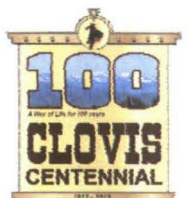
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DEBT OBLIGATIONS

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 Clovis Rodeo Parade



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 2012-13 is calculated at 15% of total assessed valuation or \$1,100,847,550. The City currently has no general obligation debt outstanding.

LEGAL DEBT LIMIT

| | |
|-----------------------------|-------------------------|
| Assessed Valuations | \$ 7,234,710,509 |
| Add back exempt property | <u>104,273,160</u> |
| Total Assessed Value | <u>\$ 7,338,983,669</u> |
| Legal Debt Limit | |
| 15% of Total Assessed Value | \$ 1,100,847,550 |

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 Successor Agencies); 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, 2011, is as follows:

| | |
|----------------------|---------------|
| Tax Allocation Bonds | \$ 18,020,000 |
| Capital Leases | 13,316,823 |
| Long-Term Loans | 2,309,656 |
| Long-Term Contracts | 12,818,719 |
| Revenue Bonds | 165,805,000 |

In addition to the debt amounts listed above, the City incurred new non-general obligation debt in the form of capital leases during the 2011-12 fiscal year. Capital leases are being utilized to fund the purchase of self contained breathing apparatuses, 19 police vehicles and a pet adoption center.

2012-2013 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.

| | | | DEBT SERVICE REQUIREMENTS (Principal and Interest Only) | | |
|--|---------------------------|------------------------------------|--|----------------------------------|----------------------------|
| | Total Amount Issued | Amount Outstanding 6/30/2012 | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
| <u>Long-Term Interfund Loans</u> | | | | | |
| * Refuse Enterprise Fund | 6,240,000 | 0 | 3,514,580 | 0 | 0 |
| * Sewer Developer Fund | 10,970,000 | 5,220,000 | 0 | 0 | 0 |
| * Water Developer Fund | 3,500,000 | 1,750,000 | 0 | 0 | 0 |
| <u>Tax Allocation Bonds</u> | | | | | |
| 2008 Tax Allocation Bonds | 19,100,000 | 17,445,000 | 1,348,103 | 1,350,700 | 1,351,000 |
| <u>Long-Term Loans</u> | | | | | |
| 2003 State of CA-R & T Infrastructure | 720,000 | 408,532 | 52,038 | 52,100 | 53,000 |
| CalHFA HELP Loan | 710,485 | 0 | 720,609 | 0 | 0 |
| California Energy Project Loan | 867,200 | 770,106 | 0 | 106,900 | 108,000 |
| California Energy Project Loan | 953,239 | 953,239 | 0 | 0 | 86,000 |
| <u>Capital Leases</u> | | | | | |
| Fire Station 34 | 1,510,774 | 388,152 | 152,578 | 152,600 | 154,000 |
| Fire Truck, Refuse and Landfill Equip | 3,259,500 | 27,193 | 55,379 | 55,500 | 29,000 |
| Fire Station 31 Relocation | 6,090,000 | 4,250,718 | 542,236 | 542,400 | 543,000 |
| Police Vehicles | 500,000 | 0 | 111,268 | 0 | 0 |
| Fire Truck | 1,116,078 | 510,349 | 180,262 | 180,300 | 181,000 |
| 14 Police Vehicles | 615,000 | 296,997 | 124,829 | 124,900 | 125,000 |
| Landfill Compactor | 791,000 | 642,923 | 0 | 172,900 | 173,000 |
| Solar Safety | 2,454,100 | 2,379,970 | 0 | 194,800 | 195,000 |
| Fire Truck | 625,411 | 571,812 | 0 | 74,200 | 75,000 |
| SCBA Gear | 500,000 | 461,230 | 0 | 45,400 | 92,000 |
| Police Vehicles | 665,000 | 602,036 | 0 | 71,100 | 143,000 |
| Pet Adoption Center | 3,000,000 | 3,000,000 | 0 | 0 | 220,000 |
| <u>Revenue Bonds</u> | | | | | |
| 1998 Sewer Enterprise-Refundings | 15,330,000 | 13,895,000 | 875,585 | 874,100 | 873,000 |
| 1998 Refuse-Landfill Improvements | 10,030,000 | 4,615,000 | 785,625 | 784,300 | 782,000 |
| 2001 Corporation Yard | 19,755,000 | 14,735,000 | 1,424,042 | 1,428,100 | 1,425,000 |
| 2003 Water Improvement | 44,330,000 | 35,450,000 | 3,243,588 | 3,248,200 | 3,249,000 |
| 2005 Waste Water | 25,735,000 | 25,425,000 | 1,281,921 | 1,587,000 | 1,587,000 |
| 2007 Waste Water | 68,540,000 | 67,610,000 | 3,184,850 | 4,096,300 | 4,099,000 |
| <u>Long-Term Contracts Payable</u> | | | | | |
| ** 1993 WWTP Expansion/Upgrade (Payable to the City of Fresno) | 15,916,932 | 11,181,113 | 1,239,351 | 1,212,500 | 1,238,000 |
| ** 1995A WWTP Expansion (3.0 MGD) (Payable to the City of Fresno) | 13,025,000 | 0 | 999,502 | 1,025,000 | 0 |
| <u>Total Appropriations for Principal and Interest</u> | | | <u>\$19,836,346</u> | <u>\$17,379,300</u> | <u>\$16,781,000</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.

* 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.

2012-2013 DESCRIPTION OF LONG-TERM DEBT

Assessment District Bonds

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

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

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

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

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

Long-Term Interfund Loans

In 2004/05 the Refuse Enterprise Fund borrowed \$3,240,000 from the Sewer Enterprise Fund, Sewer Developer Fund, Property and Liability Insurance Fund and General Government Services Fund to meet required bond covenants. In 2005/06 the Refuse Fund borrowed an additional \$2,880,000 to meet required bond covenants. The interest rate on the loan was variable and was set at the annual rate of return earned by the City's pooled cash and was paid annually. The last payment on the loan was made in December 2010 and therefore no amounts are included in the 2012/13 budget.

In 2012/13 the Sewer Construction - Developer Fund will borrow an additional \$5,750,000 from the Sewer Enterprise Fund to meet required bond covenants. The interest rate on the loan is variable and is set at the annual rate of return earned by the City's pooled cash and will be paid annually. Repayment will begin when development fee revenue exceeds revenue bond payment requirements.

In 2012/13 the Water Construction - Developer Fund will borrow and additional \$1,750,000 from the Water Enterprise Fund to fund a water banking project and to meet required bond covenants. The interest rate on the loan is variable and is set at the annual rate of return earned by the City's pooled cash and will be paid annually. Repayment will begin when development fee revenue exceeds revenue bond payment requirements.

2012-2013 DESCRIPTION OF LONG-TERM DEBT

Tax Allocation Bonds

In April 2008 the Clovis Community Development Agency issued tax allocation bonds in the amount of \$19,100,000 at interest rates varying from 3.25% to 4.75%. The proceeds are being utilized to aid in the financing of the Clovis Community Development Agency's projects and were used for the refunding of \$7,170,000 aggregate principal amount of the Agency's outstanding 1996 tax allocation bonds. Due to the elimination of redevelopment, the status of the \$8.1 million of remaining bond proceeds is unclear. The last debt service payment is scheduled for the fiscal year 2037/38. Included in the 2012/13 budget is \$595,000 for principal and \$756,000 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> |
|--------------------|---------------------|--------------------|---------------------|
| 12/13 | \$595,000 | \$756,000 | \$1,351,000 |
| 13/14 | 610,000 | 736,341 | 1,346,341 |
| 14/15 | 630,000 | 715,798 | 1,345,798 |
| 15/16 | 655,000 | 693,704 | 1,348,704 |
| 16/17 | 675,000 | 667,054 | 1,342,054 |
| 17/18 | 710,000 | 635,891 | 1,345,891 |
| 18/19 | 735,000 | 603,379 | 1,338,379 |
| 19/20 | 770,000 | 569,901 | 1,339,901 |
| 20/21 | 805,000 | 535,251 | 1,340,251 |
| 21/22 | 845,000 | 498,951 | 1,343,951 |
| 22/23 | 880,000 | 461,001 | 1,341,001 |
| 23/24 | 915,000 | 421,511 | 1,336,511 |
| 24/25 | 960,000 | 379,181 | 1,339,181 |
| 25/26 | 995,000 | 333,972 | 1,328,972 |
| 26/27 | 1,050,000 | 286,681 | 1,336,681 |
| 27/28 | 1,095,000 | 237,078 | 1,332,078 |
| 28/29 | 1,150,000 | 185,163 | 1,335,163 |
| 29/30 | 1,205,000 | 130,703 | 1,335,703 |
| 30/31 | 230,000 | 97,375 | 327,375 |
| 31/32 | 240,000 | 86,213 | 326,213 |
| 32/33 | 250,000 | 74,575 | 324,575 |
| 33/34 | 265,000 | 62,344 | 327,344 |
| 34/35 | 275,000 | 49,519 | 324,519 |
| 35/36 | 290,000 | 36,100 | 326,100 |
| 36/37 | 300,000 | 22,088 | 322,088 |
| 37/38 | 315,000 | 6,658 | 321,658 |
| Total | <u>\$17,445,000</u> | <u>\$9,282,432</u> | <u>\$26,727,432</u> |

2012-2013 DESCRIPTION OF LONG-TERM DEBT

Capital Leases

In September 2000 the City entered into a fifteen-year lease for fire station #34 at an interest rate of 5.62%. The last payment on this lease is scheduled for March 2015. Included in the 2012/13 budget is \$135,000 for principal and \$19,000 for interest.

In November 2002 the City entered into a ten-year lease for a fire truck. The interest rate on the lease is 3.65%. The last payment for this lease is scheduled for November 2012. The City also entered into seven-year leases for refuse equipment and landfill equipment. The interest rates on those leases are 3.04% and 3.14% respectively. The last payment for these leases was made November 2009. Included in the 2012/13 budget is \$28,000 for principal and \$1,000 for interest.

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

In December 2006 the City entered into a fifteen-year lease for the relocation and construction of fire station #31. The interest rate on the lease is 4.00%. The last payment is scheduled for December 2021. Included in the 2012/13 budget is \$376,000 for principal and \$167,000 for interest.

In May 2008 the City entered into a seven-year lease for a new fire truck. The interest rate on the lease is 3.36%. The last payment is scheduled for May 2015. Included in the 2012/13 budget is \$165,000 for principal and \$16,000 for interest.

In August 2009 the City entered into a five-year lease for fourteen new police vehicles. The interest rate on the lease is 3.35%. The last payment is scheduled for August 2014. Included in the 2012/13 budget is \$116,000 for principal and \$9,000 for interest.

In January 2011 the City entered into a five-year lease for \$791,000 for a landfill compactor. The interest rate on the lease is 3.28%. The last payment is scheduled for January 2016. Included in the 2012/13 budget is \$153,000 for principal and \$20,000 for interest.

In May 2011 the City entered into a twenty-year lease for \$2,454,100 for a solar project located at the police/fire headquarters and fire stations #1 and #5. The interest rate on the lease is 4.95%. The last payment is scheduled for June 2031. Included in the 2012/13 budget is \$78,000 for principal and \$117,000 for interest.

In June 2011 the City entered into a ten-year lease for \$650,000 for a new fire truck. The interest rate on the lease is 4.50%. The last payment is scheduled for July 2021. Included in the 2012/13 budget is \$56,000 for principal and \$19,000 for interest.

In August 2011 the City entered into a six-year lease for \$515,000 for self contained breathing apparatus equipment. The interest rate on the lease is 3.72%. The last payment is scheduled for August 2017. Included in the 2012/13 budget is \$80,000 for principal and \$12,000 for interest.

In August 2011 the City entered into a five-year lease for \$665,000 for nineteen police vehicles. The interest rate on the lease is 3.43%. The last payment is scheduled for August 2016. Included in the 2012/13 budget is \$129,000 for principal and \$14,000 for interest.

In May 2012 the City entered into a twenty-year lease for \$3,000,000 for a new pet adoption center. The interest rate on the lease is 4.00%. Funding is estimated in June 2012 with the last payment scheduled for approximately June 2022. Included in the 2012/13 budget is \$100,000 for principal and \$120,000 for interest.

2012-2013 DESCRIPTION OF LONG-TERM DEBT

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> |
|--------------------|---------------------|--------------------|---------------------|
| 12/13 | \$1,416,000 | \$514,000 | \$1,930,000 |
| 13/14 | 1,436,857 | 456,581 | 1,893,438 |
| 14/15 | 1,389,296 | 401,249 | 1,790,545 |
| 15/16 | 1,079,577 | 356,007 | 1,435,584 |
| 16/17 | 873,014 | 317,936 | 1,190,950 |
| 17/18 | 789,151 | 285,073 | 1,074,224 |
| 18/19 | 776,054 | 254,356 | 1,030,410 |
| 19/20 | 807,976 | 222,434 | 1,030,410 |
| 20/21 | 840,636 | 188,912 | 1,029,548 |
| 21/22 | 529,906 | 154,488 | 684,394 |
| 22/23 | 276,019 | 138,018 | 414,037 |
| 23/24 | 288,403 | 125,634 | 414,037 |
| 24/25 | 301,349 | 112,687 | 414,036 |
| 25/26 | 314,883 | 99,153 | 414,036 |
| 26/27 | 329,032 | 85,004 | 414,036 |
| 27/28 | 343,824 | 70,212 | 414,036 |
| 29/30 | 359,289 | 54,747 | 414,036 |
| 30/31 | 375,457 | 38,578 | 414,035 |
| 31/32 | 392,209 | 21,531 | 413,740 |
| 32/33 | 213,255 | 5,416 | 218,671 |
| Total | <u>\$13,132,187</u> | <u>\$3,902,016</u> | <u>\$13,503,540</u> |

2012-2013 DESCRIPTION OF LONG-TERM DEBT

Long-Term Loans

During 2001/02, the City entered into a twenty-year agreement with the State of California for a loan to provide water and sewer infrastructure and street improvements for the research and technology park. The interest rate on this loan is 3.06%. The first payment occurred in February 2003 and the final payment is scheduled for August 2020. Included in the 2012/13 budget is \$41,000 principal and \$12,000 interest.

During 2004/05, the City entered into a ten year agreement with the California Housing Finance Agency for a HELP loan to provide assistance in the development of low income multifamily rental units known as Hotchkiss Terrace. The interest rate on this loan is 3.0%. Interest accrues on an annual basis and a balloon payment to pay all outstanding principal and interest was due in August 2014 but was paid off in 2010/11 due to prepayment incentive offered by the California Housing Finance Agency.

During 2009/10, the City entered into a ten year agreement with the California Energy Commission for a loan to provide lighting efficiency upgrades and heating, ventilating, and air conditioning equipment replacements. The interest rate on this loan is 1.0%. The last payment is scheduled for December 2018. Included in the 2012/13 budget is \$100,000 for principal and \$8,000 for interest.

During 2010/11 the City entered into a ten year agreement with the California Energy Commission for a loan to provide solar project funding. The interest rate on this loan is 3.0%. The last payment is scheduled for 2026/27. Included in the 2012/13 budget is \$39,000 for principal and \$47,000 for interest as the first payment is deferred for 18 months.

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

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|--------------------|--------------------|------------------|--------------------|
| 12/13 | \$180,000 | \$67,000 | \$247,000 |
| 13/14 | 200,250 | 44,105 | 244,355 |
| 14/15 | 204,289 | 40,047 | 244,336 |
| 15/16 | 208,369 | 35,947 | 244,316 |
| 16/17 | 212,667 | 35,068 | 247,735 |
| 17/18 | 217,031 | 24,871 | 241,902 |
| 18/19 | 221,497 | 21,431 | 242,928 |
| 19/20 | 171,999 | 17,926 | 189,925 |
| 20/21 | 122,210 | 14,120 | 136,330 |
| 21/22 | 74,219 | 11,275 | 85,494 |
| 22/23 | 76,462 | 9,032 | 85,494 |
| 23/24 | 78,756 | 6,738 | 85,494 |
| 24/25 | 81,154 | 4,340 | 85,494 |
| 25/26 | 83,240 | 1,748 | 84,988 |
| 26/27 | 0 | 0 | 0 |
| Total | <u>\$2,132,143</u> | <u>\$333,648</u> | <u>\$2,465,791</u> |

2012-2013 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 2012/13 budget is \$678,000 for principal and \$560,000 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 the last payment for the City of Clovis's was made in September 2011.

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> |
|--------------------|---------------------|--------------------|---------------------|
| 12/13 | \$678,000 | \$560,000 | \$1,238,000 |
| 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 | 1,203,362 | 26,132 | 1,229,494 |
| Total | <u>\$11,181,113</u> | <u>\$3,622,931</u> | <u>\$14,804,044</u> |

2012-2013 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 2012/13 budget is \$150,000 for principal and \$723,000 for interest.

In August 1998 the City issued the 1998 Refuse Enterprise Revenue Bonds 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 2012/13 budget is \$565,000 for principal and \$217,000 for interest.

In April 2001 the City issued the 2001 Corporation Yard Revenue Bonds for \$19,755,000 at interest rates varying from 3.40% to 5.375%. These bonds were issued to pay for the construction of a new corporation yard and are recorded in the General Government Services Fund. The final payment is scheduled for March 2027. Included in the 2012/13 budget is \$680,000 for principal and \$745,000 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 2012/13 budget is \$1,555,000 for principal and \$1,694,000 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 2012/13 budget is \$320,000 for principal and \$1,267,000 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 2012/13 budget is \$970,000 for principal and \$3,129,000 for interest.

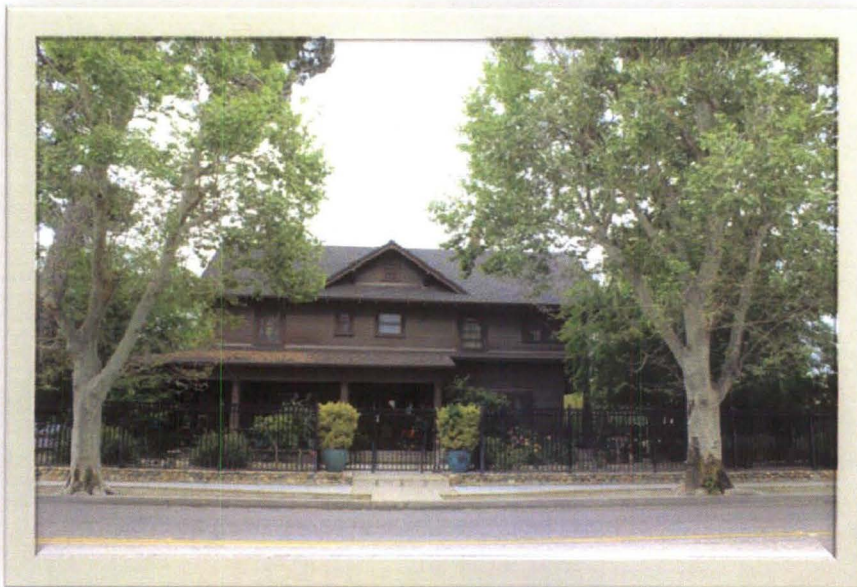
2012-2013 DESCRIPTION OF LONG-TERM DEBT

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> |
|--------------------|----------------------|----------------------|----------------------|
| 12/13 | \$4,240,000 | \$7,775,000 | \$12,015,000 |
| 13/14 | 4,675,000 | 7,590,157 | 12,265,157 |
| 14/15 | 4,905,000 | 7,370,320 | 12,275,320 |
| 15/16 | 5,110,000 | 7,143,223 | 12,253,223 |
| 16/17 | 5,385,000 | 6,885,595 | 12,270,595 |
| 17/18 | 5,645,000 | 6,613,413 | 12,258,413 |
| 18/19 | 5,935,000 | 6,326,783 | 12,261,783 |
| 19/20 | 5,440,000 | 6,041,220 | 11,481,220 |
| 20/21 | 5,720,000 | 5,765,935 | 11,485,935 |
| 21/22 | 6,005,000 | 5,480,830 | 11,485,830 |
| 22/23 | 6,310,000 | 5,176,649 | 11,486,649 |
| 23/24 | 6,630,000 | 4,857,060 | 11,487,060 |
| 24/25 | 8,040,000 | 4,512,707 | 12,552,707 |
| 25/26 | 9,235,000 | 4,083,248 | 13,318,248 |
| 26/27 | 9,710,000 | 3,611,499 | 13,321,499 |
| 27/28 | 8,775,000 | 3,122,910 | 11,897,910 |
| 28/29 | 5,960,000 | 2,689,344 | 8,649,344 |
| 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 | 990,366 | 6,750,366 |
| 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 | 148,250 | 6,748,250 |
| Total | <u>\$161,730,000</u> | <u>\$108,542,278</u> | <u>\$270,272,278</u> |

PERSONNEL

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



The Gibson Home on Third Street

PERSONNEL

There are five new positions being proposed for 2012-13. In the police department, four community service officers are recommended to deal with code enforcement in all areas of the City. In addition to their safety (police and fire) enforcement activities they will also address building, planning, and municipal code enforcement. In the street lighting section in the public utilities department, one electrician is being recommended to address the maintenance of street lights and traffic signals previously performed by the City of Fresno. With the reductions in workforce facing the City of Fresno, they have informed us that effective July 1, 2012 they will no longer be available to provide the service to the City of Clovis.

Due to the reassignment of workload and the elimination of Redevelopment, a total of eight positions are recommended for elimination in 2012-13. As a result of competitive bids on some landscape maintenance work in the public utilities department parks section, it is recommended that one vacant parks equipment mechanic and four vacant utility workers be eliminated. Also, as a result of reassignment of work within the department, one vacant assistant/associate planner is recommended for elimination. In addition, as a result of the elimination of Redevelopment, two positions that were previously funded from Tax Increment are recommended for elimination. They are one vacant principal office assistant and one redevelopment technician position.

The additional positions recommended in 2012-13 are below:

| <u>Position</u> | <u>Department</u> |
|-------------------------------|---|
| Community Service Officer (4) | Police |
| Electrician (1) | Public Utilities/Street Lighting Division |

The positions recommended for elimination in 2012-13 are listed below:

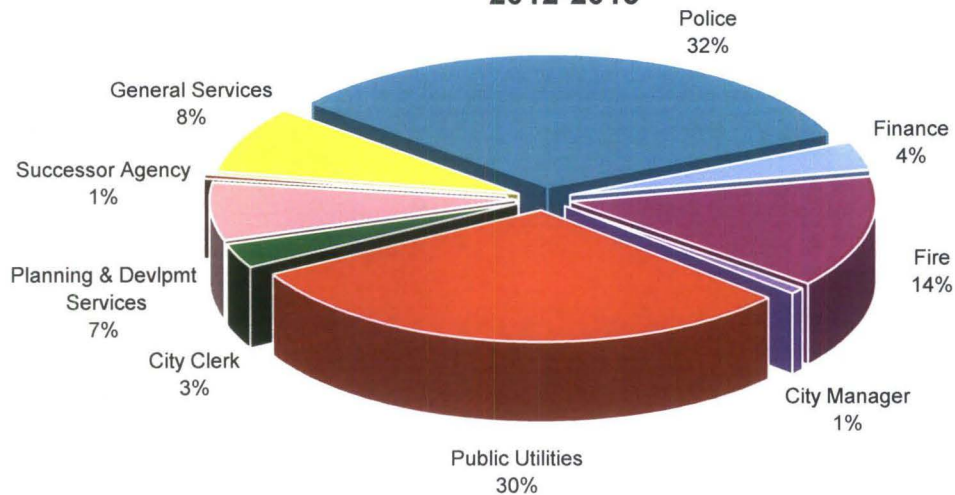
| <u>Position</u> | <u>Department</u> |
|---------------------------------|-----------------------------------|
| Assistant/Associate Planner (1) | Planning and Development Services |
| Parks Equipment Mechanic (1) | Public Utilities/Parks Division |
| Utility Worker (4) | Public Utilities/Parks Division |
| Principal Office Assistant (1) | Successor Agencies |
| Redevelopment Technician (1) | Successor Agencies |

There are position reallocations noted in Planning and Development Services, Police, and Public Utilities/Water Division as well as some reallocations between sections noted by account in the **Operations Section** to better reflect current work assignments.

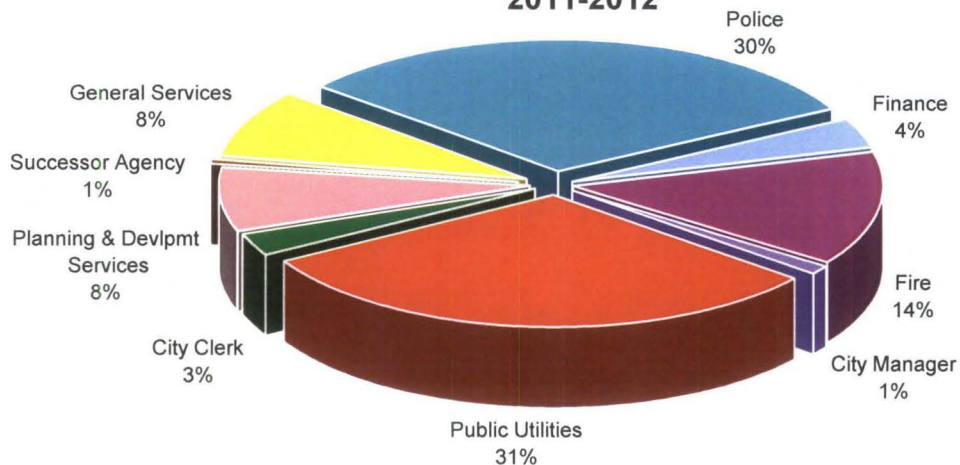
SUMMARY OF POSITIONS BY DEPARTMENT

| Department | 2010-11 Prior Year | 2011-12 Current Year | 2012-13 Recommended Positions | Change Increase/ (Decrease) |
|---------------------------------|-----------------------|----------------------------|-------------------------------------|-----------------------------------|
| City Clerk | 13.55 | 13.55 | 13.55 | - |
| City Manager | 3.15 | 4.65 | 4.15 | (0.50) |
| General Services | 39.15 | 39.15 | 39.15 | - |
| Finance | 17.15 | 17.15 | 17.15 | - |
| Fire | 66.50 | 65.50 | 65.50 | - |
| Police | 146.00 | 148.00 | 152.00 | 4.00 |
| Planning & Development Services | 36.00 | 36.00 | 35.00 | (1.00) |
| Successor Agency | 0.50 | 4.00 | 2.50 | (1.50) |
| Public Utilities | 149.00 | 147.00 | 143.00 | (4.00) |
| CCDA | 5.00 | - | - | - |
| TOTAL | 476.00 | 475.00 | 472.00 | (3.00) |

RECOMMENDED 2012-2013



CURRENT 2011-2012



DETAIL OF POSITIONS BY DEPARTMENT

| <u>Department</u> | 2010-11 Prior Year | 2011-12 Current Year | 2012-13 Recommended Positions | Change Increase/ (Decrease) |
|---|-------------------------------|-------------------------------------|--|--|
| CITY CLERK | | | | |
| Assistant City Manager/City Clerk | 0.50 | 0.50 | 0.50 | - |
| Information Technology Analyst | 3.00 | 3.00 | 3.00 | - |
| Information Technology Manager | 1.00 | 1.00 | 1.00 | - |
| Information Technology Specialist | 3.00 | 3.00 | 3.00 | - |
| Information Technology Supervisor | 2.00 | 2.00 | 2.00 | - |
| Information Technology Technician | 2.00 | 2.00 | 2.00 | - |
| Principal Office Assistant | 0.80 | 0.80 | 0.80 | - |
| Senior Information Technology Analyst | 1.00 | 1.00 | 1.00 | - |
| Spec Proj/Life Safety Enforcement Manager | 0.25 | 0.25 | 0.25 | - |
| TOTAL | 13.55 | 13.55 | 13.55 | - |
| CITY MANAGEMENT | | | | |
| Assistant City Manager/City Clerk | 0.50 | 0.50 | 0.50 | - |
| Business Development Manager | 0.25 | 1.00 | 1.00 | - |
| City Manager | 1.00 | 1.00 | 1.00 | - |
| Community & Econ Development Dir | 0.25 | 0.50 | 0.50 | - |
| Executive Assistant | 0.70 | 0.70 | 0.70 | - |
| Principal Office Assistant | 0.20 | 0.20 | 0.20 | - |
| Redevelopment Technician | - | 0.50 | - | (0.50) |
| Spec Proj/Life Safety Enforcement Manager | 0.25 | 0.25 | 0.25 | - |
| TOTAL | 3.15 | 4.65 | 4.15 | (0.50) |
| GENERAL SERVICES | | | | |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | - |
| Assistant Building Technician | 3.00 | 3.00 | 3.00 | - |
| Building Maintenance Leadworker | 1.00 | 1.00 | 1.00 | - |
| Bus Driver | 14.00 | 14.00 | 14.00 | - |
| Custodian | 1.00 | 1.00 | 1.00 | - |
| Department Support Manager | 1.00 | 1.00 | 1.00 | - |
| Executive Assistant | 0.15 | 0.15 | 0.15 | - |
| General Services Director | 1.00 | 1.00 | 1.00 | - |
| General Services Manager | 1.00 | 1.00 | 1.00 | - |
| Lead Bus Driver | 3.00 | 3.00 | 3.00 | - |
| Management Analyst | 2.00 | 2.00 | 2.00 | - |
| Personnel Technician | 2.00 | 2.00 | 2.00 | - |
| Personnel/Risk Manager | 1.00 | 1.00 | 1.00 | - |
| Principal Office Assistant | 4.00 | 4.00 | 4.00 | - |
| Recreation Coordinator | 2.00 | 1.00 | 1.00 | - |
| Recreation Specialist | - | 1.00 | 1.00 | - |
| Transit Dispatcher | 1.00 | 1.00 | 1.00 | - |
| Transit Supervisor | 1.00 | 1.00 | 1.00 | - |
| TOTAL | 39.15 | 39.15 | 39.15 | - |

DETAIL OF POSITIONS BY DEPARTMENT

| <u>Department</u> | 2010-11 Prior Year | 2011-12 Current Year | 2012-13 Recommended Positions | Change Increase/ (Decrease) |
|--|-------------------------------|-------------------------------------|--|--|
| FINANCE | | | | |
| Accountant/Senior/Principal | 3.00 | 2.00 | 2.00 | - |
| Accounting Supervisor | - | 1.00 | 1.00 | - |
| Acctg Systems Tech/Senior/Principal | 4.00 | 4.00 | 4.00 | - |
| Assistant Finance Director | - | 1.00 | 1.00 | - |
| Deputy Finance Director | 2.00 | 1.00 | 1.00 | - |
| Executive Assistant | 0.15 | 0.15 | 0.15 | - |
| Finance Director/Treasurer | 1.00 | 1.00 | 1.00 | - |
| Senior Account Clerk/Principal | 7.00 | 7.00 | 7.00 | - |
| TOTAL | 17.15 | 17.15 | 17.15 | - |
| PLANNING & DEVELOPMENT SERVICES | | | | |
| Assistant Dir of Planning & Devlp Serv | 1.00 | 1.00 | 1.00 | |
| Assistant Engineer | 11.00 | 11.00 | 11.00 | - |
| Assistant/Associate Planner | 1.00 | 1.00 | - | (1.00) |
| Associate Civil Engineer | 2.00 | 2.00 | 2.00 | - |
| Building Inspector/Senior Bldg Inspector | 3.00 | 4.00 | 4.00 | - |
| Deputy Building Official/Plan Checker | 1.00 | 1.00 | 1.00 | - |
| Deputy City Planner | 1.00 | 1.00 | 1.00 | - |
| Dir of Planning & Development Serv | 1.00 | 1.00 | 1.00 | - |
| Engineering Inspector | 4.00 | 3.00 | 3.00 | - |
| Engineering Program Supervisor | 1.00 | 1.00 | 1.00 | - |
| Engineering Tech/Sr Engineering Tech | 2.00 | 2.00 | 2.00 | - |
| Geographic Info System Specialist | 1.00 | 1.00 | 1.00 | - |
| Junior Engineer | 1.00 | 1.00 | 1.00 | - |
| Plans Examiner | 2.00 | 2.00 | 2.00 | - |
| Principal Office Assistant | 2.00 | 2.00 | 2.00 | - |
| Senior Engineering Inspector | 1.00 | 1.00 | 1.00 | - |
| Senior Planner | 1.00 | 1.00 | 1.00 | - |
| TOTAL | 36.00 | 36.00 | 35.00 | (1.00) |

DETAIL OF POSITIONS BY DEPARTMENT

| <u>Department</u> | 2010-11 Prior Year | 2011-12 Current Year | 2012-13 Recommended Positions | Change Increase/ (Decrease) |
|---|-------------------------------|-------------------------------------|--|--|
| POLICE | | | | |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | - |
| Animal Control Officer | 2.00 | 2.00 | 2.00 | - |
| Animal Services Aide | 1.00 | 1.00 | 1.00 | - |
| Communication Supervisor | 1.00 | 1.00 | 1.00 | - |
| Community Service Officer | 13.00 | 11.00 | 15.00 | 4.00 |
| Lead Police Service Officer | 1.00 | 1.00 | 1.00 | - |
| Lead Public Safety Dispatcher | 1.00 | 1.00 | 1.00 | - |
| Management Analyst | 2.00 | 2.00 | 2.00 | - |
| Office Assistant | 2.00 | 3.00 | 4.00 | 1.00 |
| Police Captain | 3.00 | 3.00 | 3.00 | - |
| Police Chief | 1.00 | 1.00 | 1.00 | - |
| Police Corporal | 12.00 | 12.00 | 12.00 | - |
| Police Lieutenant | 3.00 | 3.00 | 3.00 | - |
| Police Officer/Recruit | 67.00 | 67.00 | 67.00 | - |
| Police Sergeant | 10.00 | 10.00 | 10.00 | - |
| Police Service Manager | 1.00 | 1.00 | 1.00 | - |
| Police Service Officer | 15.00 | 17.00 | 17.00 | - |
| Principal Office Assistant | 6.00 | 6.00 | 5.00 | (1.00) |
| Property & Evidence Technician | - | 1.00 | 1.00 | - |
| Public Information Officer | 1.00 | 1.00 | 1.00 | - |
| Public Safety Dispatcher | 1.00 | 1.00 | 1.00 | - |
| Records Supervisor | 1.00 | 1.00 | 1.00 | - |
| Supervisor of Animal Services | 1.00 | 1.00 | 1.00 | - |
| TOTAL | 146.00 | 148.00 | 152.00 | 4.00 |
| FIRE | | | | |
| Battalion Chief | 3.00 | 3.00 | 3.00 | - |
| Deputy Fire Chief | 1.00 | 1.00 | 1.00 | - |
| Spec Proj/Life Safety Enforcement Manager | 0.50 | 0.50 | 0.50 | - |
| Fire Captain | 15.00 | 15.00 | 15.00 | - |
| Fire Chief | 1.00 | 1.00 | 1.00 | - |
| Fire Engineer | 15.00 | 15.00 | 15.00 | - |
| Fire Marshall (Deputy Fire Chief) | - | 1.00 | 1.00 | - |
| Fire Prevention Officer | 1.00 | 1.00 | 1.00 | - |
| Firefighters | 27.00 | 25.00 | 25.00 | - |
| Principal Office Assistant | 2.00 | 2.00 | 2.00 | - |
| Training Officer (Captain) | 1.00 | 1.00 | 1.00 | - |
| TOTAL | 66.50 | 65.50 | 65.50 | - |

DETAIL OF POSITIONS BY DEPARTMENT

| <u>Department</u> | 2010-11 Prior Year | 2011-12 Current Year | 2012-13 Recommended Positions | Change Increase/ (Decrease) |
|--------------------------------------|-------------------------------|-------------------------------------|--|--|
| PUBLIC UTILITIES | | | | |
| Assistant Mechanic/Service Worker | 5.00 | 5.00 | 5.00 | - |
| Assistant Public Utilities Director | 2.00 | 2.00 | 2.00 | - |
| Assistant Water Systems Technician | 5.00 | 5.00 | 4.00 | (1.00) |
| Associate Civil Engineer | 1.00 | 1.00 | 1.00 | - |
| Construction Manager | 1.00 | 1.00 | 1.00 | - |
| Disposal Leadworker | 3.00 | 3.00 | 3.00 | - |
| Electrician | - | - | 1.00 | 1.00 |
| Engineering Tech/Sr Engineering Tech | 2.00 | 2.00 | 2.00 | - |
| Equipment Mechanic | 5.00 | 5.00 | 5.00 | - |
| Equipment Operator | 2.00 | 2.00 | 2.00 | - |
| Fleet Maintenance Leadworker | 2.00 | 2.00 | 2.00 | - |
| Fleet Maintenance Service Writer | 1.00 | 1.00 | 1.00 | - |
| Fleet Manager | 1.00 | 1.00 | 1.00 | - |
| Junior Engineer | 1.00 | 1.00 | 1.00 | - |
| Landfill Leadworker | 1.00 | 1.00 | 1.00 | - |
| Maintenance Leadworker | 6.00 | 6.00 | 6.00 | - |
| Maintenance Worker/Sr Maint Worker | 36.00 | 36.00 | 37.00 | 1.00 |
| Management Analyst | 1.00 | 1.00 | 1.00 | - |
| Meter Reader | 4.00 | 4.00 | 4.00 | - |
| Office Assistant | 3.00 | 3.00 | 3.00 | - |
| Parks Equipment Mechanic | 1.00 | 1.00 | - | (1.00) |
| Parks Maintenance Leadworker | 3.00 | 3.00 | 3.00 | - |
| Parks Manager | 1.00 | 1.00 | 1.00 | - |
| Parts Clerk | 1.00 | 1.00 | 1.00 | - |
| Principal Office Assistant | 2.00 | 2.00 | 2.00 | - |
| Public Utilities Director | 1.00 | 1.00 | 1.00 | - |
| Senior Sanitation Operator | 21.00 | 21.00 | 21.00 | - |
| Solid Waste Manager | 1.00 | 1.00 | 1.00 | - |
| Street Maintenance Manager | 1.00 | 1.00 | 1.00 | - |
| Street Sweeper Operator | 4.00 | 4.00 | 4.00 | - |
| Utility Manager | 1.00 | 1.00 | 1.00 | - |
| Utility Worker | 25.00 | 23.00 | 19.00 | (4.00) |
| Water Production Manager | 1.00 | 1.00 | 1.00 | - |
| Water System Technician | 1.00 | 1.00 | 1.00 | - |
| Water Treatment Plant Operator | 3.00 | 3.00 | 3.00 | - |
| TOTAL | 149.00 | 147.00 | 143.00 | (4.00) |

DETAIL OF POSITIONS BY DEPARTMENT

| <u>Department</u> | 2010-11 Prior Year | 2011-12 Current Year | 2012-13 Recommended Positions | Change Increase/ (Decrease) |
|----------------------------------|-------------------------------|-------------------------------------|--|--|
| CLOVIS SUCCESSOR AGENCIES | | | | |
| Community & Econ Development Dir | - | 0.50 | 0.50 | - |
| Housing Program Manager | 0.50 | 1.00 | 1.00 | - |
| Principal Office Assistant | - | 1.00 | - | (1.00) |
| Redevelopment Technician | - | 1.50 | 1.00 | (0.50) |
| TOTAL | 0.50 | 4.00 | 2.50 | (1.50) |
| CCDA | | | | |
| Business Development Manager | 0.75 | 0.75 | - | (0.75) |
| Community & Econ Development Dir | 0.75 | 0.75 | - | (0.75) |
| Housing Program Manager | 0.50 | 1.00 | - | (1.00) |
| Principal Office Assistant | 1.00 | 1.00 | - | (1.00) |
| Redevelopment Technician | 2.00 | 1.50 | - | (1.50) |
| TOTAL | 5.00 | 5.00 * | - | (5.00) |
| CITY TOTAL | 476.00 | 475.00 * | 472.00 | (3.00) |

*Note: As of February 1, 2012, all CCDA employees were reassigned to the City Management Department or the Successor Agencies Department due to the elimination of redevelopment. To avoid duplication, the position counts for CCDA for the 2011-12 Current Year, 2012-13 Recommended Positions, and the Change Increase/Decrease are not included in the City Total position count.

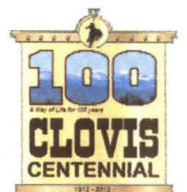
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OPERATIONS

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.



Clovis Schools – Clovis High School and Bud Rank Elementary



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SUMMARY OF EXPENDITURES

BY DEPARTMENT

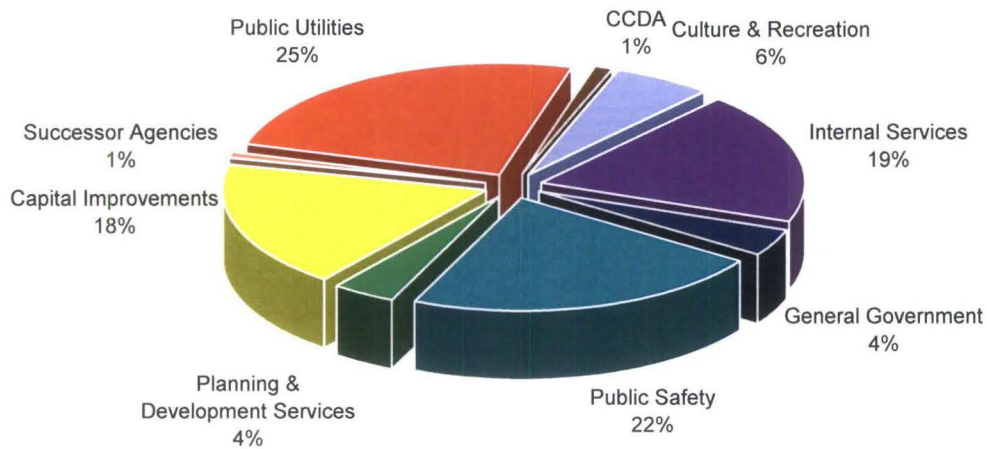
| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|---------------------------------|---------------------|----------------------------------|---------------------|
| City Council | 237,111 | 251,500 | 250,700 |
| City Clerk | 2,484,555 | 2,626,400 | 2,848,000 |
| City Attorney | 761,794 | 715,900 | 771,600 |
| City Management | 983,940 | 1,073,100 | 1,155,500 |
| General Services | 27,314,481 | 34,929,600 | 32,740,000 |
| Finance | 1,810,755 | 2,361,600 | 2,367,200 |
| Police | 22,629,164 | 23,398,400 | 23,745,200 |
| Fire | 10,674,482 | 11,472,000 | 12,292,900 |
| Public Utilities | 49,068,561 | 57,721,200 | 58,253,100 |
| Planning & Development Services | 5,664,816 | 6,024,800 | 6,334,700 |
| Capital Improvements | 27,968,197 | 53,737,000 | 26,690,600 |
| Successor Agencies | 1,861,602 | 2,202,000 | 2,668,000 |
| CCDA | 2,156,826 | 3,078,200 | 0 |
| TOTAL | 153,616,284 | 199,591,700 | 170,117,500 |

BY FUNCTION

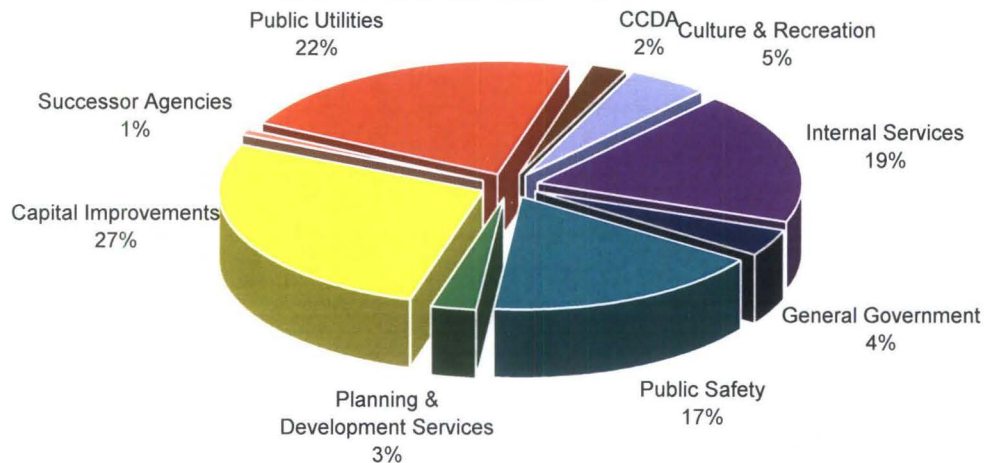
| | | | |
|---------------------------------|--------------------|--------------------|--------------------|
| General Government | 6,757,430 | 7,462,100 | 7,903,400 |
| Public Safety | 33,303,646 | 34,870,400 | 36,038,100 |
| Planning & Development Services | 5,664,816 | 6,024,800 | 6,334,700 |
| Capital Improvements | 27,968,197 | 53,737,000 | 26,690,600 |
| Successor Agencies | 1,861,602 | 2,202,000 | 2,668,000 |
| Public Utilities | 37,939,709 | 44,765,200 | 47,436,300 |
| CCDA | 2,156,826 | 3,078,200 | 0 |
| Culture & Recreation | 8,540,874 | 9,695,700 | 9,351,300 |
| Internal Services | 29,423,184 | 37,756,300 | 33,695,100 |
| TOTAL | 153,616,284 | 199,591,700 | 170,117,500 |

EXPENDITURES BY FUNCTION

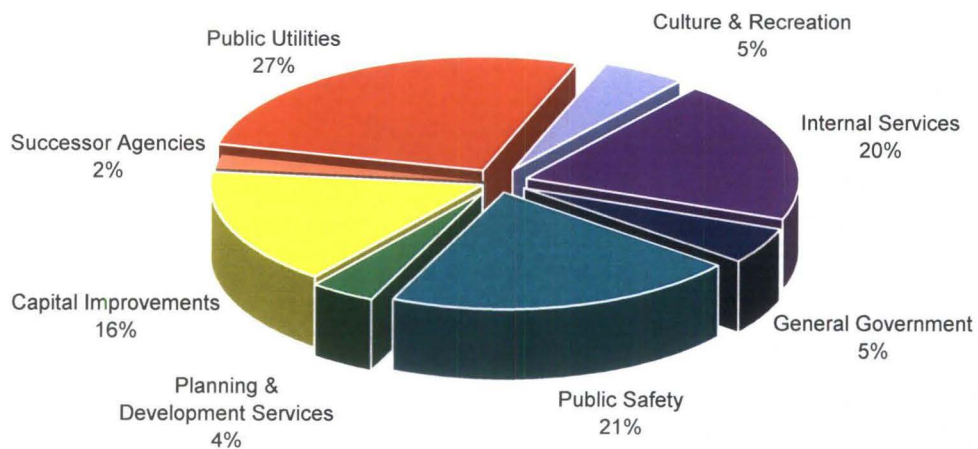
2010-2011 ACTUAL



2011-2012 ESTIMATED



2012-2013 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 2012-2013

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

Budgetary Highlights

- Provide policy guidelines to update the provisions of the Clovis General Plan to guide future growth and revitalization of the community.
- Support staffing and service plans for public safety to provide five minute emergency response to high priority calls throughout the City and seek ways to provide reliable funding sources to achieve this goal.
- Support efforts to attract investment and quality job creation in local business parks; strengthen partnerships with business, economic development organizations, and educational resources in the region to facilitate economic diversity and an improved jobs-housing balance.
- Support innovation in design of neighborhoods to encourage safety and public interaction amongst residents.
- Maintain active membership in regional and statewide organizations of local governments to participate in information sharing networks and provide training and legislative advocacy on matters of law and policy.
- Assign Council Members to take leadership roles on various local and regional committees concerning public safety, transportation, water and sewer, solid waste, air quality, and local government funding issues.
- Support opportunities for citizen engagement to promote better understanding of local governments and to foster the next generation of civic leaders.
- Continue to focus on core services and opportunities to partner for more efficient services.

CITY COUNCIL

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|--------------------------|----------------|----------------|----------------|
| Salaries - Regular | 68,010 | 66,200 | 66,200 |
| Benefits | 73,995 | 84,500 | 81,700 |
| Professional Services | 0 | 500 | 500 |
| Travel & Meeting Expense | 12,004 | 12,000 | 12,000 |
| Training | 0 | 500 | 500 |
| Dues & Subscriptions | 30,602 | 35,000 | 35,000 |
| Admin & Overhead | 52,500 | 52,800 | 54,800 |
| | <u>237,111</u> | <u>251,500</u> | <u>250,700</u> |
| TOTAL CITY COUNCIL | <u>237,111</u> | <u>251,500</u> | <u>250,700</u> |

SOURCES OF FUNDING

| | | | |
|----------------------------|----------------|----------------|----------------|
| Interfund Charges | 97,000 | 102,000 | 144,000 |
| Miscellaneous Income | 62 | 0 | 0 |
| Use of Discretionary Funds | <u>140,049</u> | <u>149,500</u> | <u>106,700</u> |
| | <u>237,111</u> | <u>251,500</u> | <u>250,700</u> |
| TOTAL | <u>237,111</u> | <u>251,500</u> | <u>250,700</u> |

DETAIL OF POSITIONS

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

CITY CLERK DEPARTMENT SUMMARY

The City Clerk Department includes the functions of City Clerk and Information Technology. The Department is a support Department that provides support to City Council, Administration, and other City Departments and the public. The responsibilities of the Department include elections, maintaining the Municipal Code, maintaining official City records and responding to records requests, electronic record keeping and imaging, legislative analysis, and providing all computer/telephone and communications related support and acquisition to all departments.

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. In 2009, the City Clerk position was consolidated into a combined Assistant City Manager/ City Clerk. Primary duties include the following major categories:

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

Information Services/Communications Division

Sections 15200 and 15300

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

CITY CLERK DEPARTMENT SUMMARY

Department Goals 2012-2013

- Improve support to other operating departments by supporting a network user's group.
- Conduct an error free elections using Fresno County Elections Division.
- Provide for public records requests in a coordinated and timely manner on behalf of the entire City.
- Update and implement the I.T. Master Plan.
- Update and implement the City's Telecommunications Master Plan for all related infrastructure (including fiber optics, wireless and video communications) and coordinate with other public safety agencies and the Clovis Unified School District.
- Provide administrative support for special project assignments from the City Manager such as preparation for tax sharing agreements with the county and other public agencies.

Budgetary Highlights

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

CITY CLERK

DEPARTMENT PERFORMANCE MEASURES

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

| | <u>2010-2011 (actual)</u> | <u>2011-2012 (estimated)</u> | <u>2012-2013 (proposed)</u> |
|--|---------------------------|------------------------------|-----------------------------|
| <ul style="list-style-type: none"> 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 Election Cancelled | | N/A | 100% |
| <ul style="list-style-type: none"> Implement the records management plan. | | | |
| Implement the records imaging system | 50% | 55% | 60% |
| <ul style="list-style-type: none"> Operate the general records management program to provide accurate information and efficient response time for information requested by citizens, the City Council, and City departments. An indicator would be the Public Records Act which provides for ten-day response time. | | | |
| Ten-Day Response Time | 100% | 100% | 100% |

CITY CLERK DEPARTMENT SUMMARY

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|---------------------------|-------------------------|----------------------------------|-------------------------|
| BUDGET BY ACTIVITY | | | |
| City Clerk | 195,185 | 198,700 | 355,300 |
| Information Technology | <u>2,289,370</u> | <u>2,427,700</u> | <u>2,492,700</u> |
| TOTAL ALL ACTIVITIES | <u><u>2,484,555</u></u> | <u><u>2,626,400</u></u> | <u><u>2,848,000</u></u> |

| | | | |
|---|-------------------------|-------------------------|-------------------------|
| BUDGET BY FUND | | | |
| General Fund | 195,185 | 198,700 | 355,300 |
| General Services - Information Technology | <u>2,289,370</u> | <u>2,427,700</u> | <u>2,492,700</u> |
| TOTAL ALL FUNDS | <u><u>2,484,555</u></u> | <u><u>2,626,400</u></u> | <u><u>2,848,000</u></u> |

2012-2013 Goals

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

Objectives to Meet the Goals

- Continue to implement a computerized records management system that provides for efficient records retention and retrieval.
- Continue to provide timely response to citizens and departmental requests for information.
- Perform a workflow analysis of all documents that flow through Administration to the City Council and update/streamline the approval/adoption process.
- Streamline the agenda preparation process, moving towards issuance of an electronic document.
- Develop and train staff.
- Maximize utilization of technology to improve services.

Five-Year Outlook

The reduction of staffing in 2009-2010 is likely to be in place for several years due to the budget constraints resulting from the economic downturn. It is not expected that the City's general operating revenues will improve greatly until after 2012-2013. Currently, the City Clerk's position and the Assistant City Manager's position have been combined into one position. Additionally, a one half time manager of Special Projects continues to support the City Manager's office.

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

The next scheduled municipal election will be in March 2013 when two of the five seats on the City Council will be up for election.

| | |
|-------------------|----------------------|
| City Clerk | City Clerk |
| Department | Section 15000 |

| | | |
|-----------|-----------|-----------|
| | 2011-2012 | |
| 2010-2011 | Revised | 2012-2013 |
| Actual | Estimate | Budget |

BUDGET DETAIL

| | | | |
|--------------------------|-----------------------|-----------------------|-----------------------|
| Salaries - Regular | 97,991 | 104,100 | 107,000 |
| Benefits | 42,384 | 46,700 | 44,000 |
| Vehicle Charges | 3,353 | 3,400 | 3,300 |
| Professional Services | 32,907 | 28,000 | 180,000 |
| Travel & Meeting Expense | 2,650 | 1,500 | 2,300 |
| Training | 1,285 | 1,000 | 2,000 |
| Dues & Subscriptions | 215 | 400 | 700 |
| Admin & Overhead | 14,400 | 13,600 | 16,000 |
| | <u>195,185</u> | <u>198,700</u> | <u>355,300</u> |
| TOTAL CITY CLERK | <u>195,185</u> | <u>198,700</u> | <u>355,300</u> |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|-----------------------|-----------------------|-----------------------|
| Mandated Claims | 4,494 | 0 | 0 |
| Interfund Charges | 34,000 | 42,000 | 92,000 |
| Miscellaneous Income | 4,457 | 2,000 | 2,000 |
| Use of Discretionary Funds | <u>152,234</u> | <u>154,700</u> | <u>261,300</u> |
| | <u>195,185</u> | <u>198,700</u> | <u>355,300</u> |
| TOTAL | <u>195,185</u> | <u>198,700</u> | <u>355,300</u> |

DETAIL OF POSITIONS

| | | | |
|--------------------------------------|--------------------|--------------------|--------------------|
| Assistant City Manager/City Clerk | 0.30 | 0.30 | 0.30 |
| Principal Office Assistant | 0.80 | 0.80 | 0.80 |
| Special Proj/Life Safety Enforce Mgr | <u>0.25</u> | <u>0.25</u> | <u>0.25</u> |
| TOTAL | <u>1.35</u> | <u>1.35</u> | <u>1.35</u> |

2012-2013 Goals

The goals of the Information Technology Division are to provide timely and secure access to the financial systems, network and telecommunications systems, Police systems, Fresno County Sheriff Department systems and regional geographic information systems by all authorized personnel, train on changes to the systems, train new personnel on system use, and review and evaluate new systems for application on a City-wide basis. In 2012-2013, the Division will expand the telecommunications network for public safety and with the installation of a significant amount of fiber optic cable throughout the City, additional maintenance will be added to the Division's responsibilities.

These goals include:

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

| | | | |
|-------------------|--|--|--|
| City Clerk | Information Technology/Communications | | |
| Department | Section 15200/15300 | | |

| | 2010-2011 | 2011-2012 | 2012-2013 |
|--|-----------|---------------------|-----------|
| | Actual | Revised Estimate | Budget |

BUDGET DETAIL

| | | | |
|-------------------------------------|------------------|------------------|------------------|
| Salaries - Regular | 724,417 | 772,400 | 828,200 |
| Overtime | 21,306 | 36,500 | 36,500 |
| Extra Help | 89,272 | 35,000 | 5,000 |
| Benefits | 349,107 | 377,500 | 384,600 |
| Vehicle Charges | 24,063 | 25,500 | 25,500 |
| Communications | 209,908 | 209,000 | 184,000 |
| Professional Services | 32,384 | 53,000 | 75,000 |
| Repairs & Maintenance | 480,802 | 458,000 | 453,000 |
| Office Supplies | 75,661 | 60,000 | 60,000 |
| Travel & Meeting Expense | 1,014 | 2,000 | 0 |
| Training | 10,092 | 10,300 | 10,000 |
| Admin & Overhead | 16,200 | 17,500 | 17,900 |
| Capital Outlays - Computers | 255,144 | 371,000 | 413,000 |
| TOTAL INFORMATION TECHNOLOGY | 2,289,370 | 2,427,700 | 2,492,700 |

SOURCES OF FUNDING

| | | | |
|-----------------------|------------------|------------------|------------------|
| Interfund Charges | 2,283,417 | 2,422,700 | 2,480,700 |
| Project Participation | 4,900 | 5,000 | 12,000 |
| Miscellaneous Income | 1,053 | 0 | 0 |
| TOTAL | 2,289,370 | 2,427,700 | 2,492,700 |

DETAIL OF POSITIONS

| | | | |
|---------------------------------------|--------------|--------------|--------------|
| Assistant City Manager/City Clerk | 0.20 | 0.20 | 0.20 |
| Information Technology Analyst | 3.00 | 3.00 | 3.00 |
| Information Technology Manager | 1.00 | 1.00 | 1.00 |
| Information Technology Specialist | 3.00 | 3.00 | 3.00 |
| Information Technology Supervisor | 2.00 | 2.00 | 2.00 |
| Information Technology Technician | 2.00 | 2.00 | 2.00 |
| Senior Information Technology Analyst | 1.00 | 1.00 | 1.00 |
| TOTAL | 12.20 | 12.20 | 12.20 |

CITY ATTORNEY DEPARTMENT SUMMARY

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

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

Department Goals 2012-2013

- Provide accurate and timely consultation and advice to City Council, City Manager, and City departments.
- Emphasize "best practices" for legal issues in administrative matters and also in the prevention of litigation through workshops and briefings on municipal law and through early involvement in major issues and projects.
- Prosecute, defend, and manage litigation in a cost-efficient manner.

Budgetary Highlights

- Provide ongoing legal review and consultation with City Manager and City departments weekly.
- Present a minimum of two workshops on legal issues to City Council and City departments during the year.
- Present a comprehensive review of all litigation to City Council at least two times during the year with periodic case updates as needed.
- Provide administrative oversight for other specialized legal services included elsewhere in this budget as follows:

\$230,000 in the Employee Benefits activity to assist in workers' compensation claims litigation.

\$1,000,000 in the Water Enterprise activity to provide special legal services for litigation, prior legal settlement administration and water rights issues.

CITY ATTORNEY DEPARTMENT SUMMARY

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|----------------------------|-----------------------|----------------------------------|-----------------------|
| BUDGET DETAIL | | | |
| Professional Services | 755,794 | 710,000 | 765,000 |
| Admin & Overhead | <u>6,000</u> | <u>5,900</u> | <u>6,600</u> |
| TOTAL CITY ATTORNEY | <u><u>761,794</u></u> | <u><u>715,900</u></u> | <u><u>771,600</u></u> |

| | | | |
|-----------------------------------|-----------------------|-----------------------|-----------------------|
| SOURCES OF FUNDING | | | |
| User Fees | 48,470 | 9,200 | 0 |
| Intergovernmental Charges | 15,000 | 20,000 | 0 |
| Interfund Charges | 244,000 | 261,000 | 516,000 |
| Miscellaneous Income | 28,245 | 1,000 | 1,000 |
| Use of Discretionary Funds | <u>426,079</u> | <u>424,700</u> | <u>254,600</u> |
| TOTAL | <u><u>761,794</u></u> | <u><u>715,900</u></u> | <u><u>771,600</u></u> |

DETAIL OF POSITIONS

The functions for this section are handled by contract.

CITY MANAGER DEPARTMENT SUMMARY

The City Manager is an appointed office established by the Clovis Municipal Code and under the laws of the State of California. The City Manager is appointed by the City Council to serve as the chief administrative officer. The City Manager is responsible for administering all operations, finances, activities, and projects consistent with City Council policy directives and applicable municipal, state, and federal laws. The City Manager appoints and removes all employees on the recommendation of the various department heads and appoints and/or dismisses department heads subject to confirmation of the City Council. The City Manager also serves as the Executive Director of the Public Finance Authority which issues financing instruments to fund various projects; serves as the Executive Director of the Clovis Community Development Agency which administers the redevelopment agency; and works closely with Community & Economic Development to implement a strategy for improving the economic vitality of the community.

Administration

Section 25100

The City Manager's office is the administrative, cost-control center for the entire City operation and is responsible for ensuring that City Council policies are carried forward by action. Department staff also provides administrative support to the City Council, City Clerk/Information Technology and Finance.

Community & Economic Development

Section 25200

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

Department Goals 2012-2013

- Implement the vision, mission, strategic goals, and target actions set forth by the City Council.
- Provide thorough and timely information about projects and proposals to the City Council to allow for informed decision making.
- Assist the City Council in developing growth management, public service, and financing policies to guide implementation of the General Plan Update, public service and facility master plans, and preservation and renewal of older neighborhoods.
- Assist the City Council in developing policies and programs that will expand the City's revenue and tax base and help attract jobs that will raise per capita income for residents, a leading indicator of economic vitality.
- Seek ways to reduce the cost of and/or demand for services and improve service delivery; assist the City Council in determining ways to develop and sustain funding resources for essential services.
- Seek ways to improve communications between City government, citizens, and the business community.
- Participate and promote Smart Valley Places to help promote the health and prosperity of the region.

CITY MANAGER

DEPARTMENT SUMMARY

Budgetary Highlights

- Monitor the results of budgetary performance and focus on long term fiscal sustainability and recommend adjustments as necessary.
- Build a responsive and community service-oriented workforce.
- Provide policy analysis concerning the impact of fiscal strategies upon the City's long-range service plans; pursue future funding strategies for essential core services as directed by the City Council.
- Provide oversight of the General Plan Update, the Sphere of Influence, and related public service and sustainable financial strategies.
- Establish effective communication strategies that promote community activities, services, history, key projects, and citizen access to local government.
- Provide opportunities to build the organizational culture by education and information for employees; assist with skill and capacity building as part of the succession planning strategy.
- Provide oversight of implementation of the Economic Development Strategy to seek target industries and provide opportunities for business park development; implement marketing and business recruitment strategies for the Research and Technology Business Park and pursue expansion plans.
- Work with the Tourism Advisory Committee and regional efforts to position Clovis as a regional and state tourist destination; support opportunities to host community special events that are aligned with community interests.
- Develop economic strategies to attract and retain businesses in Clovis, leverage the resources of the Business Retention, Expansion and Attraction Program (Business REAP) through alliances with the Economic Development Corporation; promote the business advantages of the Enterprise Zone and the Central Valley Business Incubator.
- 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>2010-2011 (actual)</u> | <u>2011-2012 (estimated)</u> | <u>2012-2013 (proposed)</u> |
|------------|---------------------------|------------------------------|-----------------------------|
| Total Jobs | 684 | 550 | 1000 |
| Job/Acre | 50 | 50 | 50 |

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

| | <u>2011 (actual)</u> | <u>2012 (estimated)</u> | <u>2013 (proposed)</u> |
|------------------------------|----------------------|-------------------------|------------------------|
| Total Retail Sales | \$1,360,600,000 | \$1,469,000,000 | \$1,551,000,000 |
| Percentage Increase/Decrease | 1% | 8% | 6% |

CITY MANAGER DEPARTMENT SUMMARY

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|----------------------------------|-----------------------|----------------------------------|-------------------------|
| BUDGET BY ACTIVITY | | | |
| Administration | 636,001 | 576,900 | 601,800 |
| Community & Economic Development | <u>347,939</u> | <u>496,200</u> | <u>553,700</u> |
| TOTAL ALL ACTIVITIES | <u><u>983,940</u></u> | <u><u>1,073,100</u></u> | <u><u>1,155,500</u></u> |

| | | | |
|------------------------|-----------------------|-------------------------|-------------------------|
| BUDGET BY FUND | | | |
| General Fund | <u>983,940</u> | <u>1,073,100</u> | <u>1,155,500</u> |
| TOTAL ALL FUNDS | <u><u>983,940</u></u> | <u><u>1,073,100</u></u> | <u><u>1,155,500</u></u> |

2012-2013 Goals

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

Objectives to Meet the Goals

- Monitor state and federal legislation that affects municipal operations and financing through association with the League of California Cities, the Council of Fresno County Governments, State and Federal delegation participation and direct contact with legislators; regularly advise the City Council on actions to support, oppose, or amend proposed legislation and ballot propositions that have a direct impact on City operations.
- Provide oversight of the General Plan update and develop growth management and financial policies to guide the implementation, sustain City services and facilities, and renew and stabilize older neighborhoods.
- Continue to promote economic development strategies that attract and retain businesses and jobs in Clovis in the post redevelopment era.
- 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 to pursue cost effective communication methods that describe City services, financial plans, history and community projects, and how citizens may gain access to local government; utilize online resources to feature City services and issues.
- Participate on various regional boards and committees to ensure representation of the City's interests and to gain information useful to advance the City's goals.

Five-Year Outlook

This year's budget begins to restore service levels to the community. While the local economy begins to show some signs of growth it is critical that a cautious approach be taken in the early years of the recovery in restoring services as not all segments are recovering at the same pace. It is also critical that long term fiscal sustainability becomes an important priority by restoring the emergency reserve. Employee salaries and benefits will also need to be reviewed for opportunities to lower long term costs. An important ongoing initiative is working on the General Plan Update. This program is as much a land use plan as it is a financial plan for the future of the City. Sustainability of the character, appearance and quality of life in the community as it continues to grow in the future will be the challenge for the update. Due to the effect of the recent economic recession, the City will need to consider many alternatives to improve and stabilize funding for the core services provided by the City when growth returns. This may take several forms and will require considerable discussion with the community and the City Council to determine which strategies may be the best solutions for the future.

| | |
|------------------------------------|---|
| City Manager Department | Administration Section 25100 |
|------------------------------------|---|

| | | |
|-----------|-----------|-----------|
| | 2011-2012 | |
| 2010-2011 | Revised | 2012-2013 |
| Actual | Estimate | Budget |

BUDGET DETAIL

| | | | |
|-----------------------------|-----------------------|-----------------------|-----------------------|
| Salaries - Regular | 401,978 | 324,700 | 343,500 |
| Benefits | 120,715 | 139,600 | 135,300 |
| Vehicle Charges | 15,106 | 15,100 | 15,100 |
| Professional Services | 1,158 | 0 | 0 |
| Travel & Meeting Expense | 10,028 | 9,000 | 11,000 |
| Dues & Subscriptions | 316 | 1,400 | 1,400 |
| Admin & Overhead | 86,700 | 87,100 | 95,500 |
| | <u>636,001</u> | <u>576,900</u> | <u>601,800</u> |
| TOTAL ADMINISTRATION | <u>636,001</u> | <u>576,900</u> | <u>601,800</u> |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|-----------------------|-----------------------|-----------------------|
| Intergovernmental Charges | 54,000 | 54,000 | 0 |
| Interfund Charges | 290,000 | 304,000 | 391,000 |
| Miscellaneous Income | 1,213 | 0 | 0 |
| Use of Discretionary Funds | <u>290,788</u> | <u>218,900</u> | <u>210,800</u> |
| | <u>636,001</u> | <u>576,900</u> | <u>601,800</u> |
| TOTAL | <u>636,001</u> | <u>576,900</u> | <u>601,800</u> |

DETAIL OF POSITIONS

| | | | |
|--------------------------------------|--------------------|--------------------|--------------------|
| Assistant City Manager/City Clerk | 0.50 | 0.50 | 0.50 |
| City Manager | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 0.70 | 0.70 | 0.70 |
| Principal Office Assistant | 0.20 | 0.20 | 0.20 |
| Special Proj/Life Safety Enforce Mgr | 0.25 | 0.25 | 0.25 |
| | <u>2.65</u> | <u>2.65</u> | <u>2.65</u> |
| TOTAL | <u>2.65</u> | <u>2.65</u> | <u>2.65</u> |

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

2012-2013 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).
- Update the City of Clovis Economic Development Strategy.

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 Business Organization of Old Town, Central Valley Business Incubator, Fresno EDC, Workforce Investment Board, and Regional Jobs Initiative to retain, expand and attract business.
- Work to implement the goals and objectives of the Technopolis Concept Development Plan.
- Implement the Clovis Business Retention, Expansion and Attraction Program (REAP).
- Continue to update inventory of available commercial and industrial property; develop reliable contacts with commercial real estate brokers.
- Communicate with the business community and potential investors highlighting the economic development activities in Clovis.
- Work with the Tourism Advisory Committee, Clovis Hotel Association and Clovis Unified School District 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.
- Coordinate with Planning and Development Services to complete and implement the Shaw Avenue Corridor Plan.
- Update brochures and other collateral materials to market and promote the community.

Five-Year Outlook

The Community and Economic Development Division will take a lead 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 on the elimination of redevelopment and will continue the business development activities previously done by the Agency. 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.

| | | | |
|------------------------------------|---|--|--|
| City Manager Department | Community & Economic Development Section 25200 | | |
|------------------------------------|---|--|--|

| | | | |
|--|-----------|---------------------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 |
| | Actual | Revised Estimate | Budget |

BUDGET DETAIL

| | | | |
|---|--------------------|--------------------|--------------------|
| Salaries - Regular | 57,634 | 76,300 | 144,700 |
| Extra Help | 11,384 | 7,500 | 7,500 |
| Benefits | 25,506 | 34,800 | 58,200 |
| Vehicle Charges | 3,213 | 4,200 | 7,800 |
| Professional Services | 215,963 | 337,800 | 296,500 |
| Travel & Meeting Expense | 8,919 | 9,000 | 9,000 |
| Dues & Subscriptions | 1,820 | 2,600 | 2,500 |
| Admin & Overhead | <u>23,500</u> | <u>24,000</u> | <u>27,500</u> |
| TOTAL COMMUNITY & ECONOMIC DEVELOPMENT | <u>347,939</u> | <u>496,200</u> | <u>553,700</u> |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|-----------------------|-----------------------|-----------------------|
| Licenses | 0 | 61,000 | 45,000 |
| Intergovernmental Charges | 144,000 | 150,000 | 0 |
| Taxable Sales | 71 | 0 | 0 |
| Miscellaneous Income | 2,926 | 2,700 | 0 |
| Use of Discretionary Funds | <u>200,942</u> | <u>282,500</u> | <u>508,700</u> |
| TOTAL | <u>347,939</u> | <u>496,200</u> | <u>553,700</u> |

DETAIL OF POSITIONS

| | | | |
|--------------------------------------|-----------------|-----------------|-----------------|
| Business Development Manager | 0.25 | 1.00 | 1.00 |
| Community & Economic Development Dir | 0.25 | 0.50 | 0.50 |
| Redevelopment Technician | <u>-</u> | <u>0.50</u> | <u>-</u> |
| TOTAL | <u>0.50</u> | <u>2.00</u> | <u>1.50</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 2012-2013

- 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 to improve operating 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>2010-2011 (actual)</u> | <u>2011-2012 (estimated)</u> | <u>2012-2013 (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 10% |
|------------------|-------------------------------------|------------------------------------|-------------------------------------|

- 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 | 28 | 20 | 20 |
| Safety/Risk Management Training Programs | 97 | 176 | 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 | 280 | 310 | 325 |
| Response Time Within 24 Hours | 90% | 90% | 90% |

GENERAL SERVICES

DEPARTMENT PERFORMANCE MEASURES

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

| | <u>2010-2011 (actual)</u> | <u>2011-2012 (estimated)</u> | <u>2012-2013 (proposed)</u> |
|---|---------------------------|------------------------------|-----------------------------|
| Number of Major Projects | 15 | 13 | 15 |
| Projects Completed within Established Budget and Time Frame | 85% | 85% | 85% |
| Square Footage of Buildings/Facilities Maintained | 368,000 | 368,000 | 368,000 |

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

| | | | |
|---|---------|---------|---------|
| Program Participants/Contact | 141,719 | 140,000 | 140,000 |
| Nutrition Meals Served (In-Center) | 9,386 | 9,500 | 10,000 |
| Nutrition Meals Served (Home-Delivered) | 25,266 | 29,493 | 29,000 |
| Number of Programs Offered | 70 | 70 | 70 |

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

| | | | |
|----------------------------|---------|---------|---------|
| Program Participants | 145,520 | 147,000 | 150,000 |
| Number of Programs Offered | 40 | 42 | 45 |

- 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.

| | | | |
|---|-----|-----|-----|
| Clovis Destinations | 98% | 98% | 99% |
| Fresno Destinations | 98% | 98% | 98% |
| Maintain Scheduled Fixed-Route Headways | 90% | 90% | 90% |

GENERAL SERVICES DEPARTMENT SUMMARY

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|----------------------------------|--------------------------|----------------------------------|--------------------------|
| BUDGET BY ACTIVITY | | | |
| Personnel | 479,275 | 433,600 | 510,400 |
| Employee Benefits | 15,590,946 | 17,288,500 | 18,944,700 |
| Liability and Property Insurance | 1,289,590 | 1,253,500 | 1,300,700 |
| Facilities Maintenance | 3,705,240 | 7,931,900 | 4,670,400 |
| Department Support | 1,652,432 | 2,310,800 | 2,018,800 |
| Senior Services | 358,594 | 349,600 | 379,600 |
| Recreation | 363,205 | 382,500 | 415,400 |
| Transit | <u>3,875,199</u> | <u>4,979,200</u> | <u>4,500,000</u> |
| TOTAL ALL ACTIVITIES | <u><u>27,314,481</u></u> | <u><u>34,929,600</u></u> | <u><u>32,740,000</u></u> |

| | | | |
|---------------------------------------|--------------------------|--------------------------|--------------------------|
| BUDGET BY FUND | | | |
| General Fund | 1,201,074 | 1,165,700 | 1,305,400 |
| General Services Fund | 5,357,672 | 10,242,700 | 6,689,200 |
| Employee Benefits Fund | 15,590,946 | 17,288,500 | 18,944,700 |
| Liability and Property Insurance Fund | 1,289,590 | 1,253,500 | 1,300,700 |
| Transit Fund | <u>3,875,199</u> | <u>4,979,200</u> | <u>4,500,000</u> |
| TOTAL ALL FUNDS | <u><u>27,314,481</u></u> | <u><u>34,929,600</u></u> | <u><u>32,740,000</u></u> |

2012-2013 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.
- Maintain cooperative employee relations among management, employees, and employee 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.

| | |
|-------------------------|----------------------|
| General Services | Personnel |
| Department | Section 30000 |

| | | | |
|--|-----------|---------------------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 |
| | Actual | Revised Estimate | Budget |

BUDGET DETAIL

| | | | |
|--------------------------|----------------|----------------|----------------|
| Salaries - Regular | 204,195 | 167,700 | 194,800 |
| Extra Help | 0 | 20,000 | 40,000 |
| Benefits | 82,298 | 76,500 | 80,400 |
| Vehicle Charges | 7,971 | 8,100 | 13,400 |
| Professional Services | 100,563 | 77,300 | 86,000 |
| Travel & Meeting Expense | 2,921 | 2,000 | 3,000 |
| Training | 2,970 | 3,300 | 6,000 |
| Dues & Subscriptions | 2,357 | 2,300 | 4,200 |
| Admin & Overhead | 76,000 | 76,400 | 82,600 |
| TOTAL PERSONNEL | 479,275 | 433,600 | 510,400 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|----------------|----------------|----------------|
| Interfund Charges | 172,000 | 175,000 | 211,000 |
| Miscellaneous Income | 0 | 400 | 0 |
| Use of Discretionary Funds | 307,275 | 258,200 | 299,400 |
| TOTAL | 479,275 | 433,600 | 510,400 |

DETAIL OF POSITIONS

| | | | |
|----------------------------|--------------|--------------|--------------|
| Executive Assistant | 0.150 | 0.150 | 0.150 |
| General Services Director | 0.250 | 0.250 | 0.250 |
| Management Analyst | 0.700 | 0.700 | 0.700 |
| Personnel/Risk Manager | 0.300 | 0.300 | 0.300 |
| Personnel Technician | 1.000 | 1.000 | 1.000 |
| Principal Office Assistant | 0.300 | 0.300 | 0.300 |
| TOTAL | 2.700 | 2.700 | 2.700 |

2012-2013 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 care in light of increasing health benefit costs and exposure.
- Continue to develop and provide a quality benefit package for employees at reasonable costs in order to attract and retain well-qualified employees.

Objectives to Meet the Goals

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

Five-Year Outlook

Changes to the City's health benefits plan are necessary in order to mitigate rising costs. 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 | Employee Benefits |
| Department | Section 31000 |

| | 2010-2011 | 2011-2012 | 2012-2013 |
|--|-----------|---------------------|-----------|
| | Actual | Revised Estimate | Budget |

BUDGET DETAIL

| | | | |
|--------------------------------|-------------------|-------------------|-------------------|
| Salaries - Regular | 180,003 | 177,600 | 174,900 |
| Benefits | 65,402 | 72,000 | 69,600 |
| Vehicle Charges | 11,462 | 12,000 | 11,400 |
| Professional Services | 1,854 | 6,600 | 6,600 |
| Special Events | 49,351 | 39,000 | 47,000 |
| Travel & Meeting Expense | 39 | 200 | 200 |
| Training | 0 | 2,300 | 7,400 |
| Dues & Subscriptions | 429 | 500 | 500 |
| Admin & Overhead | 36,500 | 35,800 | 46,700 |
| Health Insurance Program - ISF | 6,264,815 | 6,542,700 | 7,096,900 |
| Unemployment Charges - ISF | 128,738 | 75,000 | 75,000 |
| Workers Comp Program - ISF | 2,678,696 | 2,679,000 | 3,159,000 |
| Retirement Contribution - ISF | 5,792,300 | 7,080,900 | 7,682,700 |
| Deferred Compensation - ISF | 381,357 | 424,900 | 446,800 |
| Compensated Future Absences | 0 | 30,000 | 30,000 |
| Capital Outlays - Computers | 0 | 110,000 | 90,000 |
| | <u>15,590,946</u> | <u>17,288,500</u> | <u>18,944,700</u> |
| TOTAL EMPLOYEE BENEFITS | 15,590,946 | 17,288,500 | 18,944,700 |

SOURCES OF FUNDING

| | | | |
|--------------------------|-------------------|-------------------|-------------------|
| Employee Benefit Charges | <u>15,590,946</u> | <u>17,288,500</u> | <u>18,944,700</u> |
| TOTAL | 15,590,946 | 17,288,500 | 18,944,700 |

DETAIL OF POSITIONS

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

2012-2013 Goals

Risk reduction and the protection of the City's assets, facilities, and employees from loss are the major goals of the Liability and Property Insurance Section. Services provided include automobile and general liability insurance, property insurance, employee bonds, safety training, and loss control programs.

Specific goals include the following:

- Maintain safe facilities and workplace environment for employees and citizens.
- Continue to use risk transfer programs to protect City assets.
- Pursuit of subrogation and recovery as appropriate.
- Prevent losses before they occur via a proactive risk identification program.

Objectives to Meet the Goals

- Minimize risk exposures by analyzing City policies and practices and updating the policies as needed.
- Maintain and implement a comprehensive risk management program for all City Departments through departmental Health and Safety Review Committees and regular safety inspections.
- Manage compliance with the City's Injury and Illness Prevention Plan.
- Manage the City's insurance and risk pooling programs to maximize coverages in the most cost effective manner.
- Continue the City's participation/leadership in pooled risk management organizations like the Central San Joaquin Valley Risk Management Authority and the Local Agency Workers' Compensation Excess Authority.

Five-Year Outlook

The City's active participation in the Central San Joaquin Valley Risk Management Authority will continue to provide coverage at a reasonable cost. The program has provided a very stable environment in the sometimes volatile insurance market.

Loss reduction through risk identification/risk transfer as well as liability/safety training programs will continue to be the foundation of the City's risk management efforts.

| | | | |
|--|-----------|---------------------|---------------------|
| | 2010-2011 | 2011-2012 | |
| | Actual | Revised Estimate | 2012-2013 Budget |

BUDGET DETAIL

| | | | |
|---|-------------------------|-------------------------|-------------------------|
| Salaries - Regular | 109,910 | 94,000 | 102,700 |
| Benefits | 42,041 | 38,500 | 42,300 |
| Vehicle Charges | 5,723 | 4,800 | 5,700 |
| Travel & Meeting Expense | 1,369 | 2,400 | 3,700 |
| Training | 13,022 | 4,700 | 6,400 |
| Dues & Subscriptions | 200 | 700 | 700 |
| Admin & Overhead | 17,400 | 18,500 | 27,400 |
| Liability Insurance | <u>1,099,925</u> | <u>1,089,900</u> | <u>1,111,800</u> |
| TOTAL LIABILITY & PROPERTY INSURANCE | <u><u>1,289,590</u></u> | <u><u>1,253,500</u></u> | <u><u>1,300,700</u></u> |

SOURCES OF FUNDING

| | | | |
|--------------------------------|-------------------------|-------------------------|-------------------------|
| Liability and Property Charges | <u>1,289,590</u> | <u>1,253,500</u> | <u>1,300,700</u> |
| TOTAL | <u><u>1,289,590</u></u> | <u><u>1,253,500</u></u> | <u><u>1,300,700</u></u> |

DETAIL OF POSITIONS

| | | | |
|----------------------------|---------------------|---------------------|---------------------|
| Management Analyst | 0.700 | 0.700 | 0.700 |
| Personnel/Risk Manager | 0.350 | 0.350 | 0.350 |
| Principal Office Assistant | <u>0.350</u> | <u>0.350</u> | <u>0.350</u> |
| TOTAL | <u><u>1.400</u></u> | <u><u>1.400</u></u> | <u><u>1.400</u></u> |

2012-2013 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 energy use in all areas to the extent possible without compromising safety.
- Coordinate, plan, and implement all facility related energy efficiency projects.

Five-Year Outlook

Increasing facility operational costs will necessitate additional efforts to ensure that City facilities are operating as efficiently as possible. The need for facility security measures continues to increase as the City purchases additional computers and sophisticated electronic equipment. Modifications to existing City buildings and the addition of new facilities will continue to add significant square footage to the facilities maintained by the City and will increase the workload of the Section. The Civic Center facilities are approaching 36 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 |
|--|---|

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|---|------------------|------------------|------------------|
| Salaries - Regular | 307,732 | 346,800 | 358,500 |
| Overtime | 2,079 | 1,500 | 7,000 |
| Extra Help | 47,503 | 70,000 | 48,000 |
| Benefits | 166,380 | 182,700 | 187,700 |
| Vehicle Charges | 43,775 | 52,700 | 69,900 |
| Communications | 3,620 | 3,500 | 3,500 |
| Professional Services | 149,710 | 142,000 | 144,500 |
| Repairs & Maintenance | 678,026 | 995,200 | 947,800 |
| Building & Equipment Rental | 1,350 | 2,000 | 2,000 |
| Materials & Supplies | 54,219 | 50,000 | 68,800 |
| Supplies - Safety | 10,216 | 5,000 | 9,000 |
| Supplies - Shop | 4,450 | 5,800 | 5,800 |
| Travel & Meeting Expense | 0 | 1,800 | 1,800 |
| Training | 2,004 | 19,800 | 27,500 |
| Dues & Subscriptions | 425 | 700 | 1,000 |
| Admin & Overhead | 14,051 | 15,600 | 16,100 |
| Debt Service | 2,179,018 | 2,310,300 | 2,426,500 |
| Lease Purchases | 0 | 74,200 | 178,000 |
| Capital Outlays - Public Works | 39,368 | 3,541,300 | 122,000 |
| Capital Outlays - Government Facilities | 1,314 | 111,000 | 45,000 |
| TOTAL FACILITIES MAINTENANCE | 3,705,240 | 7,931,900 | 4,670,400 |

SOURCES OF FUNDING

| | | | |
|--------------------------|------------------|------------------|------------------|
| Rents & Concessions | 33,877 | 16,400 | 16,400 |
| Federal Grants | 31,915 | 2,600 | 0 |
| Facility Reimb - County | 23,942 | 26,000 | 26,000 |
| Long Term Proceeds | 2,454,100 | 766,700 | 0 |
| Miscellaneous Income | 83,955 | 0 | 0 |
| General Services Charges | 1,077,451 | 7,120,200 | 4,628,000 |
| TOTAL | 3,705,240 | 7,931,900 | 4,670,400 |

DETAIL OF POSITIONS

| | | | |
|---------------------------------|--------------|--------------|--------------|
| Administrative Assistant | 0.500 | 0.500 | 0.500 |
| Assistant Building Technician | 3.000 | 3.000 | 3.000 |
| Building Maintenance Leadworker | 1.000 | 1.000 | 1.000 |
| Department Support Manager | 0.600 | 0.600 | 0.600 |
| General Services Director | 0.250 | 0.250 | 0.250 |
| TOTAL | 5.350 | 5.350 | 5.350 |

2012-2013 Goals

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

Specific goals include the following:

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

| | |
|--|---|
| General Services Department | Department Support Section 33400 |
|--|---|

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|-------------------------------------|------------------|------------------|------------------|
| Salaries - Regular | 95,718 | 99,800 | 100,700 |
| Overtime | 56 | 200 | 200 |
| Benefits | 34,588 | 37,700 | 32,800 |
| Vehicle Charges | 3,829 | 3,900 | 3,800 |
| Energy | 716,786 | 748,100 | 775,200 |
| Professional Services | 104,585 | 94,000 | 98,000 |
| Repairs & Maintenance | 61,342 | 84,300 | 86,500 |
| Office Supplies | 331,486 | 351,000 | 385,000 |
| Materials & Supplies | 5,315 | 10,500 | 11,500 |
| Travel & Meeting Expense | 0 | 500 | 1,000 |
| Training | 0 | 900 | 1,900 |
| Dues & Subscriptions | 390 | 500 | 500 |
| Admin & Overhead | 113,900 | 117,400 | 152,900 |
| Debt Service | 11,164 | 118,800 | 209,800 |
| Lease Purchases | 159,085 | 91,800 | 108,000 |
| Capital Outlays - Office Equip/Furn | 14,188 | 36,400 | 51,000 |
| Capital Outlays - Fire Equip | 0 | 515,000 | 0 |
| TOTAL DEPARTMENT SUPPORT | <u>1,652,432</u> | <u>2,310,800</u> | <u>2,018,800</u> |

SOURCES OF FUNDING

| | | | |
|-------------------|------------------|------------------|------------------|
| Interfund Charges | <u>1,652,432</u> | <u>2,310,800</u> | <u>2,018,800</u> |
| TOTAL | <u>1,652,432</u> | <u>2,310,800</u> | <u>2,018,800</u> |

DETAIL OF POSITIONS

| | | | |
|----------------------------|--------------|--------------|--------------|
| Administrative Assistant | 0.500 | 0.500 | 0.500 |
| Department Support Manager | 0.400 | 0.400 | 0.400 |
| General Services Director | <u>0.250</u> | <u>0.250</u> | <u>0.250</u> |
| TOTAL | <u>1.150</u> | <u>1.150</u> | <u>1.150</u> |

2012-2013 Goals

The City's Senior Services programs are designed to provide quality senior-oriented education, recreation, and social services. The Senior Services Section seeks to offer a wide variety of services and to make those services accessible to the community's senior population. With the reduction of general funds due to current fiscal challenges, the Senior Services Section is continuing to evaluate funding alternatives and creative methods of delivering services to seniors at a low cost.

Specific goals include the following:

- Review changes to programs, services and hours in relation to budgetary constraints.
- Administer a comprehensive Senior Citizen program to help older citizens enhance their dignity, support their independence, improve their health, and encourage their involvement in the community.
- Continue networking with local volunteers, community services groups and merchants to provide support for Senior Center programs.
- Coordinate program opportunities for disabled and home-bound seniors.

Objectives to Meet the Goals

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

Five-Year Outlook

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

| | |
|-------------------------|------------------------|
| General Services | Senior Services |
| Department | Section 34200 |

| | | | |
|--|-----------|---------------------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 |
| | Actual | Revised Estimate | Budget |

BUDGET DETAIL

| | | | |
|-------------------------------------|----------------|----------------|----------------|
| Salaries - Regular | 80,247 | 64,700 | 63,800 |
| Extra Help | 96,339 | 96,500 | 100,000 |
| Benefits | 52,925 | 55,600 | 48,700 |
| Communications | 257 | 200 | 200 |
| Professional Services | 19,794 | 24,100 | 25,100 |
| Training | 50 | 0 | 0 |
| Dues & Subscriptions | 0 | 0 | 100 |
| Admin & Overhead | 97,100 | 96,200 | 130,200 |
| Capital Outlays - Office Equip/Furn | 3,175 | 1,700 | 0 |
| TOTAL SENIOR SERVICES | 358,594 | 349,600 | 379,600 |

SOURCES OF FUNDING

| | | | |
|------------------------------------|----------------|----------------|----------------|
| Rents and Concessions | 28,139 | 27,000 | 27,000 |
| State Grants | 23,961 | 9,100 | 10,000 |
| Project Participation - Other Govt | 40,000 | 40,000 | 40,000 |
| User Fees | 52,408 | 53,100 | 53,000 |
| Intergovernmental Charges | 7,000 | 7,000 | 0 |
| Senior Service Charges | 31,351 | 34,600 | 35,000 |
| Taxable Sales | 1,252 | 1,000 | 1,000 |
| Miscellaneous Income | 18,634 | 12,800 | 13,000 |
| Use of Discretionary Funds | 155,849 | 165,000 | 200,600 |
| TOTAL | 358,594 | 349,600 | 379,600 |

DETAIL OF POSITIONS

| | | | |
|----------------------------|--------------|--------------|--------------|
| Custodian | 1.000 | 1.000 | 1.000 |
| Principal Office Assistant | 1.000 | 0.600 | 0.600 |
| TOTAL | 2.000 | 1.600 | 1.600 |

2012-2013 Goals

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

Objectives to Meet the Goals

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

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.

| | |
|--|-------------------------------------|
| General Services Department | Recreation Section 34400 |
|--|-------------------------------------|

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|---------------------------------|----------------|----------------|----------------|
| Salaries - Regular | 106,574 | 100,400 | 108,500 |
| Overtime | 156 | 0 | 0 |
| Extra Help | 63,656 | 86,000 | 92,000 |
| Benefits | 60,590 | 65,000 | 73,700 |
| Vehicle Charges | 20,663 | 11,800 | 10,500 |
| Communications | 1,312 | 700 | 700 |
| Professional Services | 53,711 | 62,300 | 60,800 |
| Repairs & Maintenance | 780 | 1,000 | 1,000 |
| Office Supplies | 994 | 500 | 500 |
| Materials & Supplies | 3,391 | 4,000 | 4,000 |
| Travel & Meeting Expense | 0 | 700 | 1,000 |
| Dues & Subscriptions | 495 | 500 | 1,000 |
| Admin & Overhead | 45,700 | 44,900 | 57,000 |
| Capital Outlays - Public Works | 126 | 500 | 500 |
| Capital Outlays - Miscellaneous | 5,057 | 4,200 | 4,200 |
| TOTAL RECREATION | 363,205 | 382,500 | 415,400 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|----------------|----------------|----------------|
| User Fees | 197,308 | 202,500 | 211,000 |
| Program Charges | 3,612 | 1,500 | 2,000 |
| Taxable Sales | 2,417 | 1,000 | 2,000 |
| Miscellaneous Income | 33 | 5,800 | 0 |
| Use of Discretionary Funds | 159,835 | 171,700 | 200,400 |
| TOTAL | 363,205 | 382,500 | 415,400 |

DETAIL OF POSITIONS

| | | | |
|------------------------|--------------|--------------|--------------|
| Recreation Coordinator | 2.000 | 1.000 | 1.000 |
| Recreation Specialist | - | 1.000 | 1.000 |
| TOTAL | 2.000 | 2.000 | 2.000 |

2012-2013 Goals

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

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

| | |
|-------------------------|----------------------------|
| General Services | Transit |
| Department | Section 34700/34800 |

| | | |
|-----------|-----------|-----------|
| | 2011-2012 | |
| 2010-2011 | Revised | 2012-2013 |
| Actual | Estimate | Budget |

BUDGET DETAIL

| | | | |
|-------------------------------------|------------------|------------------|------------------|
| Salaries - Regular | 901,353 | 965,900 | 1,002,000 |
| Overtime | 31,839 | 26,500 | 32,000 |
| Extra Help | 642,724 | 625,000 | 700,000 |
| Benefits | 603,283 | 684,000 | 777,900 |
| Vehicle Charges | 766,513 | 853,000 | 893,400 |
| Communications | 15,779 | 14,700 | 20,300 |
| Professional Services | 272,303 | 259,000 | 270,300 |
| Materials & Supplies | 2,536 | 0 | 0 |
| Travel & Meeting Expense | 4,442 | 5,000 | 5,500 |
| Training | 1,993 | 2,500 | 20,200 |
| Dues & Subscriptions | 450 | 600 | 700 |
| Admin & Overhead | 425,543 | 432,600 | 572,700 |
| Capital Outlays - Office Equip/Furn | 50,697 | 175,400 | 0 |
| Capital Outlays - Vehicles | 155,744 | 935,000 | 205,000 |
| TOTAL TRANSIT | 3,875,199 | 4,979,200 | 4,500,000 |

SOURCES OF FUNDING

| | | | |
|----------------------|------------------|------------------|------------------|
| Rents & Concessions | 19,290 | 27,000 | 20,000 |
| Taxes | 1,010,482 | 1,036,000 | 1,045,600 |
| State Grants | 122,548 | 887,500 | 0 |
| Local Transportation | 2,519,495 | 2,831,700 | 3,237,400 |
| Transit Fares | 203,384 | 197,000 | 197,000 |
| TOTAL | 3,875,199 | 4,979,200 | 4,500,000 |

DETAIL OF POSITIONS

| | | | |
|----------------------------|---------------|---------------|---------------|
| Bus Driver | 14.000 | 14.000 | 14.000 |
| General Services Director | 0.125 | 0.125 | 0.125 |
| General Services Manager | 1.000 | 1.000 | 1.000 |
| Lead Bus Driver | 3.000 | 3.000 | 3.000 |
| Principal Office Assistant | 2.000 | 2.400 | 2.400 |
| Transit Dispatcher | 1.000 | 1.000 | 1.000 |
| Transit Supervisor | 1.000 | 1.000 | 1.000 |
| TOTAL | 22.125 | 22.525 | 22.525 |

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

Section 35100

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

Department Goals 2012-2013

- Continue to improve support to other operating departments.
- Continue to enhance training for key departmental personnel.
- Continue to obtain long-term financing as needed.
- Prepare a major upgrade of Financial System Software.
- Implement "Employee On-line."
- Implement workflow model for business license applications.
- Continue to enhance customer service.
- At year end, recommend to Council the allocation of one-time revenue and expenditure savings by used to grow the reserve to meet our goal of 15% of expenditures.
- Continue to utilize volunteers where appropriate to have both community involvement and shared responsibility.
- Return office hours to a normal schedule.
- Provide accurate and timely financial information to facilitate a fair and equitable wage and benefit package for employees.

FINANCE

DEPARTMENT SUMMARY

Budgetary Highlights

- Review and audit revenues and departmental budgets.
- Implement Financial Accounting System Software upgrade.
- Continue to prepare the Comprehensive Annual Financial Report and the Annual Budget in conformance with established award criteria and submit for consideration of the Government Finance Officers Association awards.
- Implement additional investment strategies.
- Update the indirect cost allocation plan.
- Continue to have front counter staff cross-trained so that adequate coverage can be maintained when absences occur.
- Train citywide department staff on more efficient methods of entering and researching financial information in the financial accounting system.
- Implement a process to scan accounting documentation to continue progress on the Finance "Go Green" efforts.
- Continue to obtain long-term financing for capital acquisitions as needed.
- In 2012/13 increase reserve to 11.6% of expenditures from 10%.
- Complete successful recruitments for vacant Accounting System Technician.
- Limit overtime with the use of volunteers during peak demand.
- Provide customer service to the public during normal business hours of 8:00 am to 4:30 pm.
- Attract top qualified candidates to Finance positions with Clovis culture of excellent employment opportunities.

FINANCE

DEPARTMENT PERFORMANCE MEASURES

The mission of the Finance Department is to safeguard the assets and resources of the City through reasonable controls and to provide support services for the citizens, City Council, and other City departments.

- Investment of the City's idle cash will be done in a manner consistent with the City's investment objective, with primary emphasis upon preservation of principal while obtaining a reasonable rate of return. As a benchmark, the City's rate of return should be equal to or greater than 120% of the annualized 90-day Treasury-bill rate:

| | <u>2010-2011 (actual)</u> | <u>2011-2012 (estimated)</u> | <u>2012-2013 (proposed)</u> |
|------------------------------------|---------------------------|------------------------------|-----------------------------|
| City Rate of Return | .91% | .54% | .68% |
| Greater than 120% of Treasury rate | 828% | 600% | 755% |

- 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 presented fairly, in all material respects, the financial position of the City.

| | | | |
|-------------------------------------|---------------------|---------------------|---------------------|
| Achieving an Unqualified Opinion | Unqualified Opinion | Unqualified Opinion | Unqualified Opinion |
|-------------------------------------|---------------------|---------------------|---------------------|

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

| | | | |
|---|-------------|-------------|-------------|
| Receive a Certificate of Achievement in Financial Reporting | Certificate | Certificate | Certificate |
|---|-------------|-------------|-------------|

- On an annual basis, complete an annual budget book; present it to the City Council and present it to the GFOA for a Distinguished Budget Presentation Award.

| | | | |
|--|--------------|--------------|--------------|
| Distinguished Budget Presentation Award | Budget Award | Budget Award | Budget Award |
|--|--------------|--------------|--------------|

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

| | | | |
|---------|-------|-------|-------|
| On-time | 98.6% | 98.5% | 98.6% |
|---------|-------|-------|-------|

FINANCE

DEPARTMENT SUMMARY

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|---------------------------|-------------------------|----------------------------------|-------------------------|
| BUDGET BY ACTIVITY | | | |
| Administration | <u>1,810,755</u> | <u>2,361,600</u> | <u>2,367,200</u> |
| TOTAL ALL ACTIVITIES | <u><u>1,810,755</u></u> | <u><u>2,361,600</u></u> | <u><u>2,367,200</u></u> |
| BUDGET BY FUND | | | |
| General Fund | <u>1,810,755</u> | <u>2,361,600</u> | <u>2,367,200</u> |
| TOTAL ALL FUNDS | <u><u>1,810,755</u></u> | <u><u>2,361,600</u></u> | <u><u>2,367,200</u></u> |

2012- 2013 Goals

The goals of the Finance Administration Division are to provide quality financial information for the public, City Council, and the operating departments of the City and to protect the assets and resources of the City.

These goals include:

- Provide support to departments for finance-related questions, budget analysis and internal auditing.
- Invest the City's idle cash to maximize the rate of return given the priorities of safety and liquidity.
- Develop long-range financing plans as needed.
- Provide timely billing and collection for the City's enterprise operations.
- Provide for the timely recording of new business license applications and existing business license renewals and to search relevant financial information for businesses who have not obtained business licenses.
- Provide summary financial and budgetary reports for department and general public use.
- Increase hours to 8:00 am to 4:30 pm to enhance customer service.

Objectives to Meet the Goals

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

Five-Year Outlook

New building construction has continued to drag due to the overall economy and the reduction of available funding in the credit markets. Purchases for automobiles and housing related goods have improved slightly and we expect continued moderate increase in sales tax revenues. Property tax revenues will continue at the Prop 13 maximum rate as commercial and individual properties are declining slightly. Revenue and expenditure monitoring continues to be a high priority including the continuous review of financial trends in city-associated businesses. The various city enterprise operations continue to be stressed by increasing operating and capital costs necessitating user rate increases to achieve long-term financial stability. Finance activity will continue to include servicing existing and new utility accounts, business licenses, accounts payable, payroll, and investments. Finance will continue to be integrally involved in the long-term financing, as necessary, for such projects as the water system improvements, sewer treatment water reuse facility (ST-WRF), 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.

| | |
|-------------------------------|---|
| Finance Department | Administration Section 35100 |
|-------------------------------|---|

| | | | |
|--|-----------|---------------------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 |
| | Actual | Revised Estimate | Budget |

BUDGET DETAIL

| | | | |
|-------------------------------------|------------------|------------------|------------------|
| Salaries - Regular | 954,709 | 1,032,500 | 1,152,700 |
| Overtime | 3,843 | 17,000 | 17,000 |
| Extra Help | 40,209 | 55,000 | 156,000 |
| Benefits | 442,293 | 504,500 | 507,600 |
| Vehicle Charges | 14,116 | 21,000 | 25,000 |
| Professional Services | 97,594 | 475,000 | 235,000 |
| Office Supplies | 203 | 4,000 | 4,000 |
| Travel & Meeting Expense | 1,894 | 9,000 | 9,000 |
| Training | 13,239 | 12,300 | 15,000 |
| Dues & Subscriptions | 1,719 | 3,200 | 3,100 |
| Admin & Overhead | 226,700 | 228,100 | 242,800 |
| Capital Outlays -Computer Equipment | 14,236 | 0 | 0 |
| TOTAL FINANCE ADMINISTRATION | 1,810,755 | 2,361,600 | 2,367,200 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|------------------|------------------|------------------|
| Licenses | 67,000 | 69,000 | 70,000 |
| Annexation Processing Fee | 15,000 | 15,000 | 15,000 |
| Capital Development - Streets | 59,000 | 59,000 | 60,000 |
| User Fees | 227,230 | 217,000 | 222,000 |
| Intergovernmental Charges | 35,000 | 30,000 | 0 |
| Interfund Charges | 1,587,678 | 1,606,000 | 1,773,000 |
| Miscellaneous Income | 1,721 | 15,000 | 15,000 |
| Use of Discretionary Funds | (181,874) | 350,600 | 212,200 |
| TOTAL | 1,810,755 | 2,361,600 | 2,367,200 |

DETAIL OF POSITIONS

| | | | |
|-------------------------------------|--------------|--------------|--------------|
| Accountant/Senior/Principal | 3.00 | 2.00 | 2.00 |
| Accounting Supervisor | - | 1.00 | 1.00 |
| Acctg Systems Tech/Senior/Principal | 4.00 | 4.00 | 4.00 |
| Assistant Finance Director | - | 1.00 | 1.00 |
| Deputy Finance Director | 2.00 | 1.00 | 1.00 |
| Executive Assistant | 0.15 | 0.15 | 0.15 |
| Finance Director/Treasurer | 1.00 | 1.00 | 1.00 |
| Senior Account Clerk/Principal | 7.00 | 7.00 | 7.00 |
| TOTAL | 17.15 | 17.15 | 17.15 |

PLANNING AND DEVELOPMENT SERVICES DEPARTMENT SUMMARY

The Planning and Development Services Department is responsible for implementing the Clovis General Plan. It performs this duty by integrating the planning, engineering, and building inspection activities of City development under a single department. The Department prepares and implements the Community Investment Program for all City departments. Planning and Development Services is also responsible for all land use planning for future development and for adherence to city, state, and federal codes.

Planning Division

Section 41000

The Planning Division is responsible for analysis of development requests to ensure consistency with the adopted General Plan, various Specific Plans, and the zoning ordinance. These requests include single family and multiple-family residential projects, large and small commercial developments, conditional use permits, variances to the zoning ordinance, and public projects. Reduced staff responds to telephone and over-the-counter information service requests from citizens and businesses. The division is responsible for the environmental review for private and public projects and provides limited enforcement of the Clovis Municipal Code's zoning ordinance.

Building Division

Section 41200

The Building Division is created under Title 8 of the Clovis Municipal Code with further authority provided by the State of California building statutes and applicable federal codes. It is the Division's responsibility to provide to the community minimum standards to safeguard health, property, and public welfare by regulating the design, construction, quality of materials, use occupancy, accessibility, location, and maintenance of all buildings and structures within the City.

Engineering Division

Sections 41500-41550

The Engineering Division provides three major services, among others, that are vital to the community. The Division's first major responsibility is to ensure that private development activities meet all City requirements, conditions, and standards when developing within the City. Included in this is the administration of the development impact fee and reimbursement program for developer-funded improvements. The Division's second primary responsibility is to implement the City's Community Investment Program, thereby enhancing the safety and security of the community through the construction of new infrastructure and the maintenance and repair of existing infrastructure. The third major service is the administration of the traffic management program in concert with the City's Intelligent Traffic System (ITS) project implementation.

Department Goals 2012-2013

- Continue the General Plan and Development Code update process and meet the following benchmarks by the end of the fiscal year:
 - Continue the General Plan community and inter-agency input in bringing closure to the General Plan process.
 - Pursue completion of General Plan Elements and environmental review and initiate the public hearing process.
 - Align the Development Code Update with the General Plan goals and policies.
- Maintain effective communication with citizens, the business community, and interest groups on planning, building, and development-related issues.
- Ensure that new development and construction conform to development standards, design guidelines, ADA requirements, and deliver the projects proposed in the Community Investment Program.

Budgetary Highlights

- Complete the elements and environmental phase for Clovis' General Plan Update.
- Continue to provide training and guidance in the new 2010 California Building, Electrical, Plumbing, and Mechanical Codes.
- Expand the capabilities of the automated building permit system.

PLANNING AND DEVELOPMENT SERVICES

DEPARTMENT PERFORMANCE MEASURES

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

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

| | <u>2010-2011 (actual)</u> | <u>2011-2012 (estimated)</u> | <u>2012-2013 (proposed)</u> |
|-----------------------------------|---------------------------|------------------------------|-----------------------------|
| % of CIP projects Final Design | 88% | 87% | 85% |

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

| | | | |
|---------------------------------------|-----------|-----------|-----------|
| Time spent in after- hour meetings | 270 hours | 250 hours | 260 hours |
|---------------------------------------|-----------|-----------|-----------|

Reduced staffing and overtime have resulted in a limited number of management staff attending evening meetings.

- Continue training on new codes and systems, which must be implemented with the new codes from the State, in order to perform the regulatory enforcement role of the Department. Increase training in the areas of accessibility, fire suppression, and electrical systems to ensure compliance with new State and Federal regulations. The benchmark for certified Building Division personnel is 16 hrs./person/yr. required by State law. The increase in the training is attributed to mandatory ADA training and new certified accessibility specialist requirements from the State.

| | | | |
|---|----------------|----------------|----------------|
| Hours of training per Certified Building Division staff | 16 hrs./person | 16 hrs./person | 24 hrs./person |
|---|----------------|----------------|----------------|

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

PLANNING AND DEVELOPMENT SERVICES

DEPARTMENT PERFORMANCE MEASURES

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

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

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

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

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

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

| | <u>2010-2011 (actual)</u> | <u>2011-2012 (estimated)</u> | <u>2012-2013 (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 | 64% | 90% | 75% |
| Subsequent submittal engineering plan checks within target time | 76% | 75% | 75% |
| Building permit plan checks processed within target time | 92% | 80% | 90% |
| Inspections performed within target time | 92% | 93% | 95% |

PLANNING AND DEVELOPMENT SERVICES

DEPARTMENT SUMMARY

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET BY ACTIVITY

| | | | |
|----------------------|-------------------------|-------------------------|-------------------------|
| Planning | 1,223,809 | 1,433,500 | 1,488,900 |
| Building | 1,044,787 | 1,156,700 | 1,212,000 |
| Engineering | <u>3,396,220</u> | <u>3,434,600</u> | <u>3,633,800</u> |
| TOTAL ALL ACTIVITIES | <u><u>5,664,816</u></u> | <u><u>6,024,800</u></u> | <u><u>6,334,700</u></u> |

BUDGET BY FUND

| | | | |
|-----------------|-------------------------|-------------------------|-------------------------|
| General Fund | <u>5,664,816</u> | <u>6,024,800</u> | <u>6,334,700</u> |
| TOTAL ALL FUNDS | <u><u>5,664,816</u></u> | <u><u>6,024,800</u></u> | <u><u>6,334,700</u></u> |

2012-2013 Goals

The goals of the Planning Division are to implement the current Clovis General Plan; to continue the update of the General Plan in 2012-2013 by completing the draft environmental impact report; to ensure that all public and private development is consistent with the General Plan, the Municipal Code, and state law; and to coordinate public and private projects so they result in a high-quality, sustainable community.

Specifically these goals include:

- Perform the activities identified in the Planning Program.
- Provide accurate information to the public regarding land development.
- Obtain significant progress on the General Plan Update Environmental Impact Report in 2012-2013.
- Complete the Development Code Update and bring to public hearing.
- Within the Division's current limitations, provide timely processing of applications to the Planning Commission and City Council.

Objectives to Meet the Goals

- Manage staff resources on the following priorities:
 - Complete the Development Code Update and bring to public hearing.
 - Make substantial progress on the General Plan update EIR.
 - Focus on completion of submitted planning applications.
 - Provide high quality, non-funded citizen services.
- Continue development of the Geographic Information System (GIS) that is integrated with the Fresno County regional system.

Five-Year Outlook

The General Plan and Development Code update and environmental impact report will be a major focus of the Planning Division's work during the next two years. The progress on these projects is governed largely by collected fee revenue. Once complete, the General Plan and its updated environmental impact report will serve as a robust foundation for continued development of the city.

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

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

| | | | |
|--|-----------|---------------------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 |
| | Actual | Revised Estimate | Budget |

BUDGET DETAIL

| | | | |
|-----------------------------|------------------|------------------|------------------|
| Salaries - Regular | 414,706 | 370,800 | 354,400 |
| Overtime | 7,374 | 10,000 | 10,000 |
| Extra Help | 18,031 | 70,000 | 70,000 |
| Benefits | 177,715 | 181,200 | 163,800 |
| Vehicle Charges | 16,525 | 17,700 | 18,800 |
| Communications | 2,110 | 2,000 | 2,000 |
| Professional Services | 293,121 | 486,600 | 501,000 |
| Repairs & Maintenance | 2,630 | 3,000 | 3,000 |
| Special Events | 200 | 0 | 0 |
| Office Supplies | 85 | 1,000 | 1,000 |
| Travel & Meeting Expense | 1,008 | 2,000 | 2,000 |
| Training | 5,362 | 2,000 | 2,000 |
| Dues & Subscriptions | 2,108 | 2,000 | 2,000 |
| Admin & Overhead | 281,000 | 285,200 | 358,900 |
| Capital Outlays - Computers | 1,834 | 0 | 0 |
| TOTAL PLANNING | <u>1,223,809</u> | <u>1,433,500</u> | <u>1,488,900</u> |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|------------------|------------------|------------------|
| Construction Permits | 134,510 | 129,000 | 125,000 |
| State Grants | 57,863 | 212,000 | 178,000 |
| Planning & Processing Fees | 780,377 | 1,023,000 | 1,100,000 |
| Annexation Processing Fees | 61,330 | 11,000 | 0 |
| Engineering Processing Fees | 3,198 | 3,000 | 8,000 |
| User Fees | 1,530 | 18,000 | 0 |
| Interfund Charges | 27,336 | 23,000 | 25,000 |
| Miscellaneous Income | 9,774 | 7,000 | 15,000 |
| Use of Discretionary Funds | <u>147,891</u> | <u>7,500</u> | <u>37,900</u> |
| TOTAL | <u>1,223,809</u> | <u>1,433,500</u> | <u>1,488,900</u> |

DETAIL OF POSITIONS

| | | | |
|--|-------------|-------------|-------------|
| Assistant/Associate Planner | 1.00 | 1.00 | - |
| Deputy City Planner | 1.00 | 1.00 | 1.00 |
| Dir of Planning & Development Services | 0.50 | 0.50 | 0.50 |
| Engineering Tech/Senior Engineering Tech | 1.00 | 1.00 | 1.00 |
| Principal Office Assistant | 1.00 | 1.00 | 1.00 |
| Senior Planner | 1.00 | 1.00 | 1.00 |
| TOTAL | <u>5.50</u> | <u>5.50</u> | <u>4.50</u> |

2012-2013 Goals

The goals of the Building Division are interrelated with the goals of other City departments to serve the public by carrying out the safety checks and inspections required by the California Building Codes and Municipal Code.

- Ensure compliance with all codes for the construction, use, and occupancy of buildings and all of their various components.
- Process all single-family residential plans within three weeks and all submitted commercial projects within four weeks.
- Respond to all field inspection requests within eight-working hours.
- Respond to all informational requests and housing complaints from the public within 72 hours.
- To keep pace with the increases in documentation requirements and the retrieval of documents, the Division will expand the use of new technology.
- Keep the community informed about current California Building Code requirements.

Objectives to Meet the Goals

- Continue to provide training and guidance on the 2010 California Building, Electrical, Plumbing, and Mechanical Codes. Continue to work with both the State and stakeholders on the implementation of the new California green building codes where applicable and complete the implementation of the new energy codes with new building permits.
- The Department will increase its participation in the code adoption process at the state level in hopes of decreasing regulatory mandates on the department and the constituents it serves.
- Continue the implementation of the new workflow management system, which will include the roll out of the Citizen Access Portal (CAP). This will make it possible for clients to request inspection and check the status of applications in the first phase, and additional functionality will be added as development continues. This comprehensive workflow management system will integrate the functions of the Planning, Engineering, and Building Divisions in the processing of entitlement approvals and the issuance of all regulatory applications.

Five-Year Outlook

Commercial development is expected to maintain current levels in 2012-2013 due to the growth at the Clovis Medical Center, the approval of the Herndon/Clovis center, and the other businesses that will surround it. Some growth will also continue on Shaw, and Willow Avenues. Building valuation will begin to increase, but at a slower pace than the historical trend due to the continued flat real estate market.

The residential development market should continue to hold steady during the next fiscal year, with additional 350 living units expected. A large percentage of overall residential construction is expected to shift to small and very small-detached units, due to market shortages and rising home prices. Demand for attached residential units is low and is not anticipated to rise for several years.

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

| | | | |
|--|-----------|---------------------|---------------------|
| | 2010-2011 | 2011-2012 | |
| | Actual | Revised Estimate | 2012-2013 Budget |

BUDGET DETAIL

| | | | |
|----------------------------|------------------|------------------|------------------|
| Salaries - Regular | 424,651 | 460,400 | 522,500 |
| Overtime | 36,667 | 35,500 | 35,500 |
| Extra Help | 58,848 | 86,000 | 57,000 |
| Benefits | 213,752 | 244,300 | 264,800 |
| Vehicle Charges | 36,625 | 42,400 | 43,700 |
| Communications | 4,121 | 3,800 | 3,800 |
| Professional Services | 96,355 | 116,500 | 115,000 |
| Special Events | 100 | 0 | 0 |
| Office Supplies | 5,271 | 1,500 | 1,500 |
| Materials & Supplies | 2,682 | 3,000 | 3,000 |
| Supplies - Shop | 903 | 1,000 | 1,000 |
| Travel & Meeting Expense | 4,421 | 1,200 | 3,000 |
| Training | 1,478 | 2,500 | 5,000 |
| Dues & Subscriptions | 10,937 | 12,000 | 12,000 |
| Admin & Overhead | 142,500 | 142,900 | 144,200 |
| Capital Outlay - Computers | 5,476 | 3,700 | 0 |
| TOTAL BUILDING | <u>1,044,787</u> | <u>1,156,700</u> | <u>1,212,000</u> |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|------------------|------------------|------------------|
| Construction Permits | 617,614 | 650,000 | 915,000 |
| Engineering Processing Fees | 338,166 | 460,000 | 465,000 |
| User Fees | 18,384 | 20,000 | 15,000 |
| Miscellaneous Income | 2,194 | 20,000 | 15,000 |
| Use of Discretionary Funds | <u>68,429</u> | <u>6,700</u> | <u>(198,000)</u> |
| TOTAL | <u>1,044,787</u> | <u>1,156,700</u> | <u>1,212,000</u> |

DETAIL OF POSITIONS

| | | | |
|--|-------------|-------------|-------------|
| Building Inspector/Senior Bldg Inspector | 3.00 | 4.00 | 4.00 |
| Deputy Building Official/Plan Checker | 1.00 | 1.00 | 1.00 |
| Dir of Planning & Development Services | 0.25 | 0.25 | 0.25 |
| Plans Examiner | 2.00 | 2.00 | 2.00 |
| TOTAL | <u>6.25</u> | <u>7.25</u> | <u>7.25</u> |

2012-2013 Goals

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

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

Objectives to Meet the Goals

- Develop and implement updates and revisions to the City's Standard Specifications and Standard Drawings.
- Implement appropriate public safety and convenience through design review measures.
- Monitor division costs in order to ensure that the development fees charged are fair, equitable, and representative of the actual costs for the services provided.

Five-Year Outlook

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

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

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

Engineering will continue to work on maintaining adequate turnaround times for plan check and project reviews, addressing public concerns, looking for ways to reduce cost for development, and delivering projects in a timely manner.

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|------------------------------------|------------------|------------------|------------------|
| Salaries - Regular | 1,736,403 | 1,655,200 | 1,698,200 |
| Overtime | 83,750 | 74,500 | 65,000 |
| Extra Help | 85,816 | 158,000 | 212,600 |
| Benefits | 762,269 | 808,500 | 777,400 |
| Vehicle Charges | 104,367 | 112,000 | 107,700 |
| Communications | 26,730 | 21,500 | 18,500 |
| Professional Services | 82,934 | 55,000 | 69,000 |
| Repairs & Maintenance | 1,282 | 3,100 | 3,000 |
| Special Events | 1,711 | 0 | 0 |
| Office Supplies | 5,925 | 9,500 | 8,500 |
| Supplies - Safety | 458 | 1,500 | 2,000 |
| Supplies - Shop | 4,148 | 5,800 | 6,000 |
| Travel & Meeting Expense | 1,600 | 7,000 | 8,000 |
| Training | 9,062 | 18,600 | 21,900 |
| Dues & Subscriptions | 5,022 | 8,600 | 8,600 |
| Admin & Overhead | 476,100 | 478,000 | 610,400 |
| Capital Outlays - Computers | 8,452 | 9,000 | 9,000 |
| Capital Outlays - Public Utilities | 191 | 8,800 | 8,000 |
| | 3,396,220 | 3,434,600 | 3,633,800 |
| TOTAL ENGINEERING | 3,396,220 | 3,434,600 | 3,633,800 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|------------------|------------------|------------------|
| Construction Permits | 230,162 | 286,000 | 350,000 |
| Taxes | 7,500 | 8,000 | 8,000 |
| State Grants | 9,921 | 17,400 | 19,000 |
| Planning & Processing Fees | 91,235 | 72,000 | 59,000 |
| Engineering Processing Fees | 300,944 | 196,000 | 148,000 |
| Capital Development - Streets | 193,000 | 183,000 | 269,000 |
| User Fees | 35,427 | 48,000 | 10,000 |
| Interfund Charges | 2,185,071 | 2,084,000 | 2,250,000 |
| Miscellaneous Income | 234,593 | 138,800 | 105,000 |
| Use of Discretionary Funds | 108,367 | 401,400 | 415,800 |
| | 3,396,220 | 3,434,600 | 3,633,800 |
| TOTAL | 3,396,220 | 3,434,600 | 3,633,800 |

DETAIL OF POSITIONS

| | | | |
|--|--------------|--------------|--------------|
| Assistant Engineer | 11.00 | 11.00 | 11.00 |
| Assistant Dir of Planning & Development Serv | 1.00 | 1.00 | 1.00 |
| Associate Civil Engineer | 2.00 | 2.00 | 2.00 |
| Dir of Planning & Development Services | 0.25 | 0.25 | 0.25 |
| Engineering Inspector | 4.00 | 3.00 | 3.00 |
| Engineering Program Supervisor | 1.00 | 1.00 | 1.00 |
| Engineering Tech/Senior Engineering Tech | 1.00 | 1.00 | 1.00 |
| Geographic Information Systems Specialist | 1.00 | 1.00 | 1.00 |
| Junior Engineer | 1.00 | 1.00 | 1.00 |
| Principal Office Assistant | 1.00 | 1.00 | 1.00 |
| Senior Engineering Inspector | 1.00 | 1.00 | 1.00 |
| | 24.25 | 23.25 | 23.25 |
| TOTAL | 24.25 | 23.25 | 23.25 |

POLICE DEPARTMENT SUMMARY

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

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

Patrol

Section 51000

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

Communications

Section 51100

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

Investigations

Section 52000

The Investigations section is overseen by a Police Captain and is responsible for follow-up on all felony cases, cases of a sensitive nature and preparing the cases for submittal to the District Attorney's Office. The Division is comprised of two main components: general investigations and narcotics investigations. The types of investigations conducted range from computer crime and identity theft cases to sexual assault and sex offender programs, homicide investigations, domestic violence follow-up and tracking, and crime analysis and predictive policing. The unit also takes on special details when necessary including assistance to the gang unit, internal investigations and officer involved shooting investigations. The focus of the narcotics unit tends to be focused on mid-level drug dealers, and dealers and users causing blight in our City. The unit will also partner with other agencies for larger scale investigations where more detectives are needed for a safe and successful outcome.

Youth Services

Section 53000

The Youth Services Division is committed to providing services and programs that deter juvenile crime and prevent the use of resources in the Patrol Division. Our success has been and will continue to be demonstrated with a low juvenile recidivism rate. We will continue to work closely with the Clovis Unified School District and other agencies to consistently hold juveniles accountable and deter juvenile crime. We have incorporated the use of a number of volunteers who have provided many hours of service within our leadership programs and within the Graffiti Abatement Program.

Support Services/Records, Property and Evidence

Section 54000

This unit encompasses many diverse duties that focus on providing outstanding service to its customers and the citizens of Clovis. Functions include the Department's records maintenance function, citizen and business services; fleet management; technology; equipment and supplies, report typing court liaison and maintenance of the department's safe drug drop off box. The Property and Evidence unit processes and stores all of the evidence collected in various cases, holds property that has been collected by the department and determines the proper disposition for that property and evidence.

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 and rescue groups throughout the state 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.

2012-2013 Goals

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

Budgetary Highlights

- Patrol Division will look at utilizing more Community Service Officers in the upcoming year to help with low priority calls for service in the community. This will provide more time for proactive enforcement as well as increase the response times to the community. The potential of a full staffed CSO division would save costs in overtime by allowing for a double minimum to be used within patrol.

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>2010-2011 (actual)</u> | <u>2011-2012 (estimated)</u> | <u>2012-2013 (proposed)</u> |
|-----------------------------------|---------------------------|------------------------------|-----------------------------|
| Priority I Average Response Times | 4.35 Min. | 4.34 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) | 83.5% | 84.25% | 90% |
|---|-------|--------|-----|

- The comparative crime rate is a good indicator of how well the prevention and protection efforts are addressing the criminal challenges to the community. We saw our California Crime Index rates increased by 13% from 2010-2011, and early indications are that the crime rate will continue to increase in 2012. Rates for both Fresno County and state-wide are not available for comparison purposes.

California Crime Index (Crimes/100,000 Population)

| | <u>2010 (actual)</u> | <u>2011 (actual)</u> | <u>2012 (proposed)</u> |
|--------|----------------------|----------------------|------------------------|
| Clovis | 1380 | 1580 | 1740 |

POLICE DEPARTMENT SUMMARY

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|-----------------------------|--------------------------|----------------------------------|--------------------------|
| BUDGET BY ACTIVITY | | | |
| Patrol | 11,844,993 | 12,298,600 | 12,316,900 |
| Communication | 1,737,332 | 1,833,200 | 1,905,200 |
| Investigations | 2,320,399 | 2,358,500 | 2,483,300 |
| Youth Services | 798,770 | 814,800 | 889,700 |
| Support Services | 2,488,447 | 2,603,800 | 2,694,400 |
| Administration | 2,762,003 | 2,756,700 | 2,627,400 |
| Animal Shelter | 677,220 | 732,800 | 828,300 |
| TOTAL ALL ACTIVITIES | <u><u>22,629,164</u></u> | <u><u>23,398,400</u></u> | <u><u>23,745,200</u></u> |
| BUDGET BY FUND | | | |
| General Fund | <u>22,629,164</u> | <u>23,398,400</u> | <u>23,745,200</u> |
| TOTAL ALL FUNDS | <u><u>22,629,164</u></u> | <u><u>23,398,400</u></u> | <u><u>23,745,200</u></u> |

2012-2013 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

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

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

| Police Department | Patrol Section 51000 | | |
|----------------------|-------------------------|--|--|
|----------------------|-------------------------|--|--|

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|------------------------------------|---------------------|----------------------------------|---------------------|
| BUDGET DETAIL | | | |
| Salaries - Regular | 6,083,113 | 6,182,900 | 6,406,600 |
| Overtime | 1,178,717 | 1,000,400 | 512,000 |
| Extra Help | 61,333 | 93,500 | 121,000 |
| Benefits | 3,339,549 | 3,833,500 | 4,052,700 |
| Vehicle Charges | 21,720 | 23,700 | 23,600 |
| Communications | 63,687 | 46,000 | 90,000 |
| Professional Services | 83,359 | 112,500 | 110,000 |
| Repairs & Maintenance | 2,012 | 3,700 | 5,500 |
| Materials & Supplies | 32,286 | 33,500 | 34,500 |
| Supplies - Safety | 34,109 | 41,400 | 41,000 |
| Travel & Meeting Expense | 17,877 | 17,900 | 10,000 |
| Training | 67,925 | 75,000 | 67,900 |
| Dues & Subscriptions | 2,782 | 2,000 | 2,400 |
| Admin & Overhead | 744,900 | 757,300 | 738,500 |
| Capital Outlays - Computers | 12,319 | 7,000 | 7,000 |
| Capital Outlays - Police Equipment | 85,778 | 62,300 | 78,200 |
| Capital Outlays - Communications | 13,527 | 6,000 | 16,000 |
| TOTAL PATROL | 11,844,993 | 12,298,600 | 12,316,900 |

| | | | |
|-----------------------------------|-------------------|-------------------|-------------------|
| SOURCES OF FUNDING | | | |
| Taxes | 614,110 | 661,000 | 760,000 |
| Other Permits | 7,468 | 14,000 | 14,000 |
| Fines & Fees | 158,787 | 172,000 | 172,000 |
| State Grants | 101,600 | 152,000 | 162,000 |
| Federal Grants | 18,035 | 16,000 | 20,000 |
| State Subventions | 31,372 | 40,000 | 40,000 |
| Program Participation | 8,947 | 10,000 | 10,000 |
| Mandated Claims | 0 | 90,000 | 120,000 |
| Planning & Processing Fees | 0 | 5,000 | 5,000 |
| User Fees | 37,807 | 12,000 | 12,000 |
| Intergovernmental Charges | 16,000 | 15,000 | 0 |
| Asset Forfeiture | 35,645 | 35,000 | 35,000 |
| Miscellaneous Income | 170 | 25,000 | 25,000 |
| Use of Discretionary Funds | 10,815,052 | 11,051,600 | 10,941,900 |
| TOTAL | 11,844,993 | 12,298,600 | 12,316,900 |

| | | | |
|----------------------------|--------------|--------------|--------------|
| DETAIL OF POSITIONS | | | |
| Community Service Officer | 8.00 | 8.00 | 8.00 |
| Management Analyst | 1.00 | 1.00 | 1.00 |
| Police Captain | 3.00 | 3.00 | 3.00 |
| Police Corporal | 10.00 | 10.00 | 10.00 |
| Police Lieutenant | 2.00 | 3.00 | 3.00 |
| Police Officer/Recruit | 51.00 | 51.00 | 51.00 |
| Police Sergeant | 8.00 | 8.00 | 8.00 |
| Police Service Officer | - | 1.00 | 1.00 |
| TOTAL | 83.00 | 85.00 | 85.00 |

2012-2013 Goals

- Meet our Priority One response time goal of less than five minutes on average.
- Meet or exceed our goal of high customer satisfaction ratings.
- Improve Police radio communications coverage and reliability.
- Train to maximize the new features in the completed state-funded Communications Center 9-1-1 phone equipment.
- Strategize with statewide and local agencies to implement and refine agency inter-operability of radio and data systems.
- Expand and refine the City-wide video system.

Objectives to Meet the Goals

- Continue to add radio receiver sites to enhance coverage in the metropolitan and adjacent rural areas.
- Continue working with the IT Division, State, County and product vendors to ensure that the equipment installed in the Communications Center is the latest technology that will meet our growing needs.
- Work with IT personnel to complete the fiber connectivity for the ZETRON interoperability solution.
- Expand wireless video capabilities.
- Enhance connectivity to CUSD to allow expansion to other campuses in their video system.

Five-Year Outlook

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

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

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

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

| | |
|------------------------------|---|
| Police Department | Communications Section 51100 |
|------------------------------|---|

| | | |
|-----------|-----------|-----------|
| | 2011-2012 | |
| 2010-2011 | Revised | 2012-2013 |
| Actual | Estimate | Budget |

BUDGET DETAIL

| | | | |
|----------------------------------|------------------|------------------|------------------|
| Salaries - Regular | 814,024 | 822,900 | 881,000 |
| Overtime | 157,829 | 189,500 | 139,500 |
| Extra Help | 71,852 | 87,000 | 89,000 |
| Benefits | 368,644 | 420,300 | 473,600 |
| Vehicle Charges | 5,460 | 5,500 | 5,500 |
| Communications | 55,529 | 61,100 | 48,000 |
| Professional Services | 25,421 | 24,700 | 20,000 |
| Repairs & Maintenance | 22,272 | 26,500 | 21,500 |
| Office Supplies | 11,457 | 10,000 | 11,000 |
| Materials & Supplies | 710 | 1,000 | 1,000 |
| Travel & Meeting Expense | 1,155 | 4,500 | 3,500 |
| Training | 14,300 | 23,000 | 23,000 |
| Dues & Subscriptions | 759 | 1,100 | 1,300 |
| Admin & Overhead | 137,600 | 139,600 | 153,300 |
| Capital Outlays - Communications | 50,320 | 16,500 | 34,000 |
| TOTAL COMMUNICATION | 1,737,332 | 1,833,200 | 1,905,200 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|------------------|------------------|------------------|
| Use of Discretionary Funds | 1,737,332 | 1,833,200 | 1,905,200 |
| TOTAL | 1,737,332 | 1,833,200 | 1,905,200 |

DETAIL OF POSITIONS

| | | | |
|-------------------------------|--------------|--------------|--------------|
| Communication Supervisor | 1.00 | 1.00 | 1.00 |
| Lead Police Service Officer | 1.00 | 1.00 | 1.00 |
| Lead Public Safety Dispatcher | 1.00 | 1.00 | 1.00 |
| Police Service Officer | 12.00 | 12.00 | 12.00 |
| Public Safety Dispatcher | 1.00 | 1.00 | 1.00 |
| TOTAL | 16.00 | 16.00 | 16.00 |

2012-2013 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

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

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

| | |
|------------------------------|---|
| Police Department | Investigations Section 52000 |
|------------------------------|---|

| | | | |
|--|-----------|---------------------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 |
| | Actual | Revised Estimate | Budget |

BUDGET DETAIL

| | | | |
|------------------------------------|------------------|------------------|------------------|
| Salaries - Regular | 1,080,084 | 1,116,500 | 1,233,100 |
| Overtime | 236,790 | 159,800 | 115,000 |
| Extra Help | 26,528 | 31,000 | 23,000 |
| Benefits | 644,498 | 693,800 | 757,400 |
| Vehicle Charges | 100 | 0 | 0 |
| Communications | 16,936 | 18,000 | 12,000 |
| Professional Services | 130,280 | 146,500 | 145,500 |
| Materials & Supplies | 1,808 | 1,900 | 1,500 |
| Supplies - Police | 10,644 | 10,000 | 10,000 |
| Supplies - Safety | 3,296 | 8,000 | 8,000 |
| Travel & Meeting Expense | 8,541 | 16,000 | 9,000 |
| Training | 25,537 | 22,700 | 19,000 |
| Dues & Subscriptions | 1,550 | 1,500 | 1,800 |
| Admin & Overhead | 129,600 | 128,800 | 144,000 |
| Capital Outlays - Computers | 184 | 0 | 0 |
| Capital Outlays - Police Equipment | 4,023 | 4,000 | 4,000 |
| TOTAL INVESTIGATIONS | 2,320,399 | 2,358,500 | 2,483,300 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|------------------|------------------|------------------|
| Project Participation | 12,142 | 0 | 0 |
| User Fees | 23,583 | 20,000 | 21,000 |
| Asset Forfeiture | 17,393 | 16,000 | 15,000 |
| Use of Discretionary Funds | 2,267,281 | 2,322,500 | 2,447,300 |
| TOTAL | 2,320,399 | 2,358,500 | 2,483,300 |

DETAIL OF POSITIONS

| | | | |
|----------------------------|--------------|--------------|--------------|
| Community Service Officer | 1.00 | - | - |
| Office Assistant | - | - | 1.00 |
| Police Corporal | 1.00 | 1.00 | 1.00 |
| Police Lieutenant | 1.00 | - | - |
| Police Officer/Recruit | 10.00 | 11.00 | 11.00 |
| Police Sergeant | 2.00 | 2.00 | 2.00 |
| Police Service Officer | - | 1.00 | 1.00 |
| Principal Office Assistant | 1.00 | 1.00 | - |
| TOTAL | 16.00 | 16.00 | 16.00 |

2012-2013 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

| | |
|------------------------------|---|
| Police Department | Youth Services Section 53000 |
|------------------------------|---|

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|------------------------------------|----------------|----------------|----------------|
| Salaries - Regular | 392,277 | 376,800 | 408,700 |
| Overtime | 9,540 | 16,300 | 32,000 |
| Extra Help | 44,123 | 60,000 | 64,300 |
| Benefits | 189,024 | 207,400 | 219,000 |
| Vehicle Charges | 6,010 | 6,100 | 6,100 |
| Communications | 2,778 | 2,500 | 3,100 |
| Professional Services | 7,034 | 8,100 | 10,000 |
| Office Supplies | 1,286 | 1,000 | 1,000 |
| Materials & Supplies | 6,391 | 11,000 | 2,500 |
| Supplies - Police | 1,747 | 1,500 | 2,000 |
| Supplies - Shop | 12,728 | 10,000 | 5,000 |
| Travel & Meeting Expense | 5,724 | 4,500 | 4,500 |
| Training | 5,417 | 2,000 | 8,000 |
| Dues & Subscriptions | 444 | 1,000 | 1,000 |
| Admin & Overhead | 103,800 | 104,600 | 118,500 |
| Capital Outlays - Computers | 6,803 | 2,000 | 4,000 |
| Capital Outlays - Police Equipment | 3,644 | 0 | 0 |
| TOTAL YOUTH SERVICES | 798,770 | 814,800 | 889,700 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|----------------|----------------|----------------|
| User Fees | 1,668 | 3,000 | 3,000 |
| Use of Discretionary Funds | 797,102 | 811,800 | 886,700 |
| TOTAL | 798,770 | 814,800 | 889,700 |

DETAIL OF POSITIONS

| | | | |
|----------------------------|-------------|-------------|-------------|
| Community Service Officer | 3.00 | 2.00 | 2.00 |
| Police Corporal | 1.00 | 1.00 | 1.00 |
| Police Service Manager | 1.00 | 1.00 | 1.00 |
| Police Service Officer | 2.00 | 2.00 | 2.00 |
| Principal Office Assistant | 1.00 | 1.00 | 1.00 |
| TOTAL | 8.00 | 7.00 | 7.00 |

2012-2013 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

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

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

| | |
|------------------------------|---|
| Police Department | Support Services Section 54000 |
|------------------------------|---|

| | | | |
|--|-----------|---------------------|---------------------|
| | 2010-2011 | 2011-2012 | |
| | Actual | Revised Estimate | 2012-2013 Budget |

BUDGET DETAIL

| | | | |
|-------------------------------------|------------------|------------------|------------------|
| Salaries - Regular | 313,671 | 316,700 | 479,800 |
| Overtime | 3,749 | 8,100 | 6,500 |
| Extra Help | 326,774 | 310,000 | 270,000 |
| Benefits | 238,517 | 268,600 | 320,500 |
| Vehicle Charges | 1,149,481 | 1,140,600 | 1,200,100 |
| Communications | 22,041 | 17,000 | 2,000 |
| Professional Services | 65,507 | 76,100 | 60,700 |
| Repairs & Maintenance | 35,996 | 42,400 | 45,100 |
| Office Supplies | 5,533 | 2,500 | 2,000 |
| Materials & Supplies | 13,574 | 10,300 | 7,000 |
| Supplies - Police | 57,040 | 74,000 | 53,000 |
| Travel & Meeting Expense | 6,371 | 10,700 | 6,000 |
| Training | 3,276 | 7,000 | 13,000 |
| Dues & Subscriptions | 6,051 | 6,000 | 5,700 |
| Admin & Overhead | 161,500 | 164,800 | 180,000 |
| Liability Insurance Program - ISF | 3,371 | 0 | 0 |
| Capital Outlays - Office Equip/Furn | 3,365 | 86,000 | 10,000 |
| Capital Outlays - Computers | 48,285 | 25,000 | 0 |
| Capital Outlays - Police Equipment | 24,345 | 38,000 | 32,500 |
| Capital Outlays - Communications | 0 | 0 | 500 |
| TOTAL SUPPORT SERVICES | 2,488,447 | 2,603,800 | 2,694,400 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|------------------|------------------|------------------|
| Other Permits | 24,355 | 15,000 | 15,000 |
| State Grants | 40,751 | 76,000 | 41,000 |
| Project Participation | 990 | 0 | 0 |
| User Fees | 15,196 | 25,000 | 25,000 |
| Miscellaneous Income | 22,279 | 6,500 | 3,000 |
| Use of Discretionary Funds | 2,384,876 | 2,481,300 | 2,610,400 |
| TOTAL | 2,488,447 | 2,603,800 | 2,694,400 |

DETAIL OF POSITIONS

| | | | |
|--------------------------------|-------------|-------------|--------------|
| Office Assistant | 2.00 | 3.00 | 3.00 |
| Community Service Officer | - | - | 4.00 |
| Police Officer/Recruit | 1.00 | - | - |
| Police Service Officer | 1.00 | 1.00 | 1.00 |
| Principal Office Assistant | 3.00 | 3.00 | 3.00 |
| Property & Evidence Technician | | 1.00 | 1.00 |
| Records Supervisor | 1.00 | 1.00 | 1.00 |
| TOTAL | 8.00 | 9.00 | 13.00 |

2012-2013 Goals

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

Objectives to Meet the Goals

- Through the promotion and training of three patrol lieutenants.
- Through the testing and promotion of patrol sergeants.
- Implement a Clovis Community Watch Program.
- PIO will promote the Department through the preparation of the Department's monthly and annual reports.
- PIO will produce public service announcements, news releases and special presentations designed to inform the community about services and programs that the Police Department offers.
- Assist other City departments with public service announcements, new releases and other special presentations designed to inform the community about services and programs that the City of Clovis offers.
- Research new state and federal grants available to local municipalities.
- Network with other public safety agencies regarding grant funding through the existing Department of Homeland Security collaborative group.

Five-Year Outlook

Administrative Services Division is essentially the Office of Chief of Police and all the functions and tasks which are the responsibility of Administrative Services and are in support of the Office of Chief of Police. This office will continue to cast a vision and set a direction for the Department while pursuing alternate funding sources outside of the General Fund.

| | |
|------------------------------|---|
| Police Department | Administration Section 56000 |
|------------------------------|---|

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|----------------------------------|-------------------------|-------------------------|-------------------------|
| Salaries - Regular | 679,259 | 701,300 | 735,400 |
| Overtime | 258,046 | 630,300 | 626,700 |
| Extra Help | 21,646 | 30,100 | 15,400 |
| Benefits | 392,319 | 459,700 | 434,700 |
| Vehicle Charges | 17,520 | 17,600 | 17,500 |
| Communications | 6,334 | 4,800 | 2,600 |
| Professional Services | 198,869 | 215,500 | 92,500 |
| Materials & Supplies | 34,919 | 15,700 | 3,000 |
| Travel & Meeting Expense | 13,472 | 17,000 | 10,000 |
| Training | 73,313 | 64,300 | 49,000 |
| Dues & Subscriptions | 4,159 | 2,100 | 3,300 |
| Admin & Overhead | 521,200 | 521,800 | 588,300 |
| Capital Outlays - Police | 103,679 | 76,500 | 49,000 |
| Capital Outlays - Communications | 437,268 | 0 | 0 |
| TOTAL ADMINISTRATION | <u>2,762,003</u> | <u>2,756,700</u> | <u>2,627,400</u> |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|-------------------------|-------------------------|-------------------------|
| State Grants | 77,755 | 146,000 | 74,000 |
| Federal Grants | 784,994 | 837,700 | 392,000 |
| Project Participation | 437,306 | 0 | 0 |
| User Fees | 58,768 | 44,200 | 42,000 |
| Miscellaneous Income | 1,440 | 0 | 0 |
| Use of Discretionary Funds | <u>1,401,740</u> | <u>1,728,800</u> | <u>2,119,400</u> |
| TOTAL | <u>2,762,003</u> | <u>2,756,700</u> | <u>2,627,400</u> |

DETAIL OF POSITIONS

| | | | |
|----------------------------|---------------------|---------------------|---------------------|
| Administrative Assistant | 1.00 | 1.00 | 1.00 |
| Community Service Officer | 1.00 | 1.00 | 1.00 |
| Management Analyst | 1.00 | 1.00 | 1.00 |
| Police Chief | 1.00 | 1.00 | 1.00 |
| Police Officer/Recruit | 5.00 | 5.00 | 5.00 |
| Public Information Officer | 1.00 | 1.00 | 1.00 |
| TOTAL | <u>10.00</u> | <u>10.00</u> | <u>10.00</u> |

2012-2013 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

| | |
|------------------------------|--|
| Police Department | Animal Services Section 59100 |
|------------------------------|--|

| | | | |
|--|-----------|---------------------|---------------------|
| | 2010-2011 | 2011-2012 | |
| | Actual | Revised Estimate | 2012-2013 Budget |

BUDGET DETAIL

| | | | |
|-------------------------------------|----------------|----------------|----------------|
| Salaries - Regular | 188,228 | 222,700 | 251,400 |
| Overtime | 16,554 | 22,500 | 6,500 |
| Extra Help | 140,373 | 145,000 | 100,000 |
| Benefits | 125,719 | 139,300 | 146,000 |
| Communications | 5,029 | 2,100 | 4,700 |
| Professional Services | 97,139 | 107,300 | 52,500 |
| Repairs & Maintenance | 1,842 | 1,000 | 2,000 |
| Materials & Supplies | 18,258 | 11,600 | 12,500 |
| Supplies - Safety | 9,781 | 7,500 | 9,000 |
| Travel & Meeting Expense | 467 | 3,500 | 1,000 |
| Training | 974 | 2,500 | 0 |
| Dues & Subscriptions | 1,539 | 1,500 | 1,500 |
| Admin & Overhead | 65,400 | 65,800 | 240,000 |
| Capital Outlays - Office Equip/Furn | 4,411 | 0 | 0 |
| Capital Outlays - Computers | 1,087 | 500 | 0 |
| Capital Outlays - Communications | 419 | 0 | 1,200 |
| TOTAL ANIMAL SHELTER | 677,220 | 732,800 | 828,300 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|----------------|----------------|----------------|
| Licenses | 72,637 | 85,000 | 85,000 |
| Fines & Fees | 14,594 | 0 | 0 |
| Miscellaneous Income | 91 | 1,000 | 0 |
| Use of Discretionary Funds | 589,898 | 646,800 | 743,300 |
| TOTAL | 677,220 | 732,800 | 828,300 |

DETAIL OF POSITIONS

| | | | |
|-------------------------------|-------------|-------------|-------------|
| Animal Control Officer | 2.00 | 2.00 | 2.00 |
| Animal Services Aide | 1.00 | 1.00 | 1.00 |
| Principal Office Assistant | 1.00 | 1.00 | 1.00 |
| Supervisor of Animal Services | 1.00 | 1.00 | 1.00 |
| TOTAL | 5.00 | 5.00 | 5.00 |

FIRE DEPARTMENT SUMMARY

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

Emergency Services

Section 61000

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

Life Safety and Enforcement

Section 62000

The Life Safety and Enforcement Bureau regulates and enforces fire safety through two divisions using adopted fire codes, standards, and local ordinances while continually educating the citizens in our community about fire behavior and life safety. The Bureau has the responsibility to investigate all fires for cause and origin, and enforce minimum standards to safeguard life, health, property, and public welfare. Public education programs regarding fire and life safety in combination with arson prevention, serve as essential programs to further improve community safety. The Fire Prevention Division provides quality support for our changing community through consultations with developers, plan review, and 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.

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. Administration and Support Services also identifies, writes and manages grants to supplement funding for all Department programs.

FIRE DEPARTMENT SUMMARY

2012-2013 Goals

The major goals of the Department are:

- Continue to provide an effective emergency response delivery system that provides the necessary resources to minimize the loss of life, property damage, and damage to the environment.
- Continue to ensure community safety by enforcing fire and life safety codes.
- Continue to develop an emergency and non-emergency response capability that maximizes public and private resources to deal with human-caused or natural-caused disasters.
- Continue to develop and evaluate community outreach programs focused on education, hazard mitigation and abatement that meet varying needs of our customers.
- Maintain Center for Public Safety Excellence (CPSE) Accreditation status for the Fire Department.
- Continue to explore all applicable grant sources and private partnerships to fund programs, services, equipment and personnel.

Budgetary Highlights

- Augment emergency response staffing through federal grant to enhance our ability to meet response time goals and maintain minimum staffing levels.
- Improve service delivery and cost efficiencies for fire dispatch services through a renewed contract with Fresno County Emergency Medical Services.
- Continue the multiple phase construction process as funding permits to accomplish improvements and remodeling of the Fire Department Training Facility.
- Continue to move forward with the consolidation of our Logistics Center from 650 Fowler Ave. with our Training Facility at 3455 Lind Ave.
- Purchase property in the Southeast to provide a station for emergency services due to future expansion of the City.
- Maintain all documentation necessary to support our accredited agency status with the Center for Public Safety Excellence (CPSE).
- Continue emergency preparedness activities and training with other departments within our City to remain as prepared as possible to respond, mitigate, and recover from both human-caused and natural disasters.
- Continue the Clovis "Citizen Emergency Response Team" (CERT) program and coordinate the training and equipping of Clovis citizen volunteers to assist in the provision of emergency and non-emergency assistance.

FIRE

DEPARTMENT PERFORMANCE MEASURES

The **Mission** of the Clovis Fire Department is to provide for the fire and life safety of the community in the most professional, courteous and efficient manner possible.

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

Emergency Services

- It is documented that cardiac arrest survival rates decline rapidly with every passing minute. After four (4) minutes, less than 50% of heart attack victims will survive. It is documented that flashover is the point where temperatures in the area (room/building) of the fire reaches 1,500 degrees, causing all combustible materials within the room to suddenly ignite, dramatically reducing a victim's chance of survival and increasing the loss of property. This commonly occurs in five (5) to six (6) minutes after ignition. Therefore, the Fire Department response goal is: *"Provide emergency response of 5 minutes or less, 90% of the time, measured from the time of dispatch to arrival at the emergency incident."*

| | <u>2010 (actual)</u> | <u>2011 (actual)</u> | <u>2012 (estimated)</u> |
|-----------------------------------|----------------------|----------------------|-------------------------|
| 5 Min. or Less Response Time Goal | 79% | 82% | 82% |
| Total Number of Calls for Service | 8,410 | 8,906 | 9,440 |
| Total Number of EMS Calls | 5,663 | 5,782 | 6,128 |

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

Percent of Quality Assurance
Surveys returned rated as
"excellent" the level of emergency
services the citizens received

| | | |
|-----|-----|-----|
| 98% | 98% | 98% |
|-----|-----|-----|

Life Safety and Enforcement

- Maintaining property values and protecting the community from significant destruction of property by fire provides a safe and secure environment for the citizens of Clovis. The two areas of activity with the most impact on the future needs of the community are in education and engineering, which includes the installation of fire protection systems. A major change in the California Fire and Building Code is the requirement for residential fire sprinklers in all new homes built after January 2011. Both education and engineering will reduce the impact for additional emergency services required in a growing municipality. Having all commercial and industrial buildings over 5,000 square feet equipped with automatic sprinkler systems affects the potential annual fire loss figure. Legislation requiring new homes to have similar systems installed further reduces fire loss. This is important to the City of Clovis and our citizens as it reduces the loss of jobs and income for citizens and to the City if a business is shut down because of a fire.

| | | | |
|----------------------------|--------------|--------------|--------------|
| Total Dollar Loss | \$ 1,360,015 | \$3,024,925 | \$ 1,800,000 |
| Total Property Value Saved | \$90,927,865 | \$28,581,467 | \$25,000,000 |

| | | | |
|--|-------|-------|-------|
| Number of Children Receiving Life Safety Training | 4,913 | 3,781 | 4,500 |
|--|-------|-------|-------|

| | | | |
|---|-----|-----|-----|
| Number of Adults Receiving Life Safety Information | 212 | 287 | 540 |
|---|-----|-----|-----|

FIRE DEPARTMENT SUMMARY

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|-------------------------------------|--------------------------|----------------------------------|--------------------------|
| BUDGET BY ACTIVITY | | | |
| Emergency Services | 9,658,373 | 10,300,500 | 10,774,300 |
| Life Safety and Enforcement | 434,572 | 603,200 | 903,100 |
| Emergency Preparedness | 177,906 | 179,600 | 204,000 |
| Administration and Support Services | <u>403,631</u> | <u>388,700</u> | <u>411,500</u> |
| TOTAL ALL ACTIVITIES | <u><u>10,674,482</u></u> | <u><u>11,472,000</u></u> | <u><u>12,292,900</u></u> |

| | | | |
|-----------------------|--------------------------|--------------------------|--------------------------|
| BUDGET BY FUND | | | |
| General Fund | <u>10,674,482</u> | <u>11,472,000</u> | <u>12,292,900</u> |
| TOTAL ALL FUNDS | <u><u>10,674,482</u></u> | <u><u>11,472,000</u></u> | <u><u>12,292,900</u></u> |

2012-2013 Goals

- Arrive at the scene of an emergency following dispatch within (5) five minutes or less 90% of the time.
- Continue to implement recommendations within the adopted Standards of Response Coverage Plan regarding distribution, concentration, and staffing of emergency response resources.
- Continue to focus on attaining a 95% or higher 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 succession planning which includes, hands-on training programs to enhance the skills and capabilities of all fire personnel and prepare them for advancement in rank.
- Maintain the accredited agency status earned in August 2008 through implementing recommendations noted by the Center for Public Safety Excellence (CPSE).
- Improve our ISO rating from a class three to a Class two.
- Maintain minimum staffing to provide service through effective and efficient distribution of Fire Department resources by providing the necessary staff and fire facilities to support the mission as per NFPA 1710.
- 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.
- Completion of our Training Center to become a State Certified Training site and develop "user fee schedule" for a funding source.

Objectives to Meet the Goals

- Maintain minimum staffing of emergency response resources distributed to meet community needs. Provide quality service to the community.
- Maintain and manage our federal grant that restored firefighting personnel to sustain minimum daily staffing levels necessary to keep five companies fully staffed.
- Coordinate with CPSE to document performance of accreditation requirements.
- Ensure that personnel are adequately trained and prepared to respond to "all risk" emergency situations through ongoing training.
- Maintain dispatch performance standards for the contract period through a Continuous Quality Improvement program.
- Use certified Clovis Fire personnel to host and teach emergency service related classes for our personnel and other departments thereby offsetting costs through tuition fees for non-Clovis Fire personnel.

Five-Year Outlook

The challenge over the next five years continues to be funding the essential fire protection services necessary to support the City's goal of being the Safest City in the Valley. The demand for both non-emergency and emergency services typically increases each year. Planning for organizational growth to provide these services is essential. Developing additional funding sources dedicated to public safety services is required for the continued provision of effective service.

Through the fire dispatch center we have incorporated the use of a true Fire Computer Aided Dispatch (CAD) along with GIS layering and Automatic Vehicle Locating systems to improve response times as well as provide more accurate data for long-term planning. In addition, advancements in data sharing has improved mutual and automatic aid responses. Providing CAD data transfer to our records management system has improved efficiency and accuracy of reports and data.

The build-out of the Fire Training Facility remains an important need and a priority project. The quality of training is directly associated with the quality of service provided to the community and the safety of our employees. Our Training Division has drafted a needs assessment plan identifying our highest priority of training goals and props. Some of the training props are designed and built by on-duty crews. When funds are available, we follow our plan working towards our highest priority. Over the past several years, our Training funds have been drastically reduced to aid the City to overcome our economic shortfalls.

| | | | |
|-------------------|---------------------------|--|--|
| Fire | Emergency Services | | |
| Department | Section 61000 | | |

| | 2010-2011 | 2011-2012 | 2012-2013 |
|--|-----------|---------------------|-----------|
| | Actual | Revised Estimate | Budget |

BUDGET DETAIL

| | | | |
|-------------------------------------|------------------|-------------------|-------------------|
| Salaries - Regular | 4,708,093 | 4,660,900 | 4,886,900 |
| Overtime | 667,411 | 827,000 | 896,000 |
| Extra Help | 19,018 | 33,000 | 27,000 |
| Benefits | 2,237,792 | 2,533,600 | 2,683,600 |
| Vehicle Charges | 438,085 | 460,600 | 477,300 |
| Communications | 14,250 | 15,000 | 15,000 |
| Professional Services | 362,358 | 327,500 | 359,000 |
| Repairs & Maintenance | 29,039 | 22,200 | 20,500 |
| Special Events | 0 | 1,500 | 1,500 |
| Office Supplies | 587 | 3,300 | 3,300 |
| Materials & Supplies | 11,985 | 22,400 | 18,900 |
| Supplies - Safety | 64,046 | 74,700 | 82,500 |
| Supplies - Shop | 1,053 | 1,500 | 1,500 |
| Travel & Meeting Expense | 5,746 | 13,000 | 12,100 |
| Training | 41,195 | 58,200 | 54,500 |
| Dues & Subscriptions | 2,389 | 3,000 | 3,000 |
| Admin & Overhead | 1,036,100 | 1,198,400 | 1,182,500 |
| Capital Outlays - Office Equip/Furn | 919 | 0 | 1,000 |
| Capital Outlays - Fire Equipment | 16,095 | 40,700 | 40,700 |
| Capital Outlays - Communications | 1,597 | 1,000 | 3,500 |
| Capital Outlays - Vehicles | 615 | 3,000 | 4,000 |
| TOTAL EMERGENCY SERVICES | 9,658,373 | 10,300,500 | 10,774,300 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|------------------|-------------------|-------------------|
| Taxes | 194,816 | 207,000 | 230,000 |
| State Grants | 55,558 | 125,000 | 225,000 |
| Federal Grants | 212,225 | 528,800 | 351,000 |
| Project Participation | 300 | 16,000 | 20,000 |
| User Fees | 25,327 | 31,000 | 24,000 |
| Miscellaneous Income | 3,371 | 200 | 0 |
| Use of Discretionary Funds | 9,166,776 | 9,392,500 | 9,924,300 |
| | 9,658,373 | 10,300,500 | 10,774,300 |

DETAIL OF POSITIONS

| | | | |
|----------------------------|--------------|--------------|--------------|
| Battalion Chief | 3.00 | 3.00 | 3.00 |
| Fire Captain | 15.00 | 15.00 | 15.00 |
| Fire Engineer | 15.00 | 15.00 | 15.00 |
| Firefighters | 27.00 | 25.00 | 25.00 |
| Training Officer (Captain) | 1.00 | 1.00 | 1.00 |
| TOTAL | 61.00 | 59.00 | 59.00 |

2012-2013 Goals

- Provide fire and life safety education classes with use of selected on-duty personnel and other community partners targeting youth, seniors and high risk groups such as mobile home owners.
- Inspect high life hazard occupancies, economically important occupancies, and State mandated facilities.
- Improve workflow for new development plan checking and inspection services.
- Provide weed abatement program to assure that vacant lots/properties meet health, fire hazard and appearance standards with available staff.
- Fully investigate and determine the cause and origin of all fires.
- Research and secure grant opportunities.
- Conduct at least one fire drill in every elementary school in Clovis.
- Develop and maintain training for staff and the public on residential fire sprinklers, smoke detectors and other life/safety protection equipment.
- Improve tracking, support and customer service for commercial life/safety systems.
- Update the Fire Prevention Manual to reflect changes in state, federal and local codes.

Objectives to Meet the Goals

- Enforce fire codes and ordinances while working with the public to balance public safety needs with business realities.
- Develop inspection alternatives to accomplish "B" occupancy business inspections with limited use of fire companies due to emergency service workload.
- Return all fire protection system plans for permit issuance within 10 days of submittal and provide inspections within 24 hours of request.
- Ensure that vacant lots and properties are cleaned to city weed abatement standards.
- Continue to identify alternatives to ensure that each of the 750 mobile homes in Clovis have an operating smoke detector.
- Continue use of volunteer resources in maintaining public education programs.
- Present life safety messages through various media to raise community awareness during events such as Fire Prevention Week.
- Conduct fire investigations to determine fire cause and origin, and maintain skill levels of Fire Investigators.
- Use team approach to enforce code compliance for special events.
- Provide reduced enforcement of illegal fireworks possession and use.
- Evaluate and update fees charged for services provided on an annual basis.
- Develop a succession plan for the Life Safety and Enforcement Bureau.

Five-Year Outlook

With the addition of a Deputy Fire Marshal and new personnel assigned to the Fire Prevention Officer position, we are uniquely positioned to re-tool the bureau to effectively meet customer service expectations associated with new development, existing occupancies and public education. New development plan checks and inspections will continue to be a priority to assure public safety and we will be improving workflow and personnel training to better meet those demands. Personnel availability for certain state mandated inspections is limited due to competing needs and Life Safety Enforcement personnel are re-evaluating how to improve getting into those occupancies. In addition, staff is improving analysis from those inspections to better track trends so focus can be placed on where problems are occurring. Assuring that the many existing fire protection systems operate properly when needed, and the public is able to safely exit any buildings in our community remains our primary focus. Succession planning is essential for maintaining service delivery due to anticipated retirements and the time it takes to gain expertise in fire protection systems and enforcement activities. Redesigning our public education programs with Suppression personnel, Life Safety Enforcement staff and community stakeholders to reach our 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 |
|----------------------------|--|

| | | |
|-----------|-----------|-----------|
| | 2011-2012 | |
| 2010-2011 | Revised | 2012-2013 |
| Actual | Estimate | Budget |

BUDGET DETAIL

| | | | |
|--|----------------|----------------|----------------|
| Salaries - Regular | 145,770 | 260,100 | 276,900 |
| Overtime | 23,334 | 38,700 | 31,500 |
| Extra Help | 63,649 | 30,000 | 30,000 |
| Benefits | 81,477 | 144,500 | 154,900 |
| Vehicle Charges | 53,731 | 49,000 | 49,900 |
| Professional Services | 16,267 | 28,300 | 27,500 |
| Repairs & Maintenance | 240 | 600 | 800 |
| Office Supplies | 1,336 | 4,500 | 3,000 |
| Material & Supplies | 1,575 | 1,900 | 800 |
| Supplies - Safety | 1,277 | 0 | 2,000 |
| Supplies - Shop | 29 | 800 | 500 |
| Travel & Meeting Expense | 6,005 | 7,800 | 6,500 |
| Training | 13,007 | 9,000 | 10,000 |
| Dues & Subscriptions | 3,340 | 2,700 | 3,500 |
| Admin & Overhead | 22,900 | 23,200 | 29,200 |
| Capital Outlays - Fire Equipment | 635 | 1,500 | 2,000 |
| Capital Outlays - Communications | 0 | 600 | 274,100 |
| TOTAL LIFE SAFETY AND ENFORCEMENT | 434,572 | 603,200 | 903,100 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|----------------|----------------|----------------|
| Other Permits | 9,916 | 10,000 | 3,000 |
| Federal Grants | 6,640 | 0 | 219,000 |
| Planning & Processing Fees | 44,680 | 59,000 | 39,000 |
| User Fees | 40,271 | 30,000 | 23,000 |
| Miscellaneous Income | 5,426 | 1,000 | 1,000 |
| Use of Discretionary Funds | 327,639 | 503,200 | 618,100 |
| TOTAL | 434,572 | 603,200 | 903,100 |

DETAIL OF POSITIONS

| | | | |
|-----------------------------------|-------------|-------------|-------------|
| Deputy Fire Chief | 1.00 | 1.00 | 1.00 |
| Fire Marshall (Deputy Fire Chief) | - | 1.00 | 1.00 |
| Fire Prevention Officer | 1.00 | 1.00 | 1.00 |
| TOTAL | 2.00 | 3.00 | 3.00 |

2012-2013 Goals

- Provide mitigation and response planning for large scale natural and man-made disasters.
- Provide simulated and classroom emergency preparedness training to identified City personnel consistent with the National Incident Management System.
- Provide leadership and training for the coordinated use of civilian volunteers in emergency and non-emergency response.
- Ensure local hazard mitigation and emergency operations plans are effective and represent current capabilities. Mitigation and emergency operations plans will represent an all-hazard approach based on critical infrastructure, risk analysis of hazards present within the community and functional access population needs.
- Provide the support necessary to ensure the Clovis Emergency Response Team (CERT) continues to improve and expand its capability to serve the citizens whenever necessary.
- Evaluate minimum response capabilities of the Cal EMA Type 1 Hazardous Materials Response Team and Cal EMA Type 1 Urban Search and Rescue Team.
- Interface regionally to coordinate with other Hazardous Material Teams and Urban Search and Rescue Teams.

Objectives to Meet the Goals

- Conduct inter-departmental training sessions related to the City's Emergency Plan, EOC operations, Incident Command, Standardized Emergency Management System (SEMS), and National Incident Management System (NIMS) guidelines.
- Provide essential training to specialty team personnel in the handling and mitigation of hazardous conditions and technical rescue emergencies. Participate in regional training exercises.
- Expand mission and integration of CERT volunteers in supporting field operations and EOC activations.
- Maintain minimum tools and equipment necessary for our specialized teams to respond effectively and safely to hazardous conditions, specialized rescues, building collapses, and other results of natural and man-made disasters.
- Maintain the City of Clovis Hazardous Materials Incident Response Plan, Emergency Operations Plan (EOP) and Municipal Code to reflect SEM/NIMS and real-world operations.
- Maintain GIS/FireView data layers and analysis related to all-risk assessments, call concentration and responses for planning purposes.

Five-Year Outlook

The City will maintain minimum capabilities for the Emergency Operations Center as mandated by SEMS and NIMS. Due to budget reductions, management of this function is limited to 50% of one full time position split between Fire and Administration. Alternative funding from various federal/state grants will be targeted to ensure essential staff receives training in EOC operations. Increased volunteer development and deployment throughout the City has helped support emergency response and support activities as appropriate. Specialty Team personnel will seek grant funding and other external financial resources to secure equipment and necessary training essential to maintain current capabilities in the handling of Hazardous Materials and Urban Search and Rescue emergencies. Additional team members are crucial to meet the increasing demands for these services and to fill vacancies created by retirements.

| | |
|-------------------|-------------------------------|
| Fire | Emergency Preparedness |
| Department | Section 63000 |

| | 2010-2011 | 2011-2012 | 2012-2013 |
|--|-----------|---------------------|-----------|
| | Actual | Revised Estimate | Budget |

BUDGET DETAIL

| | | | |
|-------------------------------------|----------------|----------------|----------------|
| Salaries - Regular | 48,290 | 53,100 | 53,600 |
| Overtime | 41,434 | 30,000 | 54,000 |
| Benefits | 22,434 | 25,700 | 22,600 |
| Vehicle Charges | 2,709 | 2,800 | 2,700 |
| Communications | 0 | 1,000 | 1,000 |
| Professional Services | 27,823 | 7,000 | 8,000 |
| Repairs & Maintenance | 4,589 | 5,000 | 5,000 |
| Materials & Supplies | 0 | 0 | 1,000 |
| Supplies - Safety | 0 | 1,000 | 2,000 |
| Travel & Meeting Expense | 1,790 | 5,900 | 3,000 |
| Training | 1,150 | 12,000 | 10,000 |
| Dues & Subscriptions | 0 | 500 | 500 |
| Admin & Overhead | 14,500 | 14,600 | 16,600 |
| Capital Outlays - Fire Equip | 13,187 | 21,000 | 24,000 |
| TOTAL EMERGENCY PREPAREDNESS | 177,906 | 179,600 | 204,000 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|----------------|----------------|----------------|
| Federal Grants | 27,349 | 11,000 | 0 |
| Miscellaneous Income | 0 | 100 | 0 |
| Use of Discretionary Funds | 150,557 | 168,500 | 204,000 |
| TOTAL | 177,906 | 179,600 | 204,000 |

DETAIL OF POSITIONS

| | | | |
|--------------------------------------|-------------|-------------|-------------|
| Special Proj/Life Safety Enforce Mgr | 0.50 | 0.50 | 0.50 |
| TOTAL | 0.50 | 0.50 | 0.50 |

The Administrative and Support Services Division has two primary functions: 1) Administrative support for the Emergency Services and Life Safety and Enforcement Bureaus of the Fire Department, and 2) Planning, development and administration of Fire Department programs, including: the Annual Budget, Accreditation through the Center for Public Safety Excellence (CPSE), and the Fire Department Master Services Plan. Other administrative activities include: coordination of recruitment activities, succession planning, incident response data management, time keeping, data analysis, record keeping, revenue and expenditure accounting, special projects, as well as other routine duties performed daily that support the delivery of emergency and non-emergency services.

2012-2013 Goals

- Assist and monitor the Emergency Services and Life Safety and Enforcement Bureaus with program development and implementation of priority goals and target actions.
- Maintain Accreditation through the CPSE for the years 2008-2013.
- Provide administrative support for the Emergency Services and Life Safety & Enforcement Bureaus.
- Manage the Fire Department Budget to maximize revenues and pursue alternative funding sources to maintain services at the highest level possible.
- Identify and implement efficiencies in Fire Department budget, payroll, administrative support and other program activities.
- Streamline administrative operating procedures and workflow.
- Attain and manage grants to support all Department activities.

Objectives to Meet the Goals

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

Five-Year Outlook

Meeting service demands within limited staffing constraints will be the Administration and Support Services Division's greatest challenge. Developing efficiencies in how the Fire Department conducts business is key in mitigating limited personnel and support demands within the Department. Pursuit and management of technology and workflow tools to support Fire Department activities will be a key administrative function. With both ISO and CPSE Re-accreditation occurring in FY 2012-2013, staff will be tasked with additional support to ensure reporting for these two certifications is accurate, comprehensive and speaks in one voice. As budgets remain status-quo, Administration and Support Services will target grants such as the AFG to support essential equipment and training for all Fire Department functions.

| | | | |
|-------------------|--|--|--|
| Fire | Administration and Support Services | | |
| Department | Section 64000 | | |

| | 2010-2011 | 2011-2012 | 2012-2013 |
|--|-----------|---------------------|-----------|
| | Actual | Revised Estimate | Budget |

BUDGET DETAIL

| | | | |
|---|----------------|----------------|----------------|
| Salaries - Regular | 259,360 | 225,700 | 236,900 |
| Overtime | 287 | 2,500 | 2,500 |
| Benefits | 106,351 | 114,900 | 114,700 |
| Professional Services | 406 | 2,200 | 13,500 |
| Repairs & Maintenance | 0 | 200 | 500 |
| Special Events | 50 | 1,000 | 2,000 |
| Office Supplies | 4,061 | 5,000 | 2,500 |
| Materials & Supplies | 0 | 500 | 500 |
| Travel & Meeting Expense | 7,417 | 10,500 | 6,500 |
| Training | 0 | 1,500 | 500 |
| Dues & Subscriptions | 2,499 | 1,500 | 3,500 |
| Admin & Overhead | 23,200 | 23,200 | 26,400 |
| Capital Outlays - Vehicles | 0 | 0 | 1,500 |
| TOTAL FIRE ADMINISTRATION AND SUPPORT SERVICES | 403,631 | 388,700 | 411,500 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|----------------|----------------|----------------|
| User Fees | 39 | 0 | 0 |
| Use of Discretionary Funds | 403,592 | 388,700 | 411,500 |
| | 403,631 | 388,700 | 411,500 |

DETAIL OF POSITIONS

| | | | |
|----------------------------|-------------|-------------|-------------|
| Fire Chief | 1.00 | 1.00 | 1.00 |
| Principal Office Assistant | 2.00 | 2.00 | 2.00 |
| TOTAL | 3.00 | 3.00 | 3.00 |

PUBLIC UTILITIES DEPARTMENT SUMMARY

The Public Utilities Department is a service and maintenance organization with the principal duty of providing essential municipal services. These include water supply, wastewater collection and treatment, solid waste collection and disposal, and street cleaning. The Department is responsible for maintenance of the City's street system, traffic signals, street lighting, parks, and street landscaping. Services also include maintenance of the City's fleet of vehicles and equipment. The Department plays a leading role in water and wastewater planning to ensure that these essential services are available when needed.

Organizationally, the Department is divided into two divisions, with operational and budgetary responsibilities as shown below. Traffic Signals, 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, SIGNALS, STREET LIGHTING AND FLEET DIVISION

Signals and Street Lighting

Section 72000

Responsible for maintenance of traffic signals, the cost of energy/repairs/replacements for PG&E-owned streetlights within the City, energy and materials for City-owned streetlights, and maintenance of City-owned streetlights.

Storm Drain

Section 72500

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

Fleet Maintenance

Section 75000

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

Fleet Acquisition

Section 75100

Acquires vehicles and equipment and administers the fleet depreciation account.

Wastewater

Section 76500

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

Water

Section 77000

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

PUBLIC UTILITIES DEPARTMENT SUMMARY

STREET MAINTENANCE, COMMUNITY SANITATION AND PARKS DIVISION

Street Maintenance

Section 71000

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

Parks

Section 73000

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

Landscape Maintenance District

Section 73200

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

COMMUNITY SANITATION

Refuse Collection

Section 76100

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

Refuse Landfill

Section 76200

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

Refuse Contracts

Section 76300

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

Street Cleaning

Section 77500

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

PUBLIC UTILITIES DEPARTMENT SUMMARY

2012-2013 Goals

The major goals of the Department are:

- Focus service delivery on the needs of our customers; conduct maintenance activities as effectively and efficiently as possible to provide reliable cost-effective service to our citizens and to prolong the useful life of the City's infrastructure and fleet.
- Keep abreast of county, state, and federal regulations relating to water, recycled water, wastewater, refuse, fleet operations, and storm runoff; monitor changing compliance requirements and adjust operations as needed.
- Conduct landfill operations effectively and efficiently to conserve landfill space and comply with federal and state regulations.
- Keep landfill in compliance with state and local regulatory requirements. Continue to operate the active gas extraction system to mitigate for methane migration.
- Enhance recycling programs to maintain the City's diversion rate above the state required minimums and increase it above the current level.
- Maintain the current level of service for the City's landscaped areas that are funded through the LMD; provide the highest level of service as possible to the General Fund areas with the given budget constraints.
- Expand operation of the recycled water distribution system.
- Take over maintenance of the City's traffic signals from the City of Fresno.
- Maximize the condition of the City street network through the use of the City's pavement management system (PMS), as well as taking full advantage of any available street improvement funding sources.

Budgetary Highlights

Implement strategies to improve the production capability of the Surface Water Treatment Plant.

- Transition to City performed traffic signal maintenance upon termination of the current agreement with the City of Fresno.
- Continue contracting of services for streetside and median landscaping, focusing in-house staff on maintenance of City Parks, Old Town, and Civic Center. Utilize temporary employees to meet peak maintenance seasonal demands.

PUBLIC UTILITIES

DEPARTMENT PERFORMANCE MEASURES

The mission of the Public Utilities Department is to provide for the well-being and enjoyment of the citizens and businesses of Clovis through the delivery of essential and dependable services. These services include potable and recycled water supply, wastewater and solid waste disposal, beautification of parks and other open spaces, maintenance of streets and traffic systems, and maximization of City 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, SIGNALS, STREET LIGHTING AND FLEET DIVISION

Signals and Street Lighting - 72000

- Provide traffic signal maintenance and strive to keep all 9,567+ streetlights working. Most streetlights are owned and maintained by PG&E although a portion is City-owned. All functioning service requests for PG&E lights are routed to them. The Department's Streets Section maintains the City-owned streetlights.

Storm Drain - 72500

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

| <u>Fleet Maintenance – 75000</u> | <u>2010-2011 (actual)</u> | <u>2011-2012 (estimated)</u> | <u>2012-2013 (proposed)</u> |
|--------------------------------------|---------------------------|------------------------------|-----------------------------|
| • Fleet Availability | 96.1% | 98.1% | 98% |
| • Preventative maintenance % of work | 48.87% | 45% | 50% |

Wastewater - 76500

| | | | |
|--|------|------|------|
| • Clean all City sewers every two years | 111% | 110% | 150% |
| • Provide high-level of customer satisfaction by keeping system complaints (stoppages) below 2 per 1000 population | 2.6 | 1.3 | 1.2 |

Water Service - 77000

| | | | |
|---|--------|--------|--------|
| • Meet all demands for water consumption (Acre-feet delivered) | 24,553 | 25,000 | 25,500 |
| • Monitor system costs for unusual fluctuations (\$/acre foot delivered) | \$380 | \$552 | \$545 |
| • Provide high level of customer satisfaction by keeping complaints under 2 per 1000 population | 1.5 | 1.7 | 1.7 |

PUBLIC UTILITIES

DEPARTMENT PERFORMANCE MEASURES

STREET MAINTENANCE, SANITATION AND PARKS DIVISION

| <u>Street Maintenance – 71000</u> | <u>2010-2011 (actual)</u> | <u>2011-2012 (estimated)</u> | <u>2012-2013 (proposed)</u> |
|--|---------------------------|------------------------------|-----------------------------|
| • Weighted Average PCI | 78 | 81 | 81 |
| • Prepare streets for slurry/cape seal | 2,322,000 sf | 1,861,551 sf | 2,000,000 sf |
| • Repair AC pavement as needed | 266 tons | 200 tons | 300 tons |
| • Repair concrete sidewalks as needed | 87 cu.yds. | 60 cu.yds. | 60 cu.yds. |
| • Repaint all lane striping each year | 100% | 0% | 100% |
| • Replace/repair/install signs | 885 signs | 275 signs | 500 signs |

Parks/Landscape Maintenance- 73000/73200

(Includes Landscape Maintenance District)

| | | | |
|--|----------|----------|----------|
| • Efficiently use City resources and contract services to maintain an increasing inventory and intensity of parks/landscaping: | | | |
| o Total acres maintained (as of July 1) | 402 | 433 | 433 |
| o Maintenance cost/acre/year | \$10,338 | \$9,911 | \$10,092 |
| o Gen. Fund acres maintained | 209 | 209 | 209 |
| o Maintenance cost/acre/year | \$6,318 | \$6,308 | \$6,639 |
| o LMD acres maintained | 193 | 224 | 224 |
| o Maintenance cost/acre/year | \$13,323 | \$11,897 | \$11,919 |

Refuse Collection - 76100

| | | | |
|---|---------------------|---------------------|---------------------|
| • Perform refuse pickup (exclude CCU: tons collected, % achieved) | 40,251 tons 100% | 41,361 tons 100% | 42,000 tons 100% |
| • Monitor system costs for unusual fluctuations (\$/ton) | \$105.71 | \$121.28 | \$125 |

Refuse Landfill - 76200

| | | | |
|---|---------------------|---------------------|---------------------|
| • Landfill refuse received daily (include CCU: tons landfilled, % compliance) | 46,362 tons 100% | 45,000 tons 100% | 45,000 tons 100% |
| • Monitor system cost for unusual fluctuations (\$/ton) | \$67.47 | \$66.09 | \$83 |

Recycling Contracts - 76300

| | | | |
|--|-------------|-------------|-------------|
| • Total tons recycled through private vendor contracts for curbside recycling greenwaste programs (does not include all waste diverted from City's landfill) | 22,155 tons | 24,500 tons | 26,000 tons |
| • Monitor costs for unusual fluctuations (\$/ton) | \$118.54 | \$117.93 | \$126 |
| • City AB939 Diversion Compliance | Yes | Yes | Yes |

Street Cleaning - 77500

| | | | |
|---|-------------------|-------------------|------------------|
| • Sweep 100% of residential streets twice monthly, major street sweeping weekly (total miles swept, % achieved) | 45,794 mi 100% | 46,000 mi 100% | 46,000 m 100% |
| • Monitor service costs for unusual fluctuations (\$/mile) | \$21.13 | \$21.94 | \$21 |

PUBLIC UTILITIES DEPARTMENT SUMMARY

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--------------------------------|--------------------------|----------------------------------|--------------------------|
| BUDGET BY CATEGORY | | | |
| Street Maintenance | 1,902,053 | 2,218,400 | 1,954,700 |
| Street Lighting | 1,206,570 | 1,254,900 | 1,749,600 |
| Storm Drain | 25,694 | 22,900 | 39,500 |
| Parks | 3,943,876 | 3,984,400 | 4,056,300 |
| Landscape Maintenance District | 2,820,238 | 2,720,000 | 2,708,000 |
| Fleet Maintenance | 7,184,976 | 8,971,600 | 6,760,500 |
| Community Sanitation | 13,360,729 | 14,196,000 | 15,716,800 |
| Wastewater | 9,290,509 | 10,562,600 | 11,263,400 |
| Water | <u>9,333,916</u> | <u>13,790,400</u> | <u>14,004,300</u> |
| TOTAL ALL ACTIVITIES | <u><u>49,068,561</u></u> | <u><u>57,721,200</u></u> | <u><u>58,253,100</u></u> |

| | | | |
|--------------------------------|--------------------------|--------------------------|--------------------------|
| BUDGET BY FUND | | | |
| General Fund | 7,078,193 | 7,480,600 | 7,800,100 |
| Landscape Maintenance District | 2,820,238 | 2,720,000 | 2,708,000 |
| Community Sanitation Fund | 13,360,729 | 14,196,000 | 15,716,800 |
| Sewer Service Fund | 9,290,509 | 10,562,600 | 11,263,400 |
| Fleet Maintenance Fund | 7,184,976 | 8,971,600 | 6,760,500 |
| Water Service Fund | <u>9,333,916</u> | <u>13,790,400</u> | <u>14,004,300</u> |
| TOTAL ALL FUNDS | <u><u>49,068,561</u></u> | <u><u>57,721,200</u></u> | <u><u>58,253,100</u></u> |

2012-2013 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 the preventative maintenance and repair program to maximize City's average Pavement Condition Index.

Objectives to Meet the Goals

- Re-stripe the entire City street system annually.
- Provide structural repair of streets in preparation for application of slurry seal.
- Crack seal streets included in slurry seal project in addition to selected streets needing treatment.
- Apply slurry seal to streets after 10 years of service.
- Maintain the inventory of the City's signs and computerized the data to manage sign replacement.
- Provide landscape maintenance along street right-of-ways.
- Provide repairs to concrete curb, gutter and sidewalks.
- Provide regular inspections of the City's streets and evaluate the need for maintenance using the pavement management system.
- Utilize new procedures to maintain and repair pavement to maximize return on investment.
- Work with Engineering to identify key priority areas for Capital Improvement Projects.

Five-Year Outlook

Many streets in the City are reaching their maturity and require significant attention over the next five years. These streets were installed in the 60's and 70's and while preventive maintenance has done much to prolong their life, many need more costly overlay or reconstruction. This will require focused effort by both the Street Maintenance Section and Engineering Division to ensure that all available funds are allocated where the most benefit will be derived. The City's strategy is to allocate these limited resources in a manner that maximizes the average Pavement Condition Index (PCI), rather than fixing the worst streets first. Recent one-time funds (ARRA, Prop 1b, etc.) have provided for an increased level of maintenance and repair that has resulted in gains in the City's average PCI. However, projections indicate that the long-range funding level for street maintenance is not adequate to maintain recent increase in the PCI. 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.

| | |
|--|---|
| Public Utilities Department | Street Maintenance Section 71000 |
|--|---|

| 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|---------------------|----------------------------------|---------------------|
|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|------------------------------------|------------------|------------------|------------------|
| Salaries - Regular | 660,309 | 732,600 | 783,100 |
| Overtime | 11,496 | 14,100 | 13,300 |
| Extra Help | 35,226 | 30,000 | 32,500 |
| Benefits | 377,894 | 393,900 | 410,700 |
| Vehicle Charges | 271,256 | 296,000 | 298,600 |
| Energy | 71,305 | 80,000 | 0 |
| Communications | 2,417 | 2,500 | 2,500 |
| Professional Services | 17,278 | 19,100 | 19,400 |
| Repairs & Maintenance | 170,969 | 179,000 | 5,100 |
| Building & Equipment Rental | 1,685 | 1,000 | 1,000 |
| Office Supplies | 86 | 300 | 300 |
| Materials & Supplies | 125,593 | 274,900 | 215,200 |
| Supplies - Shop | 8,513 | 5,000 | 5,000 |
| Travel & Meeting Expense | 486 | 2,000 | 2,000 |
| Training | 2,623 | 2,400 | 2,400 |
| Dues & Subscriptions | 476 | 300 | 300 |
| Admin & Overhead | 99,200 | 101,000 | 126,300 |
| Capital Outlays - Public Utilities | 15,368 | 78,900 | 23,000 |
| Capital Outlays - Vehicles | 1,113 | 400 | 4,000 |
| Capital Outlays -Miscellaneous | 28,760 | 5,000 | 10,000 |
| TOTAL STREET MAINTENANCE | 1,902,053 | 2,218,400 | 1,954,700 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|------------------|------------------|------------------|
| Taxes | 854,172 | 935,000 | 617,000 |
| Planning & Processing Fees | 1,354 | 10,000 | 10,000 |
| Engineering Processing Fees | 6,882 | 2,000 | 2,000 |
| Interfund Charges | 1,164,000 | 1,224,000 | 1,272,000 |
| Miscellaneous Income | 14,923 | 28,000 | 28,000 |
| Use of Discretionary Funds | (139,278) | 19,400 | 25,700 |
| TOTAL | 1,902,053 | 2,218,400 | 1,954,700 |

DETAIL OF POSITIONS

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

2012-2013 Goals

The goal of the Signals and Street Lighting Section is to provide functional traffic signals and a well illuminated 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 all City owned traffic signals are properly maintained by contractor or City staff.
- 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 energy costs for all streetlights, including City-owned streetlights.
- Partner with Law Enforcement and Engineering to prevent theft of electrical wiring from installations throughout the City.
- Continue to evaluate opportunities to retrofit selected lights with LED light fixtures to reduce maintenance expenses.

Five-Year Outlook

Costs to fund street light maintenance will continue to 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. Costs increases will be moderated however with the retrofitting of existing lights to LED fixtures and the use of LED lights for new installations. Due to the continuing tight revenues in the General Fund, it will be necessary to evaluate and potentially fund street light energy and maintenance through a City-wide assessment district or some other alternative means. Traffic signal maintenance costs also will continue to increase with the addition of new signals as the City expands.

| | |
|--|--|
| Public Utilities Department | Street Lighting Section 72000 |
|--|--|

| | | | |
|--|-----------|---------------------|-----------|
| | 2010-2011 | 2011-2012 | 2012-2013 |
| | Actual | Revised Estimate | Budget |

BUDGET DETAIL

| | | | |
|------------------------------|------------------|------------------|------------------|
| Salaries - Regular | 11 | 0 | 35,000 |
| Benefits | 0 | 0 | 18,300 |
| Vehicle Charges | 15,649 | 18,600 | 19,000 |
| Energy | 1,170,280 | 1,211,000 | 1,387,000 |
| Professional Services | 1,500 | 0 | 1,500 |
| Repairs & Maintenance | 4,941 | 6,400 | 236,000 |
| Materials & Supplies | 3,889 | 7,500 | 37,000 |
| Training | 0 | 0 | 1,000 |
| Admin & Overhead | 10,300 | 11,400 | 14,800 |
| TOTAL STREET LIGHTING | <u>1,206,570</u> | <u>1,254,900</u> | <u>1,749,600</u> |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|------------------|------------------|------------------|
| Taxes | 74,000 | 195,000 | 515,000 |
| User Fees | 11,162 | 30,000 | 35,000 |
| Miscellaneous Income | 12,317 | 6,000 | 6,000 |
| Use of Discretionary Funds | <u>1,109,091</u> | <u>1,023,900</u> | <u>1,193,600</u> |
| TOTAL | <u>1,206,570</u> | <u>1,254,900</u> | <u>1,749,600</u> |

DETAIL OF POSITIONS

| | | | |
|--------------|----------|----------|-------------|
| Electrician | - | - | 1.00 |
| TOTAL | <u>-</u> | <u>-</u> | <u>1.00</u> |

2012-2013 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 being renewed and is in draft form with a new permit expected during 2012. 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. Lighter rainfall years usually result in lower expenditures.

| | |
|--|--------------------------------------|
| Public Utilities Department | Storm Drain Section 72500 |
|--|--------------------------------------|

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|------------------------------------|---------------|---------------|---------------|
| Overtime | 1,962 | 1,800 | 5,000 |
| Benefits | 25 | 200 | 0 |
| Vehicle Charges | 8,712 | 12,900 | 12,000 |
| Professional Services | 6,688 | 4,000 | 9,000 |
| Repairs & Maintenance | 0 | 100 | 100 |
| Office Supplies | 0 | 100 | 100 |
| Materials & Supplies | 8,007 | 3,000 | 12,000 |
| Admin & Overhead | 300 | 300 | 300 |
| Capital Outlays - Public Utilities | 0 | 500 | 1,000 |
| | <u>25,694</u> | <u>22,900</u> | <u>39,500</u> |
| TOTAL STORM DRAIN | <u>25,694</u> | <u>22,900</u> | <u>39,500</u> |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|---------------|---------------|---------------|
| Use of Discretionary Funds | <u>25,694</u> | <u>22,900</u> | <u>39,500</u> |
| TOTAL | <u>25,694</u> | <u>22,900</u> | <u>39,500</u> |

2012-2013 Goals

- The goal of the Parks Section is to maintain recreational facilities, streetscape, parks and other landscaped open space areas, City trees, and building grounds at a reasonable cost and in reasonable condition commensurate with available funding.
- Maintain 433 acres consisting of:
 - 51 parks totaling 160 acres. Two of these parks include active recreational areas with lighted baseball diamonds, lighted soccer fields, snack bars, restroom buildings, and volleyball and basketball courts. Nine are medium size parks that include picnic areas, play lots, restrooms and open spaces. The remaining 40 parks are passive neighborhood and mini-parks with tot lots that are scattered throughout the community.
 - 238 acres of green belts and street gardens, trails, paseos, 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, the Los Altos Corporation Yard, the new Police/Fire Headquarters and miscellaneous City properties.
 - 29 acres of undeveloped park land, undeveloped medians, concrete-capped median islands and temporary storm water retention basins.
 - Approximately 39,400 City street trees.
- Participate in landscape plan review and landscape construction inspection services to ensure quality landscapes at reasonable maintenance costs.
- Coordinate and schedule park facility use for recreational sports, picnics, and special park events.
- Reduce water use on public open spaces through deployment of water-wise landscape plans and drought tolerant plantings.

Objectives to Meet the Goals

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

Five-Year Outlook

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

| | |
|-------------------------|----------------------|
| Public Utilities | Parks |
| Department | Section 73000 |

| | 2010-2011 | 2011-2012 | 2012-2013 |
|--|-----------|---------------------|-----------|
| | Actual | Revised Estimate | Budget |

BUDGET DETAIL

| | | | |
|------------------------------------|------------------|------------------|------------------|
| Salaries - Regular | 1,086,647 | 831,900 | 907,000 |
| Overtime | 40,281 | 32,600 | 9,100 |
| Extra Help | 81,565 | 57,000 | 46,800 |
| Benefits | 572,149 | 468,700 | 526,600 |
| Vehicle Charges | 381,213 | 326,800 | 364,900 |
| Energy | 287,256 | 542,100 | 803,200 |
| Communications | 8,105 | 6,800 | 7,000 |
| Professional Services | 953,420 | 1,264,000 | 1,057,000 |
| Repairs & Maintenance | 18,269 | 11,400 | 4,000 |
| Office Supplies | 682 | 400 | 2,000 |
| Materials & Supplies | 165,121 | 117,000 | 39,000 |
| Supplies - Safety | 5,189 | 3,500 | 1,500 |
| Supplies - Shop | 6,319 | 2,100 | 500 |
| Travel & Meeting Expense | 3,233 | 1,500 | 3,000 |
| Training | 8,660 | 4,500 | 6,500 |
| Dues & Subscriptions | 1,174 | 200 | 1,000 |
| Admin & Overhead | 312,812 | 313,900 | 273,200 |
| Liability Insurance Program - ISF | 1,000 | 0 | 0 |
| Capital Outlays - Public Utilities | 10,781 | 0 | 4,000 |
| TOTAL PARKS | 3,943,876 | 3,984,400 | 4,056,300 |

SOURCES OF FUNDING

| | | | |
|-----------------------------------|------------------|------------------|------------------|
| State Grants | 77,434 | 62,300 | 0 |
| Facility Reimbursements | 45,978 | 47,000 | 47,000 |
| Planning & Processing Fees | 13,350 | 10,000 | 10,000 |
| Engineering Processing Fees | 4,470 | 0 | 0 |
| User Fees | 2,678,832 | 2,705,000 | 2,711,000 |
| Intergovernmental Charges | 102,000 | 77,000 | 0 |
| Interfund Charges | 0 | 0 | 60,000 |
| Miscellaneous Income | 26,788 | 23,000 | 12,000 |
| Use of Discretionary Funds | 995,024 | 1,060,100 | 1,216,300 |
| TOTAL | 3,943,876 | 3,984,400 | 4,056,300 |

DETAIL OF POSITIONS

| | | | |
|--|--------------|--------------|--------------|
| Assistant Public Utilities Director | 0.10 | 0.10 | 0.10 |
| Maintenance Worker/Senior Maint Worker | 8.00 | 8.00 | 8.00 |
| Management Analyst | 0.25 | 0.25 | 0.25 |
| Office Assistant | 1.00 | 1.00 | 1.00 |
| Parks Equipment Mechanic | 1.00 | 1.00 | - |
| Parks Maintenance Leadworker | 3.00 | 3.00 | 3.00 |
| Parks Manager | 1.00 | 1.00 | 1.00 |
| Principal Office Assistant | 0.15 | 0.15 | 0.15 |
| Utility Worker | 12.00 | 10.00 | 6.00 |
| TOTAL | 26.50 | 24.50 | 19.50 |

2012-2013 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 52% of the City's landscaped acreage is within the LMD.

Specific goals include:

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

Objectives to Meet the Goals

- Apply design and productivity strategies that provide aesthetically pleasing facilities and landscaping at a reasonable cost.
- Apply cost accounting measures that accurately identify costs, effect full cost recovery, and identify inefficiencies.
- Annually adjust LMD assessments consistent with the covenants.
- Manage Benefit Zone reserves such that they are adequate to provide for replacement of enhancement features as required.
- Continue contracting for maintenance services for streetside and median landscaping, focusing in-house staff on maintenance of City Parks, Old Town, and Civic Center.

Five-Year Outlook

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

The LMD as a whole continues to have adequate reserves to carry it through 2011. However, annual expenditures within some zones exceed annual revenues. Assessments in these zones were last increased in 2004. At that time, the City committed to not increase these zones for at least 5 years. During the intervening 8 years, cost savings measures, including the contracting out of much of the maintenance activities in these areas, have been implemented to delay the need to increase the assessments as long as possible. Several zones have reached the point where an increase is necessary in order to maintain the current level of service. Staff will be presenting to Council a plan for an election to increase these assessments during the budget year.

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| Public Utilities Department | Landscape Maintenance District Section 73200 |
|--------------------------------|---|

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|---|-------------------------|-------------------------|-------------------------|
| Professional Services | <u>2,820,238</u> | <u>2,720,000</u> | <u>2,708,000</u> |
| TOTAL LANDSCAPE MAINTENANCE DISTRICT | <u><u>2,820,238</u></u> | <u><u>2,720,000</u></u> | <u><u>2,708,000</u></u> |

SOURCES OF FUNDING

| | | | |
|-----------|-------------------------|-------------------------|-------------------------|
| User Fees | <u>2,820,238</u> | <u>2,720,000</u> | <u>2,708,000</u> |
| TOTAL | <u><u>2,820,238</u></u> | <u><u>2,720,000</u></u> | <u><u>2,708,000</u></u> |

2012-2013 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

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

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

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

| | | | |
|--|--|--|--|
| Public Utilities Department | Fleet Maintenance Section 75000 | | |
|--|--|--|--|

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|------------------------------------|------------------|------------------|------------------|
| Salaries - Regular | 823,324 | 851,400 | 902,000 |
| Overtime | 10,829 | 12,100 | 15,000 |
| Extra Help | 28,615 | 30,400 | 54,800 |
| Benefits | 419,318 | 450,000 | 522,100 |
| Vehicle Charges | 57,674 | 81,900 | 90,200 |
| Communications | 78 | 100 | 100 |
| Professional Services | 39,351 | 54,100 | 54,500 |
| Repairs & Maintenance | 529,107 | 445,600 | 476,000 |
| State Mandates | 6,665 | 8,000 | 8,000 |
| Office Supplies | 1,006 | 1,000 | 1,000 |
| Materials & Supplies | 1,075 | 1,000 | 1,500 |
| Supplies - Safety | 7,076 | 10,000 | 7,500 |
| Supplies - Shop | 2,255,847 | 2,471,000 | 2,621,000 |
| Travel & Meeting Expense | 2,325 | 3,000 | 6,000 |
| Training | 2,151 | 9,200 | 10,200 |
| Dues and Subscriptions | 145 | 300 | 1,100 |
| Admin & Overhead | 740,800 | 754,500 | 761,700 |
| Debt Service | 55,391 | 90,700 | 80,800 |
| Lease Purchases | 262,279 | 535,900 | 619,000 |
| Capital Outlays - Computers | 1,638 | 59,500 | 6,500 |
| Capital Outlays - Public Utilities | 189,793 | 16,500 | 58,000 |
| Capital Outlays - Vehicles | 1,750,489 | 3,085,400 | 463,500 |
| TOTAL FLEET MAINTENANCE | 7,184,976 | 8,971,600 | 6,760,500 |

SOURCES OF FUNDING

| | | | |
|---------------------------|------------------|------------------|------------------|
| Federal Grants | 19,127 | 0 | 0 |
| Long-Term Proceeds | 1,416,411 | 665,000 | 0 |
| Fleet Maintenance Charges | 5,749,438 | 8,306,600 | 6,760,500 |
| TOTAL | 7,184,976 | 8,971,600 | 6,760,500 |

DETAIL OF POSITIONS

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

2012-2013 Goals

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

Objectives to Meet the Goals

- Provide recycling services to residential customers and encourage recycling by commercial customers by implementing a public outreach to inform commercial customers of the new State regulations mandating commercial recycling.
- Provide collection of all residential and commercial/industrial waste at competitive rates by continuing to evaluate and monitor the operational processes.
- Sweep all residential streets twice per month and the Downtown Central business District twice per week.
- Conduct leaf removal from City Streets during Fall months.
- Continue to conduct the Community Cleanup program twice annually for Clovis residential neighborhoods.
- Continue to utilize professional consultants and contractors to assist the City with compliance to county, state, and federal regulations.
- 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.
- Maintain compliance with the landfill gas regulations.
- Enact a Construction and Demolition Debris ordinance to comply with State requirements to ensure this material is diverted away from landfill disposal.
- Meet financial test requirements established by the State of California, Title 27.

Five-Year Outlook

Construction of the new landfill cell is expected to be completed prior to the beginning of the budget year so as to provide the capacity necessary to continue meeting the City's needs. Current projections of the five-year funding outlook indicate that all known operational and environmental compliance issues can be dealt with without an increase in rates beyond the current 4% per year. It is not anticipated that the full 4% increase will be required in each year of the five year forecast. Solid waste operations will continue to require the services of professional consultants/vendors, as many facets of solid waste management require expertise and resources not available in-house. This will particularly be true for 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 City continues to comply with the State's waste diversion goals, but the State is planning to raise those goals and has adopted regulations that will mandate recycling by most larger commercial enterprises and multi-family. The City will be responsible for implementing a notification and outreach program to notify commercial and multi-family customers of the new regulations. Solid waste revenues will likely drop during the budget year as businesses began recycling and reduce their refuse service. 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 been merged with the Refuse Fund in the budget year, but Street Sweeping operations will continue to be managed under a separate budget section for accountability and control. The total amount of sweeping that is done has been reduced in order to maintain expenses within revenues while still meeting all regulatory standards and maintaining an adequate level of cleanliness.

| | | | |
|--|---|--|--|
| Public Utilities Department | Community Sanitation Section 76000/77500 | | |
|--|---|--|--|

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|------------------------------------|---------------------|----------------------------------|---------------------|
| BUDGET DETAIL | | | |
| Salaries - Regular | 2,322,810 | 2,462,800 | 2,512,100 |
| Overtime | 201,611 | 170,000 | 204,300 |
| Extra Help | 80,422 | 63,000 | 99,000 |
| Benefits | 1,281,637 | 1,373,300 | 1,514,800 |
| Vehicle Charges | 2,899,941 | 2,692,700 | 3,183,500 |
| Energy | 15,251 | 0 | 0 |
| Communications | 11,184 | 8,700 | 13,400 |
| Professional Services | 3,075,297 | 3,307,300 | 3,546,200 |
| Repairs & Maintenance | 20,494 | 24,400 | 36,800 |
| State Mandates | 600,759 | 633,500 | 830,500 |
| Building & Equipment Rental | 0 | 0 | 30,000 |
| Office Supplies | 43,569 | 48,500 | 62,000 |
| Materials & Supplies | 48,090 | 66,200 | 71,100 |
| Supplies - Safety | 16,698 | 18,500 | 20,600 |
| Supplies - Shop | 7,534 | 13,300 | 14,800 |
| Travel & Meeting Expense | 2,264 | 4,000 | 7,000 |
| Training | 6,771 | 12,500 | 31,000 |
| Dues & Subscriptions | 2,166 | 3,200 | 3,200 |
| Admin & Overhead | 1,721,100 | 1,751,600 | 1,910,700 |
| Debt Service | 801,294 | 794,000 | 791,700 |
| Capital Outlays - Public Utilities | 181,366 | 640,500 | 724,100 |
| Capital Outlays - Vehicles | 20,471 | 108,000 | 110,000 |
| TOTAL COMMUNITY SANITATION | 13,360,729 | 14,196,000 | 15,716,800 |

SOURCES OF FUNDING

| | | | |
|--------------|-------------------|-------------------|-------------------|
| User Fees | 13,360,729 | 14,196,000 | 15,716,800 |
| TOTAL | 13,360,729 | 14,196,000 | 15,716,800 |

DETAIL OF POSITIONS

| | | | |
|--|--------------|--------------|--------------|
| Assistant Public Utilities Director | 0.90 | 0.90 | 0.90 |
| Associate Civil Engineer | 0.25 | 0.25 | 0.25 |
| Construction Manager | 0.10 | 0.10 | 0.10 |
| Disposal Leadworker | 3.00 | 3.00 | 3.00 |
| Equipment Operator | 2.00 | 2.00 | 2.00 |
| Landfill Leadworker | 1.00 | 1.00 | 1.00 |
| Maintenance Worker/Senior Maint Worker | 2.00 | 2.00 | 2.00 |
| Management Analyst | 0.25 | 0.25 | 0.25 |
| Office Assistant | 0.65 | 0.65 | 0.65 |
| Principal Office Assistant | 1.00 | 1.00 | 1.00 |
| Public Utilities Director | 0.50 | 0.50 | 0.50 |
| Sanitation Operator/Sr Sanitation Operator | 21.00 | 21.00 | 21.00 |
| Solid Waste Manager | 1.00 | 1.00 | 1.00 |
| Street Sweeper Operator | 4.00 | 4.00 | 4.00 |
| Utility Worker | 9.00 | 9.00 | 9.00 |
| TOTAL | 46.65 | 46.65 | 46.65 |

2012-2013 Goals

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

Specifically, these goals include:

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

Objectives to Meet the Goals

- Operate, clean, and repair approximately 356 miles of sanitary sewer mains and six sewer lift stations within the City.
- Video the City sewer mains to identify problems and to make recommendations for capital improvement projects.
- Provide accurate underground service alert marking of sewer facilities.
- Utilize up-to-date telemetry to monitor sewer lift station operations in the most efficient and economical manner.
- Operate the new wastewater treatment/water reuse facility for the City's new growth areas through the City's design, build and operate contractor (CH2MHill).
- Monitor and report to the Regional Water Quality Control Board data from the discharges from the new Water Reuse Facility to the recycled water use areas, and the NPDES permitted discharge points.
- Operate the new sewer lift stations and the recycled water pump station and distribution system constructed to serve the new growth areas of the City.

Five-Year Outlook

The Fresno-Clovis Regional Wastewater Treatment Plant continues to upgrade and replace various components and facilities. Clovis will continue to share in most of these costs. In the future when the hydraulic capacity at the plant is increased, the City may also want to purchase additional capacity for new development within its current trunk sewer areas. New growth areas that are outside the current service areas will be served by the new Water Reuse Facility. This facility provides water that is reused in the City as an additional source of non-potable water. Due to increasing expenses related to both the capital improvements at the regional facility, operational expenses for the new Clovis facility, and debt service payments on the developer constructed capital facilities, user rate increases are scheduled through 2015.

| | |
|--|-------------------------------------|
| Public Utilities Department | Wastewater Section 76500 |
|--|-------------------------------------|

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|-------------------------------------|------------------|-------------------|-------------------|
| Salaries - Regular | 600,430 | 641,100 | 658,700 |
| Overtime | 9,418 | 15,600 | 19,300 |
| Extra Help | 0 | 3,000 | 10,000 |
| Benefits | 306,919 | 341,400 | 370,500 |
| Vehicle Charges | 258,523 | 325,000 | 291,500 |
| Energy | 674,895 | 638,600 | 750,000 |
| Communications | 2,675 | 2,400 | 2,500 |
| Professional Services | 3,227,217 | 4,111,400 | 3,878,500 |
| Repairs & Maintenance | 18,062 | 32,300 | 53,000 |
| Office Supplies | 122 | 200 | 10,000 |
| Materials & Supplies | 19,579 | 21,900 | 89,000 |
| Supplies - Shop | 1,188 | 2,100 | 3,000 |
| Travel & Meeting Expense | 620 | 2,800 | 7,000 |
| Training | 1,739 | 3,200 | 5,200 |
| Dues and Subscriptions | 1,086 | 1,000 | 1,000 |
| Admin & Overhead | 1,666,200 | 1,714,800 | 1,801,800 |
| Liability Insurance Program - ISF | 250 | 0 | 0 |
| Debt Service | 1,181,989 | 1,218,400 | 1,243,900 |
| Capital Outlays - Office Equip/Furn | 1,577 | 600 | 20,000 |
| Capital Outlays - Public Utilities | 2,391 | 78,800 | 48,500 |
| Capital Outlays - Vehicles | 0 | 8,000 | 0 |
| Capital Impr - Sewer | 1,315,629 | 1,400,000 | 2,000,000 |
| TOTAL SEWER | 9,290,509 | 10,562,600 | 11,263,400 |

SOURCES OF FUNDING

| | | | |
|--------------|------------------|-------------------|-------------------|
| User Fees | 9,290,509 | 10,562,600 | 11,263,400 |
| TOTAL | 9,290,509 | 10,562,600 | 11,263,400 |

DETAIL OF POSITIONS

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

2012-2013 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.
- 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 increase 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; expand delivery of recycled water to select customers in lieu of potable water.
- Maximize use of the City's dedicated recharge facility to preserve the groundwater aquifer.
- Encourage water conservation through various programs and rate structures.

Five-Year Outlook

New state and federal regulations are expected to continue to be adopted. This makes it increasingly challenging and costly to furnish water that meets standards. The Stage 2 Disinfectants and Disinfection Byproduct Rule compliance monitoring will begin in 2012. Depending on the results, additional treatment could be required. Within two years the surface water treatment plant capacity will be expanded from its current design capacity of 15 MGD to 22.5 MGD to better utilize the City's surface water supply. Water agencies are mandated as a requirement of receiving grant funds to reduce water consumption on a per-capita basis. One major challenge associated with reductions in demands is reductions in revenue that exceed the reductions in expenses. Over the past several years the per-capita demands in the City have declined. As the City's demands decline to State-mandated 20% reductions, rate adjustments may be required. The water rate increases adopted by Council have not been meeting the original revenue projections due to increased conservation by Clovis water users. While this is a positive trend from a water management perspective, it does cause some concern with revenues. It appears that the current rate structure will be sufficient to meet operating expenses and contribute to debt service obligations. However, the lower-than-projected revenues may require rescheduling of anticipated capital improvement projects. Further, should development remain stagnate, the funds collected for payment of developer account debt service obligations may not be sufficient at some point in the outlook period. Another potential expense is associated with drought conditions. The Waldron Pond banking project 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.

| | |
|--|--------------------------------|
| Public Utilities Department | Water Section 77000 |
|--|--------------------------------|

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|-------------------------------------|------------------|-------------------|-------------------|
| Salaries - Regular | 1,777,613 | 1,862,400 | 1,994,100 |
| Overtime | 89,808 | 75,700 | 76,500 |
| Extra Help | 28,166 | 28,200 | 50,000 |
| Benefits | 927,662 | 976,800 | 1,117,000 |
| Vehicle Charges | 367,694 | 345,900 | 391,200 |
| Energy | 1,928,401 | 2,300,000 | 2,500,000 |
| Communications | 12,181 | 10,000 | 14,000 |
| Professional Services | 1,024,998 | 1,539,300 | 2,239,900 |
| Repairs & Maintenance | 170,588 | 221,100 | 1,300,000 |
| Office Supplies | 12,495 | 17,000 | 17,000 |
| Materials & Supplies | 554,254 | 831,000 | 750,400 |
| Supplies - Shop | 14,931 | 19,500 | 18,000 |
| Travel & Meeting Expense | 2,134 | 2,500 | 5,000 |
| Training | 5,029 | 14,800 | 21,700 |
| Dues and Subscriptions | 4,035 | 5,100 | 5,800 |
| Admin & Overhead | 1,885,018 | 1,892,200 | 1,999,800 |
| Liability Insurance - ISF | 1,545 | 0 | 0 |
| Capital Outlays - Office Equip/Furn | 1,215 | 2,500 | 22,500 |
| Capital Outlays - Public Utilities | 452,448 | 625,500 | 556,500 |
| Capital Outlays - Vehicles | 73,701 | 3,020,900 | 924,900 |
| TOTAL WATER | 9,333,916 | 13,790,400 | 14,004,300 |

SOURCES OF FUNDING

| | | | |
|--------------|------------------|-------------------|-------------------|
| User Fees | 9,333,916 | 13,790,400 | 14,004,300 |
| TOTAL | 9,333,916 | 13,790,400 | 14,004,300 |

DETAIL OF POSITIONS

| | | | |
|--|--------------|--------------|--------------|
| Assistant Public Utilities Director | 0.45 | 0.45 | 0.45 |
| Assistant Water Systems Technician | 5.00 | 5.00 | 4.00 |
| Associate Civil Engineer | 0.25 | 0.25 | 0.25 |
| Construction Manager | 0.30 | 0.30 | 0.30 |
| Engineering Tech/Senior Engineering Tech | 1.25 | 1.25 | 1.25 |
| Junior Engineer | 1.00 | 1.00 | 1.00 |
| Maintenance Leadworker | 3.00 | 3.00 | 3.00 |
| Maintenance Worker/Senior Maint Worker | 10.00 | 10.00 | 11.00 |
| Management Analyst | 0.20 | 0.20 | 0.20 |
| Meter Reader/Utility Worker | 4.00 | 4.00 | 4.00 |
| Office Assistant | 0.15 | 0.15 | 0.15 |
| Principal Office Assistant | 0.45 | 0.45 | 0.45 |
| Public Utilities Director | 0.30 | 0.30 | 0.30 |
| Utility Manager | 0.50 | 0.50 | 0.50 |
| Utility Worker | 2.75 | 2.75 | 2.75 |
| Water Production Manager | 1.00 | 1.00 | 1.00 |
| Water System Technician | 1.00 | 1.00 | 1.00 |
| Water Treatment Plant Operator | 3.00 | 3.00 | 3.00 |
| TOTAL | 34.60 | 34.60 | 34.60 |

CLOVIS SUCCESSOR AGENCIES DEPARTMENT SUMMARY

On January 10, 2011, the Governor's budget proposed the elimination of redevelopment and froze the Redevelopment Agency's ability to enter into agreements or contracts. On June 28, 2011, Assembly Bill 1x26 was passed by the legislature and signed into law by the Governor. The California Redevelopment Association and the League of California Cities filed a lawsuit against the State that AB 1x26 was unconstitutional. On December 29, 2011, the State Supreme Court ruled that AB 1x26 is constitutional and redevelopment agencies would be eliminated. As of February 1, 2012 the Clovis Community Development Agency ceased to exist. Per AB 1x26, the City of Clovis became the Successor Agency to the redevelopment agency for the purpose of winding down the business of the Clovis Community Development Agency and the Housing Successor for the purposes of providing Low and Moderate housing opportunities. The Successor Agencies include responsibilities managing the Clovis Youth Employment Services and HCD Block Grant Administration. The City of Clovis also became the Successor Agency for the ongoing activities of the Affordable Housing Program.

Clovis Youth Employment Services

Sections 42500, 42600 and 42680

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

HCD Block Grant Administration

Section 42750

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

Successor Agency Administration

Section 49110

Successor Agency Administration is responsible for the day-to-day activities for the wind-down of the Agency. Successor Agency Administration will implement the law as established by AB 1x26, act as staff to the Successor Agency Oversight Board, prepare the Recognized Obligation Payment Schedules, work with the Department of Finance and complete projects of the Agency.

Housing Successor

Section 49210

This section will administer the ongoing housing programs including: Clovis Housing Improvement Program (CHIP), mobile home grants and paint program, World Changers, and CAL-HOME loan program. The Housing Successor is responsible for all of the assets and liabilities of the Agency's Affordable Housing Program and will coordinate with county, state, and federal agencies to secure funds for affordable housing construction and rehabilitation projects.

CLOVIS SUCCESSOR AGENCIES DEPARTMENT SUMMARY

Department Goals 2012 - 2013

- Implement the law as established by AB 1x26 for the elimination of redevelopment.
- Work to get clarification for the legislature regarding the expenditure of the affordable housing fund balance and redevelopment bond proceeds.
- Complete projects as required by AB 1x26.
- Provide work readiness skills training, academic assistance and job opportunities to eligible at risk youth.
- Carry out the affordable housing function by managing the housing program assets and liabilities, improving existing housing and increasing the supply of affordable housing.
- Implement Community Development Block Grant Program.

Budgetary Highlights

- Work with the Successor Agency Oversight Board to wind down the activities of the Clovis Community Development Agency.
- Prepare and submit to the City Council and Successor Agency Oversight Board the Recognized Obligation Payment Schedule bi-annually.
- Work with the Department of Finance to approve the Recognized Obligation Payment Schedules.
- Lobby the Legislature for the use of the affordable housing fund balance and redevelopment bond proceeds.
- Complete construction of 17 homes for sale to low-income first-time homebuyers.
- Develop sites for future first-time homebuyer projects.
- Provide funds to rehabilitate 49 units of affordable housing.
- Provide job readiness and leadership skills to youth.

CLOVIS SUCCESSOR AGENCIES PERFORMANCE MEASURES

The mission of the Clovis Successor Agency is to wind down the activities of the Clovis Community Development Agency. The mission of the Housing Successor is to assume the assets and liabilities of the affordable housing program, complete projects currently in progress and look for resources for future affordable housing projects.

SUCCESSOR AGENCY

The goal of the Successor Agency is to complete the necessary tasks to wind down the redevelopment agency.

HOUSING SUCCESSOR

The goal of the Housing Successor is to increase and improve the supply of affordable housing.

- Increase the supply of affordable housing: Fulfill the agreement with Self-Help Enterprises to carry on construction of 17 single-family homes for sale to low-income households at Ashlan and Fowler Avenues. Continue the Neighborhood Stabilization Program which began in 2009-10 to acquire foreclosed homes and sell to eligible low or moderate income families. Prepare City-owned property for development of new units including three lots in the Rialto Rancho Subdivision.
- Improve the supply of affordable housing: Provide housing rehabilitation and other services to at least 124 clients to improve the quality of the housing stock and the neighborhoods in which that housing is located.

| | <u>2010-2011 (actual)</u> | <u>2011-2012 (estimated)</u> | <u>2012-2013 (proposed)</u> |
|------------------------------------|---------------------------|------------------------------|-----------------------------|
| New Units Constructed | 2 | 61 | 20 |
| Rehabilitated Housing | 65 | 65 | 49 |
| Neighborhood Improvements | 75 | 75 | 75 |
| Neighborhood Stabilization Program | 6 | 3 | 2 |
| Down Payment Assistance Program | 2 | 8 | 0 |

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 | 245 | 212 | 222 |
|-----------------------|-----|-----|-----|

CLOVIS SUCCESSOR AGENCIES DEPARTMENT SUMMARY

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET BY ACTIVITY

| | | | |
|--------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Clovis YES | 415,385 | 420,900 | 398,000 |
| HCD Block Grant Administration | 82,088 | 91,100 | 101,200 |
| Successor Agency | 0 | 323,200 | 739,700 |
| Housing Successor | 0 | 0 | 62,000 |
| Debt Service | <u>1,364,129</u> | <u>1,366,800</u> | <u>1,367,100</u> |
| TOTAL SUCCESSOR AGENCIES | <u><u>1,861,602</u></u> | <u><u>2,202,000</u></u> | <u><u>2,668,000</u></u> |

BUDGET BY FUND

| | | | |
|------------------------|-----------------------------|-----------------------------|-----------------------------|
| Clovis YES Fund | 415,385 | 420,900 | 398,000 |
| HCD Block Grant Fund | 82,088 | 91,100 | 101,200 |
| Successor Agency Fund | 0 | 323,200 | 739,700 |
| Housing Successor Fund | 0 | 0 | 62,000 |
| Debt Service Fund | <u>1,364,129</u> | <u>1,366,800</u> | <u>1,367,100</u> |
| TOTAL ALL FUNDS | <u><u>1,861,602</u></u> | <u><u>2,202,000</u></u> | <u><u>2,668,000</u></u> |

2012-2013 Goals

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

Objectives to Meet the Goals

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

Five-Year Outlook

Clovis YES addresses the need for work readiness preparation for at-risk high school age youth and out of school youth. Clovis YES will work with youth to provide skills and support as they prepare to enter the work force. The grant from the Workforce Investment Board is on a year-to-year basis for up to five years. The Workforce Investment Board is preparing the Request for Proposals for the next five-year period. They have indicated that, due to ongoing reduction in funds, they may combine Clovis and Fresno into a single urban program. If this happens, the City of Clovis will not apply for funding resulting in the elimination of the program.

| | | | |
|--|-----------|---------------------|---------------------|
| | 2010-2011 | 2011-2012 | |
| | Actual | Revised Estimate | 2012-2013 Budget |

BUDGET DETAIL

| | | | |
|--------------------------|----------------|----------------|----------------|
| Extra Help | 256,476 | 246,400 | 217,000 |
| Benefits | 67,455 | 80,300 | 78,900 |
| Professional Services | 14,300 | 22,500 | 17,500 |
| Office Supplies | 4,803 | 2,600 | 2,600 |
| Travel & Meeting Expense | 3,786 | 2,500 | 2,500 |
| Training | 6,865 | 4,900 | 9,800 |
| Admin & Overhead | 61,700 | 61,700 | 69,700 |
| | <u>415,385</u> | <u>420,900</u> | <u>398,000</u> |
| TOTAL CLOVIS YES | <u>415,385</u> | <u>420,900</u> | <u>398,000</u> |

SOURCES OF FUNDING

| | | | |
|-----------------------|----------------|----------------|----------------|
| Program Participation | <u>415,385</u> | <u>420,900</u> | <u>398,000</u> |
| TOTAL | <u>415,385</u> | <u>420,900</u> | <u>398,000</u> |

2012-2013 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

- Improve housing conditions through the Mobile Home Grant Program and World Changers Program.
- Improve street infrastructure in an eligible low/moderate income neighborhood.
- Provide funds for ADA improvements throughout the City.
- 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. Based on reduced funding for the program going forward, the number of projects able to be completed is continuing on a downward trend.

| | | | |
|--|-----------|---------------------|---------------------|
| | 2010-2011 | 2011-2012 | |
| | Actual | Revised Estimate | 2012-2013 Budget |

BUDGET DETAIL

| | | | |
|-----------------------------|---------------|---------------|----------------|
| Salaries - Regular | 40,750 | 44,700 | 46,700 |
| Benefits | 19,150 | 21,800 | 21,700 |
| Vehicle Charges | 3,036 | 3,100 | 3,000 |
| Professional Services | 1,302 | 2,000 | 2,000 |
| Travel & Meeting Expense | 0 | 1,500 | 1,500 |
| Training | 0 | 0 | 7,000 |
| Dues & Subscriptions | 350 | 400 | 600 |
| Admin & Overhead | 17,500 | 17,600 | 18,700 |
| | <u>82,088</u> | <u>91,100</u> | <u>101,200</u> |
| TOTAL HCD BLOCK GRANT ADMIN | <u>82,088</u> | <u>91,100</u> | <u>101,200</u> |

SOURCES OF FUNDING

| | | | |
|----------------|---------------|---------------|----------------|
| Federal Grants | <u>82,088</u> | <u>91,100</u> | <u>101,200</u> |
| TOTAL | <u>82,088</u> | <u>91,100</u> | <u>101,200</u> |

DETAIL OF POSITIONS

| | | | |
|-------------------------|--------------|--------------|--------------|
| Housing Program Manager | <u>0.500</u> | <u>0.500</u> | <u>0.500</u> |
| TOTAL | <u>0.500</u> | <u>0.500</u> | <u>0.500</u> |

2012-2013 Goals

- Wind down the work of the former Redevelopment Agency.
- Complete projects as allowed by AB 1x26.
- Work to get clarification from the legislature regarding the expenditure of the remaining redevelopment bond proceeds.

Objectives to Meet the Goals

- Work with the Successor Agency Oversight Board to wind down the activities of the Clovis Community Development Agency.
- Prepare and submit to the City Council and the Successor Oversight Board the Recognized Obligation Payment Schedule bi-annually.
- Work with the Department of Finance to approve the Recognized Obligation Payment Schedules.
- Lobby the Legislature for the use of the remaining redevelopment bond proceeds.

Five-Year Outlook

Per Assembly Bill 1x26, the work of the Successor Agency must be complete by June 2016. At that time, the Successor Agency will be absorbed into a County-wide Successor Agency.

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|-----------------------------|---|---------|---------|
| Salaries - Regular | 0 | 144,900 | 198,500 |
| Extra Help | 0 | 0 | 7,500 |
| Benefits | 0 | 67,300 | 88,000 |
| Vehicle Charges | 0 | 6,500 | 16,800 |
| Professional Services | 0 | 49,000 | 119,500 |
| Building & Equipment Rental | 0 | 35,000 | 84,000 |
| Travel & Meeting Expense | 0 | 0 | 12,000 |
| Training | 0 | 1,000 | 8,500 |
| Debt Service | 0 | 0 | 163,000 |
| Admin & Overhead | 0 | 19,500 | 41,900 |
| | 0 | 144,900 | 198,500 |
| TOTAL ADMINISTRATION | 0 | 323,200 | 739,700 |

SOURCES OF FUNDING

| | | | |
|---------------------------------------|---|---------|---------|
| Redevelopment Property Tax Trust Fund | 0 | 288,800 | 593,700 |
| Interfund Charges | 0 | 34,400 | 146,000 |
| | 0 | 323,200 | 739,700 |
| TOTAL | 0 | 323,200 | 739,700 |

DETAIL OF POSITIONS

| | | | |
|--------------------------------------|-------|-------|-------|
| Community & Economic Development Dir | - | 0.500 | 0.500 |
| Housing Program Manager | - | 0.500 | 0.500 |
| Principal Office Assistant | - | 1.000 | - |
| Redevelopment Technician | - | 1.500 | 1.000 |
| | 0.000 | 3.500 | 2.000 |
| TOTAL | 0.000 | 3.500 | 2.000 |

2012-2013 Goals

- Increase the supply of affordable housing.
- Improve the supply of affordable housing.
- Work to get clarification from the legislature regarding the use of affordable housing fund balance.

Objectives to Meet the Goals

- Plan and execute projects for the rehabilitation of dilapidated homes.
- Plan and execute projects for affordable housing construction.
- Provide information to the public on affordable housing.
- Establish and maintain relationships with federal, state, and non-profit housing agencies.
- Work with the private sector to increase the supply of affordable housing units.
- Support projects to clean up neighborhoods.
- Continue Neighborhood Stabilization Program to address foreclosures.
- Support Marjaree Mason Center Project to serve domestic violence victims.
- Lobby the Legislature for the use of the affordable housing fund balance and redevelopment bond proceeds.

Five-Year Outlook

The Housing Program has been devastated by the elimination of Redevelopment. However, pending legislation will allow the City to utilize \$1.7 million in tax allocation bond proceeds and the remaining housing set-aside fund balance from the Clovis Community Development Agency. Projects including World Changers and the Senior Paint Program are now being proposed to be funded with Community Development Block Grant funding. These funds are available due to the proposed reallocation of property acquisition funds. The Division will continue to strive to provide opportunities for affordable homeownership and housing rehabilitation to low/moderate income families despite the funding set-backs. 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.

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|--------------------------|-----------------|-----------------|----------------------|
| Debt Service | <u>0</u> | <u>0</u> | <u>62,000</u> |
| TOTAL AFFORDABLE HOUSING | <u><u>0</u></u> | <u><u>0</u></u> | <u><u>62,000</u></u> |

SOURCES OF FUNDING

| | | | |
|-----------------------|-----------------|-----------------|----------------------|
| Program Participation | <u>0</u> | <u>0</u> | <u>62,000</u> |
| TOTAL | <u><u>0</u></u> | <u><u>0</u></u> | <u><u>62,000</u></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 were 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. Due to the elimination of redevelopment, the status of the \$8.1 million of remaining proceeds is unclear. The last debt service payment is scheduled for the fiscal year 2037/38. Included in the 2012/13 budget is \$595,000 in principal and \$756,000 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> |
|--------------------|---------------------|--------------------|---------------------|
| 12/13 | \$595,000 | \$756,000 | \$1,351,000 |
| 13/14 | 610,000 | 736,341 | 1,346,341 |
| 14/15 | 630,000 | 715,798 | 1,345,798 |
| 15/16 | 655,000 | 693,704 | 1,348,704 |
| 16/17 | 675,000 | 667,054 | 1,342,054 |
| 17/18 | 710,000 | 635,891 | 1,345,891 |
| 18/19 | 735,000 | 603,379 | 1,338,379 |
| 19/20 | 770,000 | 569,901 | 1,339,901 |
| 20/21 | 805,000 | 535,251 | 1,340,251 |
| 21/22 | 845,000 | 498,951 | 1,343,951 |
| 22/23 | 880,000 | 461,001 | 1,341,001 |
| 23/24 | 915,000 | 421,511 | 1,336,511 |
| 24/25 | 960,000 | 379,181 | 1,339,181 |
| 25/26 | 995,000 | 333,972 | 1,328,972 |
| 26/27 | 1,050,000 | 286,681 | 1,336,681 |
| 27/28 | 1,095,000 | 237,078 | 1,332,078 |
| 28/29 | 1,150,000 | 185,163 | 1,335,163 |
| 29/30 | 1,205,000 | 130,703 | 1,335,703 |
| 30/31 | 230,000 | 97,375 | 327,375 |
| 31/32 | 240,000 | 86,213 | 326,213 |
| 32/33 | 250,000 | 74,575 | 324,575 |
| 33/34 | 265,000 | 62,344 | 327,344 |
| 34/35 | 275,000 | 49,519 | 324,519 |
| 35/36 | 290,000 | 36,100 | 326,100 |
| 36/37 | 300,000 | 22,088 | 322,088 |
| 37/38 | 315,000 | 6,658 | 321,658 |
| Total | <u>\$17,445,000</u> | <u>\$9,282,432</u> | <u>\$26,727,432</u> |

| | | | |
|--|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | |
| | Actual | Revised | 2012-2013 |
| | | Estimate | Budget |

BUDGET DETAIL

| | | | |
|---------------------------|-------------------------|-------------------------|-------------------------|
| Principal | 550,000 | 575,000 | 595,000 |
| Interest | 798,104 | 775,700 | 756,000 |
| Other Debt Costs | <u>16,025</u> | <u>16,100</u> | <u>16,100</u> |
| TOTAL DEBT SERVICE | <u><u>1,364,129</u></u> | <u><u>1,366,800</u></u> | <u><u>1,367,100</u></u> |

SOURCES OF FUNDING

| | | | |
|---------------------------------------|-------------------------|-------------------------|-------------------------|
| Redevelopment Property Tax Trust Fund | <u>1,364,129</u> | <u>1,366,800</u> | <u>1,367,100</u> |
| TOTAL | <u><u>1,364,129</u></u> | <u><u>1,366,800</u></u> | <u><u>1,367,100</u></u> |

CLOVIS COMMUNITY DEVELOPMENT AGENCY SUMMARY

On January 10, 2011, the Governor's budget proposed the elimination of redevelopment and froze the Agency's ability to enter into agreements or contracts. On June 28, 2011, Assembly Bill 1x26 was passed by the legislature and signed into law by the Governor. The California Redevelopment Association and the League of California Cities filed a lawsuit against the State contending that AB 1x26 was unconstitutional. On December 29, 2011, the State Supreme Court ruled that AB 1x26 is constitutional and redevelopment agencies would be eliminated. On February 1, 2012, the Clovis Community Development Agency ceased to exist. Per AB 1x26, the City of Clovis became both the Successor Agency and the Housing Successor to the redevelopment agency for the purpose of winding down the business of the Clovis Community Development Agency and providing affordable housing.

General Administration

Sections 44100 and 45500

The General Administration Division handled the day-to-day operation of the Agency until January 31, 2012. Upon the elimination of the redevelopment agency, the Successor Agency will be carrying out the wind-down of the Agency. These budget pages contain the actual expenditures for 2010–2011 and the estimates for the first seven months of 2011–2012.

Affordable Housing Division

Section 47500

On February 1, 2012, the City of Clovis also became the Housing Successor Agency for the Affordable Housing Program. The Affordable Housing functions including the Summer Youth Program, Clovis Housing Improvement Program (CHIP), World Changers, and new construction projects have been moved to the Successor Agency with alternative funding sources identified to continue some programs. These budget pages contain the actual expenditures for 2010–2011 and the estimates for the first seven months of 2011–2012.

Business Development Division

Section 46000

With the elimination of redevelopment, the business development functions of the Clovis Community Development Agency will be performed in the Economic Development Department. The budget pages contain the actual expenditures for 2010–2011 and the estimates for the first eight months of 2011–2012.

CLOVIS COMMUNITY DEVELOPMENT AGENCY SUMMARY

Department Goals 2012 - 2013

Due to the elimination of redevelopment, there are no department goals for the Clovis Community Development Agency. The Successor Agency is tasked with winding down the Agency by meeting contractual obligations as defined in AB 1x26. For projects and programs that are not defined as obligations under the law, staff has made efforts to identify alternative funding sources. Obligations, projects, and programs that are viable are included in the Successor Agency Budget with corresponding goals.

Budgetary Highlights

Due to the elimination of redevelopment, there are no budgetary highlights. Budgetary Highlights for the budget sections remaining have been indicated in the Successor Agency Budget.

CLOVIS COMMUNITY DEVELOPMENT AGENCY PERFORMANCE MEASURES

The mission of the Clovis Community Development Agency was to encourage economic development and eliminate blight within the project area boundaries. Due to the threat of elimination, the Agency was unable to enter into agreements or contracts beginning January 10, 2011. The Agency was eliminated on February 1, 2012. The information below reflects projects in progress prior to the elimination.

REDEVELOPMENT

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

| | <u>2010-2011 (actual)</u> | <u>2011-2012 (estimated)</u> | <u>2012-2013 (proposed)</u> |
|---------------------|---------------------------|------------------------------|-----------------------------|
| Property Valuation: | | | |
| Project #1 | \$564,916,690 | \$521,385,108 | N/A |
| Herndon Project | \$170,031,796 | \$168,224,736 | N/A |
| Jobs Facilitated | 156 | 125 | N/A |

- 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.

| | | | |
|--------------------------------|-----|---|-----|
| SIRP Grants | 2 | 0 | N/A |
| Streetscape Imp. (Linear feet) | 250 | 0 | N/A |

LOW/MODERATE INCOME HOUSING PROGRAM

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

Projects completed in prior years and those ongoing through January 31, 2012 include:

- Increase the supply of affordable housing: Fulfill the agreement with Self-Help Enterprises to complete construction of 17 single-family homes for sale to low-income households at Ashlan and Fowler Avenues. Continue the Neighborhood Stabilization Program which began in 2009-10 to acquire foreclosed homes and sell to eligible low or moderate income families. Prepare City-owned property for development of new units including three lots in the Rialto Rancho Subdivision.
- Improve the supply of affordable housing: Provide housing rehabilitation and other services to at least 124 clients to improve the quality of the housing stock and the neighborhoods in which that housing is located.

| | | | |
|------------------------------------|----|----|-----|
| New Units Constructed | 2 | 61 | N/A |
| Rehabilitated Housing | 65 | 65 | N/A |
| Neighborhood Improvements | 75 | 75 | N/A |
| Neighborhood Stabilization Program | 6 | 3 | N/A |
| Down Payment Assistance Program | 2 | 8 | N/A |

After January 31, 2012, the Low/Moderate Income Housing function has been assumed by the Housing Successor. The Housing Successor activities can be found later in the Operations Section.

CLOVIS COMMUNITY DEVELOPMENT AGENCY SUMMARY

| 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|---------------------|----------------------------------|---------------------|
|---------------------|----------------------------------|---------------------|

BUDGET BY ACTIVITY

| | | | |
|---|-----------------------------|-----------------------------|---------------------|
| Herndon Project Area Administration | 240,203 | 137,800 | 0 |
| Herndon Project Area Affordable Housing | 25,000 | 22,900 | 0 |
| Administration | 1,357,647 | 2,432,800 | 0 |
| Business Development | 1,112 | 1,700 | 0 |
| Affordable Housing | <u>532,864</u> | <u>483,000</u> | <u>0</u> |
| TOTAL CCDA | <u><u>2,156,826</u></u> | <u><u>3,078,200</u></u> | <u><u>0</u></u> |

BUDGET BY FUND

| | | | |
|---------------------------------|-----------------------------|-----------------------------|---------------------|
| Administration Fund | 1,358,759 | 2,434,500 | 0 |
| Herndon Project Area | 240,203 | 137,800 | 0 |
| Affordable Housing | 532,864 | 483,000 | 0 |
| Herndon Area Affordable Housing | <u>25,000</u> | <u>22,900</u> | <u>0</u> |
| TOTAL ALL FUNDS | <u><u>2,156,826</u></u> | <u><u>3,078,200</u></u> | <u><u>0</u></u> |

This Section no longer exists; the elimination activities are included in the Successor Agency budget.

| | | | |
|--|-----------|-----------|-----------|
| | 2010-2011 | 2011-2012 | |
| | Actual | Revised | 2012-2013 |
| | | Estimate | Budget |

BUDGET DETAIL

| | | | |
|--|---------------------------|---------------------------|---------------------|
| Professional Services | 44 | 0 | 0 |
| State Mandates | 89,359 | 0 | 0 |
| Materials & Supplies | 0 | 0 | 0 |
| Admin & Overhead | <u>150,800</u> | <u>137,800</u> | <u>0</u> |
| TOTAL HERNDON PROJECT AREA ADMINISTRATION | <u><u>240,203</u></u> | <u><u>137,800</u></u> | <u><u>0</u></u> |

SOURCES OF FUNDING

| | | | |
|---------------|---------------------------|---------------------------|---------------------|
| Tax Increment | <u>240,203</u> | <u>137,800</u> | <u>0</u> |
| TOTAL | <u><u>240,203</u></u> | <u><u>137,800</u></u> | <u><u>0</u></u> |

This Section no longer exists; all housing activities are included in the Housing Successor budget.

| | 2010-2011 Actual | 2011-2012 Revised Estimate | 2012-2013 Budget |
|--|---------------------|----------------------------------|---------------------|
|--|---------------------|----------------------------------|---------------------|

BUDGET DETAIL

| | | | |
|--|----------------------|----------------------|-----------------|
| Admin & Overhead | <u>25,000</u> | <u>22,900</u> | <u>0</u> |
| TOTAL HERNDON PROJECT AREA AFFORDABLE HOUSING | <u><u>25,000</u></u> | <u><u>22,900</u></u> | <u><u>0</u></u> |

SOURCES OF FUNDING

| | | | |
|---------------|----------------------|----------------------|-----------------|
| Tax Increment | <u>25,000</u> | <u>22,900</u> | <u>0</u> |
| TOTAL | <u><u>25,000</u></u> | <u><u>22,900</u></u> | <u><u>0</u></u> |

This Section no longer exists; the elimination activities are included in the Successor Agency budget.

| | | |
|-----------|-----------|-----------|
| | 2011-2012 | |
| 2010-2011 | Revised | 2012-2013 |
| Actual | Estimate | Budget |

BUDGET DETAIL

| | | | |
|-----------------------------|------------------|------------------|----------|
| Salaries - Regular | 187,017 | 116,800 | |
| Overtime | 0 | 0 | |
| Extra Help | 13,883 | 5,100 | |
| Benefits | 84,584 | 146,400 | |
| Vehicle Charges | 6,981 | 4,100 | |
| Energy | 33,299 | 24,200 | |
| Professional Services | 108,530 | 11,100 | |
| State Mandates | 268,076 | 1,559,000 | |
| Building & Equipment Rental | 80,164 | 47,700 | |
| Office Supplies | 1,433 | 100 | |
| Materials & Supplies | 14,900 | 300 | |
| Travel & Meeting Expense | 4,709 | 100 | |
| Training | 2,176 | 0 | |
| Dues & Subscriptions | 5,119 | 1,100 | |
| Debt Service | 163,488 | 163,200 | 0 |
| Admin & Overhead | 383,288 | 353,600 | |
| TOTAL ADMINISTRATION | 1,357,647 | 2,432,800 | 0 |

SOURCES OF FUNDING

| | | | |
|-----------------------|------------------|------------------|----------|
| Tax Increment | 949,075 | 1,984,100 | 0 |
| Federal Grants | 18,938 | 0 | 0 |
| Program Participation | 54,550 | 163,100 | 0 |
| Interfund Charges | 310,000 | 284,000 | |
| Miscellaneous Income | 25,084 | 1,600 | |
| TOTAL | 1,357,647 | 2,432,800 | 0 |

DETAIL OF POSITIONS

| | | | |
|--------------------------------------|--------------|--------------|--------------|
| Business Development Manager | 0.750 | 0.750 | - |
| Community & Economic Development Dir | 0.375 | 0.375 | - |
| Principal Office Assistant | 0.500 | 0.500 | - |
| Redevelopment Technician | 1.000 | 1.000 | - |
| TOTAL | 2.625 | 2.625 | 0.000 |

Note: These positions were redistributed to other departments within the City on 2/1/2012 due to the dissolution of the Redevelopment Agency.

This Section no longer exists; the appropriate Economic Development activities are included in the Economic Development budget.

| | | | |
|--|-----------|---------------------|---------------------|
| | 2010-2011 | 2011-2012 | |
| | Actual | Revised Estimate | 2012-2013 Budget |

BUDGET DETAIL

| | | | |
|-----------------------------------|---------------------|---------------------|-----------------|
| Professional Services | 0 | 0 | 0 |
| Travel & Meeting Expense | 512 | 1,400 | 0 |
| Admin & Overhead | <u>600</u> | <u>300</u> | <u>0</u> |
| TOTAL BUSINESS DEVELOPMENT | <u><u>1,112</u></u> | <u><u>1,700</u></u> | <u><u>0</u></u> |

SOURCES OF FUNDING

| | | | |
|---------------|---------------------|---------------------|-----------------|
| Tax Increment | <u>1,112</u> | <u>1,700</u> | <u>0</u> |
| TOTAL | <u><u>1,112</u></u> | <u><u>1,700</u></u> | <u><u>0</u></u> |

This Section no longer exists; all housing activities are included in the Housing Successor budget.

| | | | |
|--|-----------|---------------------|---------------------|
| | 2010-2011 | 2011-2012 | |
| | Actual | Revised Estimate | 2012-2013 Budget |

BUDGET DETAIL

| | | | |
|---------------------------------|-----------------------|-----------------------|-----------------|
| Salaries - Regular | 164,546 | 100,700 | 0 |
| Overtime | 0 | 0 | 0 |
| Extra Help | 0 | 0 | 0 |
| Benefits | 78,959 | 167,200 | 0 |
| Vehicle Charges | 11,324 | 6,700 | 0 |
| Energy | 88 | 0 | 0 |
| Professional Services | 46,632 | 500 | 0 |
| Office Supplies | 97 | 100 | 0 |
| Materials & Supplies | 4,735 | 0 | 0 |
| Travel & Meeting Expense | 1,473 | 500 | 0 |
| Training | 40 | 100 | 0 |
| Dues & Subscriptions | 983 | 300 | 0 |
| Admin & Overhead | 169,197 | 148,700 | 0 |
| Debt Service | 54,790 | 58,200 | 0 |
| | <u>532,864</u> | <u>483,000</u> | <u>0</u> |
| TOTAL AFFORDABLE HOUSING | <u><u>532,864</u></u> | <u><u>483,000</u></u> | <u><u>0</u></u> |

SOURCES OF FUNDING

| | | | |
|-----------------------|-----------------------|-----------------------|-----------------|
| Tax Increment | 473,074 | 427,000 | 0 |
| Program Participation | 34,790 | 33,100 | 0 |
| Interfund Charges | 25,000 | 22,900 | 0 |
| Miscellaneous Income | 0 | 0 | 0 |
| | <u>532,864</u> | <u>483,000</u> | <u>0</u> |
| TOTAL | <u><u>532,864</u></u> | <u><u>483,000</u></u> | <u><u>0</u></u> |

DETAIL OF POSITIONS

| | | | |
|--------------------------------------|---------------------|---------------------|---------------------|
| Community & Economic Development Dir | 0.375 | 0.375 | - |
| Housing Program Manager | 0.500 | 0.500 | - |
| Principal Office Assistant | 0.500 | 0.500 | - |
| Redevelopment Technician | 1.000 | 1.000 | - |
| | <u>2.375</u> | <u>2.375</u> | <u>0.000</u> |
| TOTAL | <u><u>2.375</u></u> | <u><u>2.375</u></u> | <u><u>0.000</u></u> |

Note: These positions were redistributed to other departments within the City on 2/1/2012 due to the dissolution of the Redevelopment Agency.

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.



Aerial view of Clovis – looking northeast along Tollhouse Road



COMMUNITY INVESTMENT PROGRAM BUDGET SUMMARY

The 2012-2013 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 2012-2013 Community Investment Program are:

- Continued American with Disabilities Act (ADA) improvements throughout the City of Clovis.
- Beginning design and redevelopment of the Civic Center Campus area.
- Relocation of the Landfill office and construction of a storage area.
- Continued design of the Trail Head/Rest Area at Sunnyside and Shepherd Avenues.
- Design and construction of asphalt overlays and roadway rehabilitation for arterial, collector and local neighborhood streets.
- Continue securing water for current climate conditions and future development in accordance with the General Plan.
- Continued assistance in the repair and rehabilitation of affordable housing.

The projects included in the proposed 2012-2013 budget are summarized on the following pages. The prior and future year expenditures are shown only for those specific projects that are phased over multiple years. Prior and future year expenditures for nonspecific, recurring projects, such as miscellaneous extensions and preventative maintenance are not typically shown. The Five-Year Community Investment Program follows the budget summary.

| |
|---|
| 2012 - 2013 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 2012 - 2013 are:

- ADA improvements to the Council Chamber restroom facilities.
- Initial design and improvements to the Civic Center Campus.
- Rehabilitation of existing City facilities for compliancy with ADA.

The proposed General Government Facilities budget continues to be significantly reduced from prior years due to funding constraints in the General fund for the 2012 – 2013 fiscal budget year. The proposed government facilities projects should have a minimal affect on the cost of general services and other departmental operations.

SUMMARY

2012 - 2013 COMMUNITY INVESTMENT PROGRAM

GENERAL GOVERNMENT FACILITIES

| <u>General Government Facilities:</u> | <u>PRIOR YEARS</u> | <u>BUDGET YEAR</u> | <u>FUTURE YEARS</u> |
|---------------------------------------|------------------------|------------------------|-------------------------|
| <i>Section 90000</i> | | | |
| <i>Public Safety Services</i> | | | |
| Fire/Police Training Site | 165,000 | 75,000 | 165,000 |
| Fire Station 3 Remodel | 0 | 10,000 | 150,000 |
| <i>Public Services and Utilities</i> | | | |
| Civic Center ADA Improvements | 15,000 | 55,000 | 55,000 |
| Civic Center Plaza | 25,000 | 120,000 | 260,000 |
| ADA Master Planning | 220,000 | 50,000 | 200,000 |
| Council Chambers ADA Improvements | 0 | 100,000 | 0 |
| Letterman Skate Park Repairs | 15,000 | 15,000 | 0 |
| Fiber Security/Fiber Optics | 85,000 | 50,000 | 0 |
| | <u>525,000</u> | <u>475,000</u> | <u>830,000</u> |

Budget Year Revenues:

| | |
|-----------------------------------|----------------|
| Fund Balance | 122,000 |
| Development Impact Fees | 180,000 |
| Donations | 73,000 |
| Federal/State/Other Agency Grants | 100,000 |
| | <u>475,000</u> |
| TOTAL | <u>475,000</u> |

| |
|---|
| <p style="text-align: center;">2012 – 2013 COMMUNITY INVESTMENT PROGRAM SEWER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER</p> |
|---|

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

The Sewer Capital Projects - Developer budget includes the debt service payments for the 2007 Sewer Revenue Bond for the Sewage Treatment and Water Reuse Facility (ST-WRF) and related components, the 2005 Wastewater Revenue Bond, and the 1998 Sewer Revenue. 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 2012 – 2013 include:

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

The sewer main improvement projects for 2012 - 2013 are intended to repair the existing mains that have the highest maintenance or service call frequency. It is expected that repairing these mains will result in a reduction in the time spent by City maintenance personnel, thereby reducing the maintenance cost to the sewer enterprise operation.

SUMMARY

2012 - 2013 COMMUNITY INVESTMENT PROGRAM

SEWER PROJECTS

| | PRIOR YEARS | BUDGET YEAR | FUTURE YEARS |
|---|----------------|----------------|-----------------|
| <u>Sewer Capital Projects - Enterprise:</u> | | | |
| <i>Section 91000</i> | | | |
| <i>Preventative Maintenance</i> | | | |
| Pump Station B | 0 | 85,000 | 0 |
| Barstow Avenue | 0 | 288,000 | 0 |
| Subtotal | 0 | 373,000 | 0 |
| <u>Sewer Capital Projects - Developer:</u> | | | |
| <i>Section 92000</i> | | | |
| <i>Extensions</i> | | | |
| Miscellaneous Extensions | 25,000 | 50,000 | 200,000 |
| <i>Master Planning</i> | | | |
| Wastewater Master Plan | 15,000 | 25,000 | 100,000 |
| Recycled Water System Master Plan | 25,000 | 25,000 | 0 |
| <i>Debt Services</i> | | | |
| Bond Handling Charges | 34,900 | 29,400 | 200,000 |
| 2007 Sewer Revenue Bond | 4,096,300 | 4,099,000 | 115,477,000 |
| 2005 Wastewater Revenue Bond | 1,587,000 | 1,587,000 | 48,286,000 |
| 1998 Sewer Revenue Bond | 874,100 | 873,000 | 21,139,000 |
| Subtotal | 6,657,300 | 6,688,400 | 185,402,000 |
| TOTAL | 6,657,300 | 7,061,400 | 185,402,000 |

Budget Year Revenues:

| | |
|------------------|-----------|
| Fund Balance | 0 |
| Sewer Enterprise | 5,061,400 |
| Major Sewer Fees | 2,000,000 |
| TOTAL | 7,061,400 |

| |
|---|
| 2012 - 2013 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 2012 - 2013 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.
- Continued preliminary Master Planning for a Regional park.

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

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

SUMMARY

2012 - 2013 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 | 0 | 500,000 | 3,500,000 |
| Parks Master Plans | 20,000 | 25,000 | 0 |
| Miscellaneous Park Improvements | 100,000 | 100,000 | 400,000 |
| Sierra and Temperance Park | 1,075,000 | 60,000 | 60,000 |
| Regional Park Master Planning | 25,000 | 25,000 | 0 |
| San Gabriel Park Improvements | 0 | 120,000 | 0 |
| Pedestrian Trails Master Plan Update | 10,000 | 50,000 | 0 |
| Sunnyside & Shepherd Trail Head | 10,000 | 150,000 | 1,620,000 |
| TOTAL | <u>1,240,000</u> | <u>1,030,000</u> | <u>5,580,000</u> |

Budget Year Revenues:

| | |
|-----------------------------------|----------------------|
| Fund Balance | 580,000 |
| Park Fees | 450,000 |
| Federal/State/Other Agency Grants | 0 |
| TOTAL | <u>1,030,000</u> |

| |
|---|
| 2012 – 2013 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 2012 - 2013 include:

- Continued Citywide survey and improvements of City owned public right of way for compliancy with the American with Disabilities Act (ADA).
- Sealing and rejuvenation programs of the various street surfaces to increase longevity and reduce deterioration.
- Continued installation of pedestrian and bicycle improvements at various locations.
- Design and reconstruction of local streets.
- Construction of traffic signal improvements at various intersections.
- 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).

This budget provides for an aggressive schedule of street repair, overlay and reconstruction. 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

2012 - 2013 COMMUNITY INVESTMENT PROGRAM

STREET IMPROVEMENT PROJECTS

| | PRIOR YEAR | BUDGET YEAR | FUTURE YEARS |
|--|------------------|-------------------|-------------------|
| <u>Street Improvements:</u> | | | |
| <i>Section 95000</i> | | | |
| <i>Reimbursement</i> | | | |
| Miscellaneous Street Widening | 350,000 | 250,000 | 1,000,000 |
| <i>Surveys</i> | | | |
| Street Lighting and Fiber Optic Plats | 65,000 | 50,000 | 0 |
| Vertical Control System | 10,000 | 10,000 | 0 |
| <i>Preventative Maintenance</i> | | | |
| Slurry Seals and Reclamite | 550,000 | 380,000 | 1,590,000 |
| <i>Bridge and Stream Crossings</i> | | | |
| Leonard/Enterprise Canal | 0 | 400,000 | 1,000,000 |
| <i>Pedestrian Facilities</i> | | | |
| Bicycle, Pedestrian and Handicap Facilities | 155,000 | 165,000 | 660,000 |
| ADA Survey and Projects | 670,000 | 450,000 | 1,500,000 |
| <i>Traffic Signal/Intersection Improvements</i> | | | |
| Temperance Avenue Fiber Optic Cabling | 0 | 50,000 | 400,000 |
| Ashlan/Armstrong | 0 | 30,000 | 210,000 |
| Clovis/Gettysburg | 0 | 30,000 | 235,000 |
| Dewolf/Shaw | 175,000 | 20,000 | 425,000 |
| Shepherd/Minnewawa | 0 | 50,000 | 645,000 |
| Clovis/Nees | 0 | 25,000 | 325,000 |
| Fowler/Shepherd | 25,000 | 800,000 | 0 |
| <i>Reconstruction, Overlay and Widening Projects</i> | | | |
| Miscellaneous Repairs & Alleys | 50,000 | 75,000 | 300,000 |
| Alluvial Avenue Improvements | 110,000 | 1,675,000 | 0 |
| Ashlan Avenue Improvements | 0 | 410,000 | 468,000 |
| Clovis Avenue Improvements | 1,040,000 | 1,410,000 | 703,000 |
| Nees Avenue Improvements | 0 | 575,000 | 135,000 |
| Shaw Avenue Improvements | 580,000 | 50,000 | 1,315,000 |
| Sunnyside Avenue Improvements | 0 | 145,000 | 0 |
| Temperance Avenue Improvements | 0 | 1,741,000 | 2,642,000 |
| Willow Avenue Improvements | 111,000 | 588,000 | 6,520,000 |
| Local Streets | 700,000 | 800,000 | 3,200,000 |
| TOTAL | 4,591,000 | 10,179,000 | 23,273,000 |

Budget Year Revenues:

| | |
|--------------------------------------|-------------------|
| Proposition 111 | 525,000 |
| Measure "C" Extension | 3,323,000 |
| Transportation Development Act (LTF) | 57,000 |
| Developer Participation | 800,000 |
| Federal/State/Other Agency Grants | 3,780,000 |
| Fund Balance | 1,694,000 |
| TOTAL | 10,179,000 |

| |
|---|
| <p style="text-align: center;">2012 - 2013 COMMUNITY INVESTMENT PROGRAM WATER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER</p> |
|---|

The proposed Water Capital Projects budget for 2012 - 2013 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 2012 - 2013 include:

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

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

The new facilities proposed in the 2012 - 2013 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**2012 - 2013 COMMUNITY INVESTMENT PROGRAM****WATER PROJECTS**

| <u>Water Capital Projects - Enterprise Fund:</u> | <u>PRIOR YEARS</u> | <u>BUDGET YEAR</u> | <u>FUTURE YEARS</u> |
|---|-------------------------|-------------------------|--------------------------|
| <i>Section 96000</i> | | | |
| <i>Water Mains</i> | | | |
| Various Water Main Replacement | 70,000 | 25,000 | 100,000 |
| <i>Well Site Improvements</i> | | | |
| Well No. 14 | 0 | 595,000 | 0 |
| Well No. 6 Replacement | 5,000 | 340,000 | 373,500 |
| Well No. 7A Replacement | 450,000 | 300,000 | 0 |
| Subtotal | <u>525,000</u> | <u>1,260,000</u> | <u>473,500</u> |
| <u>Water Capital Projects - Developer:</u> | | | |
| <i>Section 97000</i> | | | |
| <i>Extensions</i> | | | |
| Miscellaneous Extensions | 25,000 | 50,000 | 200,000 |
| <i>Surface Water Treatment Plant Improvements</i> | | | |
| Nees Transmission Main | 200,000 | 300,000 | 600,000 |
| <i>Water Storage Facilities</i> | | | |
| Water Revenue Bond - Debt Service | 3,257,400 | 3,258,200 | 48,723,000 |
| Water Development | 2,005,000 | 500,000 | 3,000,000 |
| <i>Water Well Improvements</i> | | | |
| Various Well Site Development | 25,000 | 50,000 | 215,000 |
| Subtotal | <u>5,512,400</u> | <u>4,158,200</u> | <u>52,738,000</u> |
| TOTAL | <u><u>6,037,400</u></u> | <u><u>5,418,200</u></u> | <u><u>53,211,500</u></u> |

Budget Year Revenues:

| | |
|------------------------|-------------------------|
| Fund Balance | 1,158,200 |
| Water Enterprise | 3,255,000 |
| Water Major Facilities | 1,000,000 |
| Water Connections | <u>5,000</u> |
| TOTAL | <u><u>5,418,200</u></u> |

| |
|--|
| 2012 - 2013 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 2012 - 2013 are:

- Construction of the Landfill office and storage area.

The refuse projects for 2012 - 2013 will have a minimal affect on the cost of the refuse operation.

SUMMARY

2012 - 2013 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 Electric Power Distribution System | 0 | 185,000 | 0 |
| Landfill Office | 0 | 480,000 | 0 |
| Landfill Equipment and Storage Facility | 0 | 185,000 | 0 |
| TOTAL | <u>0</u> | <u>850,000</u> | <u>0</u> |

Budget Year Revenues:

| | |
|------------------------|----------------|
| Refuse Enterprise Fund | 850,000 |
| Developer Capital Fees | 0 |
| TOTAL | <u>850,000</u> |

| |
|---|
| 2012 - 2013 COMMUNITY INVESTMENT PROGRAM CLOVIS SUCCESSOR AGENCIES |
|---|

The Successor Agencies were formed as a result of the elimination of Redevelopment Agencies effective February 1, 2012 due to the Governor's passage of ABx1 26. The Housing Successor budget reflects its continued efforts to provide affordable housing in our community.

Major expenses for 2012 – 2013 include:

- Assistance in the repair and rehabilitation of affordable housing.
- Construction of new homes in partnership with the Fresno City College Building Trades Program.
- Preparation of tentative and final maps for improvement areas.

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

SUMMARY

2012 - 2013 COMMUNITY INVESTMENT PROGRAM

SUCCESSOR AGENCIES

| | <u>PRIOR YEARS</u> | <u>BUDGET YEAR</u> | <u>FUTURE YEARS</u> |
|--|------------------------|------------------------|-------------------------|
| <u>Housing Successor</u> <i>Section 49210</i> | | | |
| <i>Housing Successor</i> | | | |
| New Home Lots | 2,000 | 141,000 | 400,000 |
| Neighborhood Stabilization Program | 150,000 | 344,000 | 400,000 |
| Loans for Home Repair | 100,000 | 215,000 | 400,000 |
| Home Improvement Grants | 42,000 | 138,000 | 160,000 |
| Marjoree Mason Center | 30,000 | 256,000 | 0 |
| World Changers - Home Improvement | 100 | 150,000 | 280,000 |
| City College Project House | 50,000 | 150,000 | 720,000 |
| Rialto Rancho Subdivision | 0 | 225,000 | 500,000 |
| Various Improvements - Ashlan/Fowler | 0 | 58,000 | 0 |
| TOTAL | <u>374,100</u> | <u>1,677,000</u> | <u>2,860,000</u> |

Budget Year Revenues

| | |
|-----------------------------|------------------|
| Fund Balance | 349,000 |
| Bond Proceeds | 481,000 |
| Revenue From Other Agencies | 847,000 |
| TOTAL | <u>1,677,000</u> |

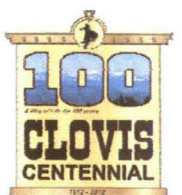
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FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

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).



Clovis Hotels – Hoblitt Hotel and Marriott Fairfield



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 phased redevelopment of the Civic Center Campus.
- Design of the Trailhead at Sunnyside and Shepherd Avenues.
- Relocation of the Clovis Landfill office and construction of a storage shed.
- Design, construction and replacement of water mains and wells to serve the current capacity and new development.
- Site acquisition in the Southeast and Northwest areas for future City parks and master planning for a Regional Park in the Northeast area.
- Continuing design and construction of the trail system within the Clovis area.
- Assisting the Community in the development, repair and rehabilitation of affordable housing.
- Continued improvement to the City's infrastructure including street reconstruction and sewer and water collection/distribution facilities.
- Street Projects:
 - Design and construction of various traffic signals throughout the City.
 - Construction of bike lanes on various streets throughout the City.

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

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

| |
|---|
| <p style="text-align: center;">SUMMARY OF FIVE-YEAR COMMUNITY INVESTMENT PROGRAM</p> |
|---|

| <u>Projects</u> | <u>2012-13</u> | <u>2013-14</u> | <u>2014-15</u> | <u>2015-16</u> | <u>2016-2017 or Later</u> |
|--------------------|-------------------|-------------------|-------------------|-------------------|---------------------------|
| General Services | 475,000 | 1,360,000 | 546,000 | 645,000 | 26,919,000 |
| Sewer | 7,061,400 | 7,046,000 | 7,100,000 | 6,922,000 | 274,774,000 |
| Parks | 1,030,000 | 2,280,000 | 1,510,000 | 1,730,000 | 8,582,000 |
| Streets | 10,179,000 | 12,614,000 | 15,733,000 | 10,380,000 | 35,307,000 |
| Water | 5,418,200 | 6,281,500 | 4,604,000 | 4,832,000 | 63,054,100 |
| Refuse | 850,000 | 1,695,000 | 100,000 | 200,000 | 15,155,000 |
| Successor Agencies | 1,677,000 | 1,090,000 | 590,000 | 590,000 | 590,000 |
| TOTAL | <u>26,690,600</u> | <u>32,366,500</u> | <u>30,183,000</u> | <u>25,299,000</u> | <u>424,381,100</u> |

Sources of Funding

| | | | | | |
|------------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Fund Balance | 9,865,200 | 2,885,000 | 881,000 | 389,723 | 15,000,000 |
| Revenue from Agencies | 5,161,000 | 3,638,000 | 3,005,000 | 510,000 | 510,000 |
| Developer Capital Fees | 4,605,000 | 5,845,189 | 8,422,500 | 11,405,500 | 25,189,750 |
| Enterprise Revenues | 6,453,400 | 8,877,311 | 4,556,500 | 2,268,500 | 1,661,000 |
| Long-Term Financing | 481,000 | 0 | 0 | 0 | 0 |
| Property Sale Proceeds | 125,000 | 0 | 0 | 0 | 0 |
| *Unfunded | <u>0</u> | <u>11,121,000</u> | <u>13,318,000</u> | <u>10,725,277</u> | <u>382,020,350</u> |
| TOTAL | <u>26,690,600</u> | <u>32,366,500</u> | <u>30,183,000</u> | <u>25,299,000</u> | <u>424,381,100</u> |

*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 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|--------------------------------------|--|----------|---------------------|---------|-----------------------|--|--|
| <u>PUBLIC SAFETY SERVICES</u> | | | | | | | |
| 71057 | Facilities Administration Master Plan | | | | | 80,000 d | Master plan for relocation of Fire Administration headquarters. (General Government Services Fund) |
| 71096 | Clovis Explorers/Youth Leadership Facility Improvements | | 5,000 d 75,000 c | | | | Building improvements for the Clovis PD Explorer/Youth Leadership facility. (General Government Services Fund) |
| 71075 | Fire Station 2 Minnewawa, S/O Shaw Rebuild Fire Station | | | | | 500,000 d 4,000,000 c 50,000 s | Demolish and rebuild or refurbish fire station to meet modern construction standards. (General Government Services Fund) |
| 71076 | Fire Station 3 Herndon and Villa Remodel | 10,000 d | 150,000 c | | | | Remodel needed for ongoing maintenance and the health and safety of occupants. (General Government Services Fund) |
| | Fire Station 4 Armstrong and Gettysburg Remodel | | | | 10,000 d 190,000 c | | Remodel needed for ongoing maintenance and the health and safety of occupants. (General Government Services Fund) |
| 71435 | Fire Station 6 Southeast Area Leonard/Loma Vista | | | | | 450,000 d 4,000,000 c 100,000 f | Design and construction of a new fire station in the southeast area. (Developer Fees) |
| 71440 | Fire Station 7 Northwest Area | | | | | 350,000 a 500,000 d 4,500,000 c 100,000 f | Design and construction of a new fire station in the northwest area. Adjacent to a major street. (General Government Services 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.

GENERAL GOVERNMENT FACILITIES

| 90000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---------------|------------------------------------|----------|-----------|---------|---------|---------------------|---|
| | Fire / Police Training Site | | | | | | |
| 71434 | Phase 2 | | | | | | |
| | Continued site improvements, | 10,000 d | 15,000 d | | | | Continue design and civil improvements for |
| | training props and Flood | 65,000 c | 150,000 c | | | | multi-discipline training facility. Includes |
| | Control fees | | | | | | confined space and trench rescue props, |
| | | | | | | | driving course, tower, and pump test pit, |
| | | | | | | | security cameras and fiber optics. |
| | | | | | | | Construct Fire Logistics Center. |
| | | | | | | | (General Government Services Fund) |
| | Phase 3 | | | | | | |
| | Administration offices, classroom, | | | | | 100,000 d | Construct burn building phased over |
| | and training props | | | | | 500,000 c | multiple years. |
| | | | | | | 2,000,000 c | (General Government Services Fund) |
| | Police/Fire Headquarters | | | | | | |
| 71437 | Security Fencing | | | | | 5,000 d | Install 2 feet (additional height) of wrought |
| | | | | | | 55,000 c | iron fencing to existing police and fire |
| | | | | | | | administration yard for security purposes. |
| | | | | | | | (General Government Services Fund) |
| 71380 | Shooting Range | | | | | | |
| | Locate Site | | | | | 10,000 d | Conduct a feasibility study for a shooting |
| | | | | | | 250,000 a | range and acquire land. |
| | | | | | | | (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) |

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

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

GENERAL GOVERNMENT FACILITIES

| 90000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---------------|---|----------|-----------|-----------|-----------|--------------------------|--|
| | <u>Villa Yard Reorganization</u> | | | | | | |
| | Police Storage Facilities | | | | | 120,000 d 1,200,000 c | Design and construction of facilities for impounding and storage of evidence including an area for the Community Service Work Program. (General Government Services Fund) |
| | <u>PUBLIC SERVICES AND UTILITIES</u> | | | | | | |
| 71359 | Civic Center Expansion | | 200,000 a | 200,000 a | 200,000 a | 600,000 a | Acquisition of County facility for office expansion. (General Government Services Fund) |
| | Civic Center Plaza | | | | | | |
| 71361 | Landscape/Irrigation | 10,000 d | 10,000 d | 10,000 d | 10,000 d | 10,000 d | Develop master plan, design and install |
| | Replacement | 75,000 c | 75,000 c | 75,000 c | 75,000 c | 75,000 c | replacement irrigation and landscaping for the Civic Center including the Courthouse, Senior Center, PDS, City Hall and Library. (General Government Services Fund) |
| | Phase Approach | | | | | | |
| 71362 | Bollard Replacement | 5,000 d | 5,000 d | 5,000 d | 5,000 d | 5,000 d | Remove/replace all existing pedestrian light |
| | Phase Approach | 30,000 c | 40,000 c | 40,000 c | 40,000 c | 40,000 c | bollards w/higher density & efficiency for night security. (General Government Services Fund) |
| 71392 | ADA Improvements | 10,000 d | 10,000 d | 10,000 d | 10,000 d | 10,000 d | Address ADA compliancy standards in |
| | Phase Approach | 45,000 c | 55,000 c | 55,000 c | 55,000 c | 55,000 c | the Civic Center campus. (General Government Services Fund) |
| 71363 | Tree Planter Rehabilitation | | 5,000 d | | | | Rehabilitate parking lot tree planters |
| | Parking Lot | | 70,000 c | | | | between the library and I.S. building. (General Government Services Fund) |

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GENERAL GOVERNMENT FACILITIES

| 90000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---------------|---------------------------------|-----------|----------|----------|----------|---------------------|--|
| | Corporation Yard | | | | | | |
| | Parking Improvement | | | | | 1,300,000 a | Improvements to Public Utilities parking |
| | | | | | | 150,000 d | facilities. (Sewer, Water, and Refuse Fund) |
| 71397 | ADA Master Planning | 50,000 c | 50,000 c | 50,000 c | 50,000 c | 50,000 c | Continue ADA Master Plan compliance and upgrades. (General Government Services Fund) |
| 71409 | Council Chambers ADA | 100,000 c | | | | | Address ADA compliancy for Council Chamber restroom areas. (CDBG funded) |
| | <u>Park Maintenance</u> | | | | | | |
| | Sierra Bicentennial Park | | | | | | |
| | Sunnyside and Sierra | | | | | | |
| 75031 | Accessibility Improvements | | 5,000 d | | | | ADA Master Plan Improvements. (Contingent on CDBG Grant) |
| | | | 70,000 c | | | | |
| | Play Field Improvements | | | | | 35,000 d | Remove and replace existing infield soil |
| | | | | | | 250,000 c | with suitable material for maintenance and use. Install drainage for field area. (General Government Services Fund) |
| 75030 | Play Field and Lighting | | | | | 30,000 d | Construct a baseball/soccer field and install |
| | | | | | | 750,000 c | sports lighting. (Contingent upon a future grant and General Government Services Fund) |

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GENERAL GOVERNMENT FACILITIES

| 90000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---------------|--|----------|-----------------------|---------|---------|-----------------------|--|
| | Parking Lot Lighting | | | | | 8,000 d 30,000 c | Install additional 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) |
| | Letterman Park W/S of Villa, S/O Bullard | | | | | | |
| 71413 | Wrought Iron Fence (West) | | 15,000 d 135,000 c | | | | Construct a fence on west side of park bordering canal. (General Government Services Fund) |
| | Deauville Park Temperance/Shepherd Surfacing Improvements | | 2,500 d 32,500 c | | | | Replace existing play surface with poured-in-place surfacing material. (LMD Funded) |
| 71373 | Letterman Skate Park Concrete Repairs | 15,000 c | | | | | Repair of broken concrete at the Letterman Skate Park. (General Government Services Fund) |
| | Kiwanis Park Tenth and DeWitt | | | | | | |
| 75540 | Irrigation and Lighting | | | | | 5,000 d 35,000 c | Remove and replace irrigation system and install security lighting. (Community Donations) |
| | Temperance/Gettysburg Northwest Corner-Greenbelt | | | | | 15,000 d 125,000 c | Remove and Replace existing landscape and irrigation of greenbelt. (General Government Services Fund) |

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

GENERAL GOVERNMENT FACILITIES

| 90000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---|--|-----------------------|-------------------------|-----------------------|-----------------------|--------------------------|--|
| <u>Fiber Optics/Communications</u> | | | | | | | |
| 71401 | Fiber Security | 25,000 | c | | | | Installation of security devices to the City's fiber optic vaults to protect the system from theft and vandalism. (General Government Services Fund) |
| 71416 | Fiber Optics Herndon/Sunnyside | 25,000 | c | | | | Install fiber optics from City headquarters to the commercial center. (General Government Services Fund) |
| 71408 | Citywide Public Safety Fiber Optics System | | 10,000 d 150,000 c | | | | Installation of fiber and hubs for Public Safety connection throughout the City. (General Government Services Fund) |
| | Fire station No.2 to Letterman Park Water Tower | | | 15,000 d 86,000 c | | | Upgrade existing limitation of fiber system for camera's and City network. (General Government Services Fund) |
| 71399 | Lind Yard Connection | | 25,000 | 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 | | d Current system is limited due to all lines being used, a link is needed to Sierra Vista Mall Camera's for public safety. (General Government Services Fund) |
| TOTAL- GENERAL GOVERNMENT FACILITIES | | <u>475,000</u> | <u>1,360,000</u> | <u>546,000</u> | <u>645,000</u> | <u>26,919,000</u> | |

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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 | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|--|--|----------------|----------------|----------|----------|---------------------|---|
| <u>PREVENTATIVE MAINTENANCE</u> | | | | | | | |
| 72593 | Pump Station B | 10,000 d | | | | | 14" force main discharge manhole gas reduction. |
| | Discharge Manhole | 75,000 c | | | | | |
| <u>STREET LOCATIONS</u> | | | | | | | |
| 72596 | Barstow Avenue | 20,000 d | | | | | Replace 8 inch clay sewer main from manholes 16-45 to 16-17 and 17-18 to 17-13. Coordinate with street project. |
| | Villa to Helm Canal and Sylmar to Tollhouse Road | 268,000 c | | | | | |
| 72582 | Paula Avenue | | 31,000 d | | | | Replace 6 inch VCP sewer with 8 inch PVC and modify MH 30-38 and 31-2. |
| | Gettysburg to 530 feet south | | 83,000 c | | | | |
| TOTAL - SEWER CAPITAL PROJECTS - ENTERPRISE | | 373,000 | 114,000 | 0 | 0 | 0 | |

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

SEWER CAPITAL PROJECTS - DEVELOPER

| 92000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 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 | 25,000 d | 25,000 d | 25,000 d | 25,000 d | 25,000 d | Master planning for the conveyance of wastewater and required facilities. |
| 73220 | Water Reuse System Master Plan | 25,000 d | | | | | Master planning for the conveyance of recycled water and required facilities. |
| <u>SEWAGE TREATMENT - WATER REUSE FACILITY</u> | | | | | | | |
| Sewage Treatment - Water Reuse Facility | | | | | | | |
| | Phase 2 | | | | | 1,500,000 d 22,000,000 c | Increase plant capacity from 2.84 MGD to 5.68 MGD. |
| | Phase 3 | | | | | 2,500,000 d 32,500,000 c | Increase plant capacity from 5.68 MGD to 8.34 MGD. |
| Clovis Sewage Treatment - Water Reuse Facility - Offsite Improvements | | | | | | | |
| 73205 | Shepherd Pump Station W/Force Main, DeWolf Sewer | | | | | 1,000,000 d 14,500,000 c | Needed to serve the Northwest area. |
| <u>RECYCLED WATER SYSTEM IMPROVEMENTS</u> | | | | | | | |
| Pump Station No. 1 | | | | | | | |
| | Phase 2 | | | | | 100,000 d 700,000 c | Construct pump station at ST-WRF. Upgrade plant capacity. (Development Fees) |

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

SEWER CAPITAL PROJECTS - DEVELOPER

| 92000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---|--|---------|---------|-----------------------|---------|-----------------------------|---|
| 73320 | Pump Station No. 2 Temperance/Sierra | | | | | 1,500,000 d 8,500,000 c | Construct pump station at Temperance and Sierra Avenues. (Development Fees) |
| | Recycled Water Mains | | | | | | |
| 73370 | Sierra Avenue Temperance to Peach | | | | | 3,000,000 d 18,500,000 c | Install recycled water transmission main in Sierra Avenue. (Development Fees) |
| 73380 | Nees/DeWolf/Teague Pipelines | | | | | 450,000 d 2,650,000 c | Install recycled water distribution mains to supply recycled water to northeast area. (Non-Potable Water Development Fee) |
| <u>SEWER SYSTEM IMPROVEMENTS</u> | | | | | | | |
| | Wastewater Pump Station Herndon/Clovis | | | | | 100,000 d 266,000 c | Partial construction of pump station and related connection to sewer main. (Development Fees) |
| <u>SEWER MAINS</u> | | | | | | | |
| | Nees Avenue Dry Creek to Sunnyside | | | 20,000 d 150,000 c | | | Install new 8 inch PVC main with wyes to serve properties on the south side of Nees. |
| | Heritage Avenue E/O Temperance | | | | | 15,000 d 180,000 c | Install new 8 inch PVC sewer main and services. (Reimbursement from property owners) |
| | Enterprise Avenue W/O Locan | | | | | 15,000 d 180,000 c | Install new 8 inch PVC sewer main and services. (Reimbursement from property owners) |

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

SEWER CAPITAL PROJECTS - DEVELOPER

| 92000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---|-----------------------|------------------|------------------|------------------|------------------|---------------------|-------------------------|
| <u>DEBT SERVICES</u> | | | | | | | |
| 67201 | Bond Handling Charges | 29,400 | 50,000 | 50,000 | 50,000 | 50,000 | Handling Charges. |
| <u>2007 Sewer Revenue Bond</u> | | | | | | | |
| 67735 | Principal | 970,000 | 1,275,000 | 1,340,000 | 1,390,000 | 62,635,000 | Debt Service Principal. |
| 67835 | Interest | 3,129,000 | 3,077,000 | 3,012,000 | 2,945,000 | 39,803,000 | Debt Service Interest. |
| <u>2005 Wastewater Revenue Bond</u> | | | | | | | |
| 67731 | Principal | 320,000 | 70,000 | 75,000 | 75,000 | 24,885,000 | Debt Service Principal. |
| 67831 | Interest | 1,267,000 | 1,260,000 | 1,256,000 | 1,254,000 | 19,411,000 | Debt Service Interest. |
| <u>1998 Sewer Revenue Bonds</u> | | | | | | | |
| 67718 | Principal | 150,000 | 425,000 | 445,000 | 470,000 | 12,405,000 | Debt Service Principal. |
| 67818 | Interest | 723,000 | 700,000 | 677,000 | 663,000 | 5,354,000 | Debt Service Interest. |
| TOTAL - SEWER CAPITAL PROJECTS - DEVELOPER | | 6,688,400 | 6,932,000 | 7,100,000 | 6,922,000 | 274,774,000 | |

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

PARK IMPROVEMENTS

| 93000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---|--|-----------|-----------|-------------|-------------|--------------------------|--|
| 75600 | Park Property Acquisition | 500,000 a | 500,000 a | 1,000,000 a | 1,000,000 a | 1,000,000 a | Acquire property for the future development of City park sites and trails. |
| 75010 | Parks Master Plans | 25,000 d | | | | | Complete development and update of Master Plans for City of Clovis park sites. |
| 75015 | Misc. Park Improvements | 100,000 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 Sports Field Area Modifications | | | | | 25,000 d 160,000 c | Modification and improvement of existing sports field per Master Plan. |
| 75046 | Sierra and Temperance Park Plant Establishment | 60,000 c | 60,000 c | | | | Plant establishment of park site for 2 years. |
| | Parking Lot, Security Lighting, Landscaping, Irrigation | | | | | 60,000 d 750,000 c | Continued site grading and installation of turf, trees, irrigation, security lighting and parking lot. (Contingent upon Grant Funding, Prior Year's Savings and Community Contributions) |
| | Classroom Facilities | | | | | 233,000 d 1,784,000 c | Construct building for classroom facilities. (Contingent upon Grant Funding, Prior Year's Savings and Community |
| | Amphitheater | | | | | 31,000 d 144,000 c | Construct amphitheater. (Contingent upon Grant Funding, Prior Year's Savings and FMFCD Participation) |

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

PARK IMPROVEMENTS

| 93000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION | |
|---------------|---|------------------|---------|---------|----------------------------------|---------------------|--|--|
| | Regional Park Northeast area | | | | | | | |
| 75065 | Master Plan | 25,000 | d | | | | Continue development of master plan for a City of Clovis regional park site. | |
| | Sports Complex Located within Regional Park | | | | 65,000 1,250,000 1,000,000 | d a c | Develop facilities, including lighting, for soccer fields and baseball diamonds. | |
| | <u>AREA PARKS (3 to 20 acres)</u> | | | | | | | |
| | San Gabriel Park San Gabriel, E/O Willow | | | | | | | |
| 75050 | Security Lighting | 25,000 95,000 | d c | | | | Install lighting for security at the basketball court, play lot and picnic sites. | |
| | <u>BASIN PARKS</u> | | | | | | | |
| | Basin 1E Ashlan and Gould Canal | | | | | | | |
| 75122 | Landscaping and Play Fields | | | | 40,000 450,000 | d c | Construction of baseball and soccer facilities, irrigation, trees, and turf. (Prior Year's Savings and FMFCD Participation) | |
| 75123 | Recreation Facilities | | | | | 17,000 114,000 | d c | Install recreation fields, parking lot ramps. (Prior Year's Savings and FMFCD) |
| 75124 | Restroom | | | | 15,000 125,000 | d c | Construct restroom. (Contingent upon Grant Funding and Prior Year's Savings) | |
| 75125 | Field "Sports" Lighting | | | | | 25,000 208,000 | d c | Construct sports lighting. (Contingent upon Grant Funding and Prior Year's Savings) |

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PARK IMPROVEMENTS

| 93000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|-------------------------------|---|------------------|------------------|------------------|------------------|---------------------|---|
| <u>TRAILS</u> | | | | | | | |
| 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 | 150,000 | d | 1,620,000 | c | | Design and construct trail head per grant timeline and allocation. (TE Grant & Measure C Funded) |
| Clovis Old Town Trail | | | | | | | |
| 71415 | Restroom | | | 15,000 | d | | 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) |
| | | | | 150,000 | c | | |
| Dry Creek Trail | | | | | | | |
| | Willow to Old Town Trail | | | | | 83,000 | d |
| | | | | | | 455,000 | a |
| | | | | | | 828,000 | c |
| Enterprise Canal Trail | | | | | | | |
| 75572 | Temperance to Alluvial | | | 245,000 | c | | Construct a Class I bike and pedestrian trail on acquired property. (TE Grant Funded) |
| Gould Canal Trail | | | | | | | |
| 75580 | Fowler to DeWolf | | | | | 250,000 | a |
| | | | | | | | Purchase property for the future development of the Gould Canal Trail. |
| TOTAL - PARKS | | 1,030,000 | 2,280,000 | 1,510,000 | 1,730,000 | 8,582,000 | |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
| <u>REIMBURSEMENTS</u> | | | | | | | |
| 74010 | Misc. Street Widening | 250,000 c | 250,000 c | 250,000 c | 250,000 c | 250,000 c | City participation in miscellaneous projects and provisions for miscellaneous unforeseen expenses. (Proposition 111 and Proposition 42 Funded) |
| <u>SURVEYS</u> | | | | | | | |
| 74128 | Fiber Optic Plats | 50,000 | | | | | Prepare plats of fiber optics and conduit of City owned services. Validate current system for maintenance purposes. (Proposition 111 Funded) |
| 74928 | Vertical Control System | 10,000 | | | | | Continued update of the City's vertical control system to NAD 83. (Proposition 111 Funded) |
| <u>PREVENTATIVE MAINTENANCE</u> | | | | | | | |
| 74020 | Slurry Seals and Pavement Rejuvenation | 30,000 d 350,000 c | 30,000 d 350,000 c | 30,000 d 360,000 c | 35,000 d 370,000 c | 35,000 d 380,000 c | Asphalt/sand slurry sealing and pavement rejuvenation of various City streets. Locations prioritized on a yearly basis using Pavement Management System. (Measure C Funded) |
| <u>BRIDGE AND STREAM CROSSINGS</u> | | | | | | | |
| 74529 | Leonard/Enterprise Canal | 75,000 d 325,000 a | | | | | Replace and widen bridge section at Leonard and Enterprise Canal. 1,000,000 c (HBRR Grant Funded) |
| | Dry Creek/Barstow Bridge | | | | | 15,000 d 35,000 a | Reconstruction of the bridge. (Street Fee Reimbursement) |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
| <u>RESEARCH AND TECHNOLOGY PARK</u> | | | | | | | |
| | Phase 2 | | | | | 372,000 | a Westerly extension of Phase 1 |
| | Alluvial, E/O Armstrong | | | | | 25,000 | d improvements along Alluvial Avenue, |
| | | | | | | 3,082,000 | c including Armstrong Avenue. (Street Fee Reimbursement) |
| <u>PEDESTRIAN / BICYCLE FACILITIES</u> | | | | | | | |
| 74110 | Bicycle and Pedestrian Facilities | 55,000 c | 55,000 c | 55,000 c | 55,000 c | 55,000 c | Construct pedestrian and bicycle facilities at various locations. (LTF Article 3) |
| 74210 | Misc. Concrete Improvements | 10,000 d 100,000 c | 10,000 d 100,000 c | 10,000 d 100,000 c | 10,000 d 100,000 c | 10,000 d 100,000 c | Curb, gutter, sidewalk improvements and repairs at various locations. Includes ADA compliance. (Proposition 111 Funded) |
| | Sidewalk Improvements | | | 25,000 d | | | Sidewalk Improvements to in-fill areas along Shaw Avenue. |
| | Shaw - Temperance to Sunnyside | | | 275,000 c | | | (CMAQ Grant Funded) |
| 74211 | ADA Survey | 75,000 d | 50,000 d | 50,000 d | 50,000 d | 50,000 d | Citywide survey of City facilities located within the City's public right-of-way. (Proposition 111 Funded) |
| 74886 | Misc. Wheelchair Ramps Various Locations | 275,000 c | 275,000 c | 275,000 c | 275,000 c | 275,000 c | Install wheelchair accessible (ADA) ramps at various locations. (CDBG & Measure C ADA Funding) |
| 74016 | ADA Transit Various Locations | 15,000 d 85,000 c | | 15,000 d 85,000 c | | 15,000 d 85,000 c | Improve existing Bus Stop locations to meet ADA compliance. (LTF Funded) |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|--|--|----------|---------|-----------|-----------------------|-----------------------|--|
| <u>LANDSCAPING IMPROVEMENTS</u> | | | | | | | |
| 74023 | LMD Landscape Improvements Sunnyside - Fwy 168 to Alluvial Alluvial - Clovis to Sunnyside | | | | | 5,000 d 75,000 c | Modify soil and re-landscape to improve the current median and outside travel lane areas. (LMD Funded) |
| 74866 | Landscape Maintenance District - Area 2 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) |
| 74024 | Shaw Avenue Improvements Willow - Clovis | | | | | 25,000 d 115,000 c | Modify soil and re-landscape to improve the current median and outside travel lane areas. (LMD Funded) |
| 74564 | LMD - Benefit Zone 1 & 3 Clovis Center Median Sierra to Herndon | | | | | 5,000 d 75,000 c | Remove and replace existing landscape and irrigation. (LMD Reserves) |
| <u>TRAFFIC SIGNALS</u> | | | | | | | |
| <u>Communication Systems</u> | | | | | | | |
| | Shaw Avenue Synchronization Willow to Temperance | | | | 90,000 d 900,000 c | | Install fiber optic cabling, controllers and operating system for signal coordination. (CMAQ Grant Funded) |
| 74407 | Temperance Avenue Shaw to Herndon | 50,000 d | | 400,000 c | | | Install fiber optic cabling for signal coordination. Coordinate with street improvements. (CMAQ Grant Funded) |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|--|--|----------|------------------------|-----------------------|---------|------------------------------------|--|
| <u>Traffic Signal/Intersection Improvements</u> | | | | | | | |
| 74525 | Ashlan/Armstrong Traffic Signal | 30,000 d | 210,000 c | | | | Install traffic signal. (CMAQ Grant Funded) |
| 74534 | Clovis/Gettysburg Traffic Signal | 30,000 d | 235,000 c | | | | Signal modifications for left-turn phasing in all directions. (CMAQ Grant Funded) |
| 74388 | Dewolf/Shaw Traffic Signal | 20,000 d | 425,000 c | | | | Install traffic signal and intersection improvements. (CMAQ Grant Funded) |
| 74039 | Shaw/Locan Traffic Signal | | 125,000 d 495,000 c | | | | Install traffic signal and construct adjacent improvements. (CMAQ and Regional Measure Funded) |
| 74547 | Shepherd/Minnewawa Traffic Signal | 50,000 d | 645,000 c | | | | Install traffic signal. (CMAQ Grant Funded) |
| 74839 | Clovis/Seventh Street Traffic Signal | | | | | 59,000 d 500,000 a 430,000 c | Install traffic signal and acquire right-of- a way. (Contingent upon Funding) |
| 74386 | Clovis/Nees Traffic Signal | 25,000 d | 325,000 c | | | | Install traffic signal. (CMAQ Grant Funded) |
| | Temperance/Nees Traffic Signal | | | 30,000 d 325,000 c | | | Install traffic signal. (CMAQ Grant Funded) |
| | Shaw/Sunnyside Traffic Signal | | | 30,000 d 140,000 c | | | Signal modifications to improve traffic flow and congestion. (CMAQ Grant Funded) |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|--|--|------------------------------------|-----------------------|----------|-----------|---------------------|---|
| 74727 | Fowler/Shepherd Intersection and Culvert Improvements | 50,000 d 750,000 c | | | | | Improve intersection and widen travel lanes outside of intersection, extend existing culvert. (Developer Funded) |
| | Peach/Herndon Quad Intersection | | | | 250,000 c | | Completion of improvements to facilitate the quadrant intersection design and operation. |
| | Willow/Herndon Quad Intersection | | | | 750,000 c | | Completion of improvements to facilitate the quadrant intersection design and operation. |
| <u>CENTER LANE RECONSTRUCTION</u> | | | | | | | |
| 74044 | Alluvial Avenue Fordham to Fowler to McKelvy Includes Outside Travel Lane | 25,000 d 850,000 c 185,000 c | | | | | Reconstruct center travel lane. (RSTP and CMAQ Grant Funded) |
| <u>RECONSTRUCTION AND WIDENING PROJECTS</u> | | | | | | | |
| 74215 | Miscellaneous Repairs | 75,000 c | 75,000 c | 75,000 c | 75,000 c | 75,000 c | Perform miscellaneous repairs at various locations. (Proposition 42 and 111 Funded) |
| <u>Alley Improvements</u> | | | | | | | |
| | Helm & Lincoln Alley Barstow to Lincoln Helm to Sylmar | | 27,000 d 126,000 c | | | | Alley reconstruction. (Contingent upon CDBG funding) |
| <u>Alluvial Avenue Improvements</u> | | | | | | | |
| 74046 | Clovis to Sunnyside | 400,000 c | | | | | Overlay Street. (RSTP Grant Funded) |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---------------|---|-----------------------|---------|---------|-----------------------|---------------------|--|
| 74553 | Sunnyside to Fordham | 20,000 d 195,000 c | | | | | Overlay street. (Measure C Funded) |
| | <u>Armstrong Avenue Improvements</u> | | | | | | |
| | Ashlan to Gould Canal | | | | 13,000 d 125,000 c | | Overlay street. (Contingent upon Funding) |
| | Shaw to Barstow | | | | 22,000 d 243,000 c | | Overlay street. (Contingent upon Funding) |
| | Barstow to Bullard | | | | 50,000 d 500,000 c | | Reconstruct street. (Contingent upon Funding) |
| | Polson to Sierra | | | | 22,000 d 108,000 c | | Reconstruct street. (Contingent upon Funding) |
| | Tollhouse to Herndon | | | | 13,000 d 125,000 c | | Overlay street. (Contingent upon Funding) |
| | Herndon to Alluvial | | | | 45,000 d 415,000 c | | Reconstruct/overlay street. (Contingent upon Funding) |
| | Alluvial to Nees | | | | 30,000 d 300,000 c | | Overlay street. (Contingent upon Funding) |
| | <u>Ashlan Avenue Improvements</u> | | | | | | |
| 74554 | Willow to Peach | 35,000 d 375,000 c | | | | | Overlay Street. (RSTP Grant Funded) |
| | Temperance to Locan | | | | 43,000 d 425,000 c | | Overlay street. (Contingent upon Funding) |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---|-------------------------|-----------------------|---------|-----------------------|-----------------------|-----------------------|--|
| <u>Barstow Avenue Improvements</u> | | | | | | | |
| | Minnewawa to Harvard | | | | 13,000 d 125,000 c | | Overlay street. (Contingent upon Funding) |
| | Helm Canal E/O Peach | | | | | 86,000 d 440,000 c | Remove constriction at the Dry Creek crossing and the hump at the Helm Canal crossing. Coordinate with sewer project. (Contingent upon Funding) |
| <u>Bullard Avenue Improvements</u> | | | | | | | |
| | Armstrong to Temperance | | | | 15,000 d 150,000 c | | Overlay street. (Contingent upon Funding) |
| | Villa to Minnewawa | | | | | 33,000 d 325,000 c | Overlay street. (Contingent upon Funding) |
| <u>Clovis Avenue Improvements</u> | | | | | | | |
| | Shaw to Pico | | | 45,000 d 475,000 c | | | Reconstruct/overlay street. (RSTP Grant Funded) |
| 74501 | Tenth to Fifth | 50,000 d 750,000 c | | | | | Reconstruct/overlay street. (Relinquishment Funds) |
| 74047 | Alluvial to Herndon | 10,000 d 600,000 c | | | | | Reconstruct/overlay street. (RSTP Grant Funded) |
| | Nees to El Paso | | | 18,000 d 165,000 c | | | Overlay street. (Contingent upon Funding) |
| <u>Escalon Avenue Improvements</u> | | | | | | | |
| | E/O Tollhouse | | | | | 10,000 d 87,000 c | Overlay street. (Contingent upon Funding) |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|--|-----------------------------|---------|-----------------------|-----------------------|----------------------|--|--|
| <u>Fifth Street Improvements</u> | | | | | | | |
| | Woodworth to Clovis | | | | | 15,000 d Overlay street. 120,000 c (Contingent upon Funding) | |
| <u>Fowler Avenue Improvements</u> | | | | | | | |
| | Shaw to Gettysburg | | | 40,000 d 400,000 c | | | Reconstruct/overlay street. (RSTP Grant Funded) |
| | Herndon to Fwy 168 | | | 30,000 d 340,000 c | | | Reconstruct/overlay street. (RSTP Grant Funded) |
| 74042 | Alluvial to El Paso | | | | | 15,000 d Overlay street. 120,000 c (Contingent upon Funding) | |
| | Vartikian to Escalon | | | | 21,000 d 77,000 c | | Overlay street. (Contingent upon Funding) |
| | Barstow to Shaw | | 25,000 d 250,000 c | | | | Overlay street. (Contingent upon Funding) |
| | Gettysburg to Ashlan | | | | | 33,000 d Reconstruct street. 515,000 c (Contingent upon Funding) | |
| <u>Gettysburg Avenue Improvements</u> | | | | | | | |
| | Temperance to Armstrong | | | | | 18,000 d Overlay street. 196,000 c (Contingent upon Funding) | |
| | Sierra Vista Pkwy to Clovis | | | | | 30,000 d Overlay street. Joint project with Fresno 290,000 c County. (Contingent upon Funding) | |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---|---|---------|---------|---------|-----------------------|--|---|
| <u>Herndon Avenue Improvements</u> | | | | | | | |
| | Fowler to Tollhouse | | | | 25,000 d 295,000 c | | Thick overlay. (Contingent upon Funding) |
| | Sunnyside to Fowler | | | | | 40,000 d 375,000 c | Thick overlay. (Contingent upon Funding) |
| | Temperance to DeWolf | | | | | 1,250,000 d 4,000,000 a 12,000,000 c | Widen, install dual lefts, traffic signal, sidewalk and other improvements. (Regional Measure C Funded) |
| <u>Holland Avenue Improvements</u> | | | | | | | |
| | Winery to Willow and National Avenue Winery to Willow | | | | | 24,000 d 147,000 c | Overlay streets. (Contingent upon Funding) |
| <u>Locan Avenue Improvements</u> | | | | | | | |
| | Bullard to Browning | | | | 15,000 d 109,000 c | | Thick overlay. (Contingent upon Funding) |
| | Robinwood to Barstow | | | | 10,000 d 63,000 c | | Thin overlay. (Contingent upon Funding) |
| 74872 | Gettysburg to Alamos | | | | | 25,000 d 200,000 c | Overlay street. (Contingent upon Funding) |
| 74873 | Gettysburg to Richert | | | | | 25,000 d 187,000 c | Thin overlay. (Contingent upon Funding) |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---|----------------------------|-----------------------|-----------------------|---------|-----------------------|---|--|
| <u>Minnewawa Avenue Improvements</u> | | | | | | | |
| | Alluvial to Villa Diagonal | | | | | 15,000 d Thin overlay. 119,000 c (Contingent upon Funding) | |
| | S/O Herndon | | | | 8,000 d 42,000 c | | Reconstruct street. (Contingent upon Funding) |
| | Powers to Teague | | 15,000 d 120,000 c | | | | Thick overlay. (Contingent upon Funding) |
| | Nees to Teague | | | | 40,000 d 365,000 c | | Overlay street. (Contingent upon Funding) |
| | Barstow to Bullard | | | | | 35,000 d Thin overlay. 275,000 c (Contingent upon Funding) | |
| <u>Nees Avenue Improvements</u> | | | | | | | |
| 74555 | Willow to Peach | 50,000 d 525,000 c | | | | | Widen and reconstruct street. (Measure C and Development Fees) |
| | Magnolia to Temperance | | | | 15,000 d 120,000 c | | Thin overlay. (Contingent upon Funding) |
| <u>Peach Avenue Improvements</u> | | | | | | | |
| | HWY 168 to Sierra | | | | 50,000 d 409,000 c | | Street reconstruction and widening, curb and gutter, wheelchair ramp, and paving. (Street Fee Reimbursement) |
| | Shepherd to Powers | | 10,000 d 95,000 c | | | | Thin overlay. (Contingent upon Funding) |
| | Powers to Teague | | 13,000 d 116,000 c | | | | Thin overlay. (Contingent upon Funding) |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---------------|--|----------|--------------------------|-----------------------|-----------------------|-----------------------|--|
| 74729 | Ashlan to Dakota | | | | 18,000 d 175,000 c | | Overlay east side of street. (Contingent upon Funding) |
| | <u>Pollasky Avenue Improvements</u> | | | | | | |
| | Third to Sierra | | | | | 19,000 d 161,000 c | Overlay street. Coordinate with water main construction. (Contingent upon Funding) |
| | <u>Shaw Avenue Improvements</u> | | | | | | |
| | Clovis to Sunnyside | | | 70,000 d 750,000 c | | | Reconstruct/overlay street. (RSTP Grant Funded) |
| | Sunnyside to Fowler | | 70,000 d 675,000 c | | | | Overlay street. (Contingent upon Funding) |
| 74844 | Armstrong to Temperance | | | | | 55,000 d 585,000 c | Thick overlay. (Measure C Funded) |
| | Temperance to Carson | | | | | 25,000 d 225,000 c | Thin overlay. (Contingent upon Funding) |
| | Carson to Locan | | | | | 35,000 d 350,000 c | Overlay and pulverize-in-place. (Contingent upon Funding) |
| 74049 | Locan to DeWolf | 50,000 d | 1,315,000 c | | | | Construct 6-lane divided expressway, traffic signal, curb and gutter, and other improvements. (Regional Measure C Funded) |
| | DeWolf to McCall | | 840,000 d 2,000,000 a | 7,200,000 c | | | Construct 6-lane divided expressway, traffic signal, curb and gutter, and other improvements. (Regional Measure C Funded) |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|--|--------------------------|---------------------------------------|--------------------------|---------|-----------------------|-----------------------|--|
| <u>Sierra Avenue Improvements</u> | | | | | | | |
| | Villa to Clovis | | | | 30,000 d 342,000 c | | Thin overlay. (Contingent upon Funding) |
| <u>Sunnyside Avenue Improvements</u> | | | | | | | |
| | Highway 168 to Alluvial | | | | | 15,000 d 159,000 c | Reconstruct street. (Contingent upon Funding) |
| 74556 | Herndon to Highway 168 | 20,000 d 125,000 c | | | | | Reconstruct northbound lanes. Separate from Walmart commercial center. (Measure C Funded) |
| | Bullard to Jefferson | | | | 18,000 d 232,000 c | | Thick overlay. (Contingent upon Funding) |
| <u>Temperance Avenue Improvements</u> | | | | | | | |
| | Barstow to Shaw | | | | 55,000 d 525,000 c | | Overlay street. (Contingent upon Funding) |
| | Bullard to Barstow | | 48,000 d 475,000 c | | | | Overlay street. (Contingent upon Funding) |
| 74557 | Enterprise Canal to Nees | 220,000 d 220,000 a 1,073,000 c | | | | | Widen to 4-lane divided expressway, traffic signal and other improvements. (Regional Measure C Funded) |
| 74558 | Shepherd to Nees | 228,000 d | 186,000 a 1,353,000 c | | | | Widen to 4-lane divided expressway, traffic signal and other improvements. (Regional Measure C Funded) |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|--|-----------------------|---------|---------|-----------------------|-----------------------|-----------------------|--|
| <u>Third Street Improvements</u> | | | | | | | |
| 74286 | Hughes to Tollhouse | | | | | 25,000 d 400,000 c | Replace curb & gutter. Coordinate with installation of water main. (Highway 168 Relinquishment Funds) |
| <u>Tollhouse Improvements</u> | | | | | | | |
| | West of Fowler | | | 15,000 d 140,000 c | | | Construct curb, gutter and sidewalk on Tollhouse Road. Construct sidewalk on Fowler Avenue south of Tollhouse Road. (CMAQ Grant Funded) |
| | Herndon to Temperance | | | | | 13,000 d 138,000 c | Thick overlay. (Contingent upon Funding) |
| <u>Villa Avenue Improvements</u> | | | | | | | |
| | Bullard to Barstow | | | | | 25,000 d 245,000 c | Thin overlay. (Contingent upon Funding) |
| | Herndon to Minnewawa | | | | | 15,000 d 143,000 c | Thin overlay. (Contingent upon Funding) |
| | Shaw to Barstow | | | | 40,000 d 390,000 c | | Reconstruct/overlay street. (Measure C Funds) |
| | Gettysburg to Swift | | | | | 18,000 d 145,000 c | Reconstruct street. (Contingent upon Funding) |
| <u>Willow Avenue Improvements</u> | | | | | | | |
| | Sierra to Herndon | | | | | 28,000 d 267,000 c | Thin overlay. (Contingent upon Funding) |

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STREET IMPROVEMENTS

| 95000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---------------|---|------------------------|-------------------|--------------------------|-------------------|---------------------|--|
| 74051 | North of Alluvial | 209,000 a 379,000 c | | | | | Complete outside travel lane north of Alluvial. (CMAQ and Regional Measure C Funded) |
| | Shepherd to Copper | | | 625,000 d 1,500,000 a | | 4,100,000 c | Construct additional northbound lanes, traffic signal, and other improvements. (Regional Measure C Funded) |
| | Local Streets | | | | | | |
| 74995 | Local Street Improvements | 50,000 d | 50,000 d | 50,000 d | 50,000 d | 50,000 d | Overlay various streets in local neighborhoods as programmed through the Pavement Management System (PMS) - per separate document. |
| | Various Streets | 750,000 c | 750,000 c | 750,000 c | 750,000 c | 750,000 c | |
| | Cape Seal Program Rehabilitation Program | | | | | | |
| | TOTAL - STREET IMPROVEMENTS | 10,179,000 | 12,614,000 | 15,733,000 | 10,380,000 | 35,307,000 | |

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

WATER CAPITAL PROJECTS - ENTERPRISE FUND

| 96000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---------------|--|---------|---------------------|-----------------------------------|---------|-----------------------|--|
| 76010 | Various Water Main Replacement | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | Replace water mains within the City that need to be upsized, relocated, or replaced. |
| | <u>WATER MAINS</u> | | | | | | |
| 76508 | Third Street Sunnyside to Pollasky | | | 45,000 d 450,000 c 50,000 a | | | Install 18 inch main in accordance with the Water Master Plan. |
| | Miscellaneous Improvements | | 5,000 d 30,000 c | | | | Improvements to water main stubs, valves and blow offs at various City locations. |
| | <u>SURFACE WATER SUPPLY</u> | | | | | | |
| | Rotary Park Pump, Motor, Electrical and Piping | | | | | 25,000 d 225,000 c | Install pump, motor, electrical facilities and purple piping to provide surface water for park irrigation from Dry Creek. |
| 76615 | Railroad Park (Peach/Alluvial) Pump, Motor, Electrical and Piping | | | | | 30,000 d 350,000 c | Extend purple piping from Cottonwood to Peach/Alluvial Park. |
| | 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. |

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

WATER CAPITAL PROJECTS - ENTERPRISE FUND

| 96000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|--|---|-----------------------------------|-----------------------|---------|-----------------------|---------------------|---|
| <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) |
| <u>WELL REPLACEMENT</u> | | | | | | | |
| 77511 | Well 7A Improvements Pump and Motor | 15,000 d 285,000 c | | | | | Install pump and motor. |
| 77650 | Well 6 Replacement Willow/Barstow Avenues Drill and Develop | 25,000 a 15,000 d 300,000 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. |
| | Various Well Replacement | | 25,000 d 750,000 c | | 25,000 d 750,000 c | | Replacement of various wells within the City to maintain water production. |
| TOTAL - WATER CAPITAL PROJECTS - ENTERPRISE | | 1,260,000 | 1,208,500 | 570,000 | 800,000 | 905,000 | |

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

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

WATER CAPITAL PROJECTS - DEVELOPER

| 97000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|--|------------------------------------|-----------|-----------|-----------|-----------|---------------------|---|
| <u>EXTENSIONS</u> | | | | | | | |
| 76010 | Miscellaneous Extensions | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | Install water mains and services at various locations. |
| 76184 | Nees Tie-in Clovis to 500' East | | | | | 50,000 | c Connect existing 12 inch water main in Nees and install fire hydrant, check valve and air release valves. |
| <u>WATER STORAGE FACILITIES</u> | | | | | | | |
| Water Revenue Bond Debt Service | | | | | | | |
| 67729 | Principal | 1,555,000 | 1,600,000 | 1,670,000 | 1,735,000 | 28,890,000 | Debt Service Principal. |
| 67201 | Bond Handling Charges | 9,200 | 10,000 | 10,000 | 10,000 | 10,000 | Handling Charges |
| 67829 | Interest & Handling Charges | 1,694,000 | 1,643,000 | 1,579,000 | 1,512,000 | 10,054,000 | Debt Service Interest. |
| Water Storage Reservoir #2 | | | | | | | |
| | Villa N/O Barstow | | | | | 25,000 450,000 | d Install a 500 GPM pump station to boost water pressure during peak hour demands. Install 18 inch water main in Villa to Bullard Avenue per Water Master Plan. |
| 77725 | Water Development | 500,000 c | 500,000 c | 500,000 c | 500,000 c | 1,500,000 | c Secure water to serve areas within the City of Clovis General Plan. |
| <u>SURFACE WATER TREATMENT PLANT IMPROVEMENTS</u> | | | | | | | |
| 77531 | SWTP Process Addition | | | 25,000 d | 25,000 d | 1,975,000 | Add treatment process to alleviate taste and odor concerns based on pilot testing. |

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

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

WATER CAPITAL PROJECTS - DEVELOPER

| 97000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---------------|--|-----------|----------------------|-----------|-----------|-----------------------|---|
| 77538 | Nees Transmission Main Locan to DeWolf | 300,000 c | 150,000 c | 150,000 c | 150,000 c | 150,000 c | Install 24 inch main from Locan to Harlan Ranch. Reimbursement in accordance with the approved Reimbursable Agreement. Remaining reimbursement is |
| | SWTP Expansion | | | | | 100,000 d | Expand capacity of plant from 22.5 MGD to |
| | | | | | | 15,000,000 c | 37.5 MGD. Project need established in the Urban Water Management Plan. |
| | <u>WELL IMPROVEMENTS</u> | | | | | | |
| 77605 | Landscape Improvements Well 29, 31, 36, 38, 42 and Reservoir 4 | | | | | 125,000 c | Install water service, backflow devices, irrigation valves and landscaping at Reservoir 4, Well 29, 31, 36, 38 and 42. |
| 77587 | Well 34 - Teague/Willow Auxiliary Power | | 10,000 d 85,000 c | | | | Install auxiliary power. |
| 77670 | Well 36 - Nees E/O Willow Auxiliary Power | | | | | 75,000 c | Install auxiliary power. |
| 77600 | Well 35 - DeWitt/Santa Ana Drill and Develop | | | | | 7,500 d 125,000 c | Drill and develop well. |
| | Pump and Motor | | | | | 15,000 d 285,000 c | Install pump and motor, water main and site improvements. |
| | Chlorination | | | | | 13,500 d 60,000 c | Install chlorination facilities. |
| | Auxiliary Power | | | | | 15,400 d 122,400 c | Install auxiliary power. |

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

WATER CAPITAL PROJECTS - DEVELOPER

| 97000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---------------|----------------------------------|---------|---------|---------|---------|---------------------|---|
| 77680 | Well 39 - Willow/Magill | | | | | | |
| | Pump and Motor | | | | 15,000 | d | Install pump and motor, water main and |
| | | | | | 285,000 | c | site improvements. |
| | Chlorination | | | | 13,500 | d | Install chlorination facilities. |
| | | | | | 60,000 | c | |
| | Southeast Area Well | | | | | | |
| | Drill and Develop | | | | 7,500 | d | Drill and develop well. |
| | | | | | 125,000 | c | |
| | Pump and Motor | | | | 15,000 | d | Install pump and motor, water main and |
| | | | | | 285,000 | c | site improvements. |
| | Chlorination | | | | 13,500 | d | Install chlorination facilities. |
| | | | | | 60,000 | c | |
| | Well at Armstrong/Hwy 168 | | | | | | |
| | Drill and Develop | | | | 7,500 | d | Drill and develop well. |
| | | | | | 125,000 | c | |
| | Pump and Motor | | | | 15,000 | d | Install pump and motor, water main and |
| | | | | | 285,000 | c | site improvements. |
| | Chlorination Facilities | | | | 13,500 | d | Install chlorination facilities. |
| | | | | | 60,000 | c | |
| | <u>WATER MAINS</u> | | | | | | |
| 77750 | Water Intertie - North | | 25,000 | d | | | |
| | Willow - Shepherd to | | 950,000 | c | | | |
| | 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. |

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

WATER CAPITAL PROJECTS - DEVELOPER

| 97000 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---------------|---|----------------------|----------------------|----------------------|----------------------|-----------------------|--|
| | Barstow Avenue Peach to Minnewawa | | | | | 8,000 d 125,000 c | Upgrade to 12 inch main including valves in accordance with the Water Master Plan. |
| 76635 | Villa Avenue Barstow to Ninth | | | | | 7,500 d 75,000 c | Install 12 inch main in accordance with the Water Master Plan. |
| | Heritage Avenue E/O Temperance | | | | | 15,000 d 160,000 c | Install 8 inch water main and services. (Reimbursement from property owners) |
| | Enterprise Avenue W/O Locan | | | | | 15,000 d 160,000 c | Install 8 inch water main and services. (Reimbursement from property owners) |
| | Saginaw Avenue W/O DeWolf | | | | | 15,000 d 159,000 c | Install 8 inch water main and services. (Reimbursement from property owners) |
| 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 500,000 c | Construct well. |
| | 4. Construct Chlorination Facilities | | | | | 13,500 d 60,000 c | Construct chlorination unit and building. |
| | 5. Auxiliary Power | | | | | 15,400 d 122,400 c | Install generator. |
| | TOTAL - WATER CAPITAL PROJECTS - DEVELOPER | 4,158,200 | 5,073,000 | 4,034,000 | 4,032,000 | 62,149,100 | |

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

REFUSE IMPROVEMENTS - ENTERPRISE FUND

| 99500 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---------------|---|-----------------------|-----------------------------------|----------------------|---------|---------------------|--|
| 81130 | Clovis Landfill Corrective Action Program | | | | | 150,000 c | Construction of monitoring equipment, evaluation of groundwater extraction pumps, gas extraction pumps, and water filtration system. (Refuse Enterprise Fund) |
| 81170 | Landfill Electric Power Distribution System | 35,000 d 150,000 c | | | | | Extension of electrical power facilities to the separation process area, and entrance gate at Auberry Road. Coordinate with office relocation. (Refuse Enterprise Fund) |
| 81180 | Landfill Wireless Link | | | 5,000 d 20,000 c | | | Install wireless communication from City network capable of receiving/transmitting phone, fax and internet services. (Refuse Enterprise Fund) |
| 81120 | Landfill Site Acquisition | | | | | 20,000 a | Purchase remnant parcel to avoid private development in close proximity to vicinity of landfill. (Refuse Enterprise Fund) |
| 81125 | Landfill Left Turn Lane Entrance Northeast Bound on Auberry Road at Landfill Entrance | | 50,000 a 15,000 d 130,000 c | | | | Acquire approximately 1.5 acres of right-of-way and widen street for left turn lane eastbound with storage for two solid waste trucks. (Refuse Enterprise Fund) |
| | Landfill Access Road Pave Bridge Access Road | | | 10,000 d 65,000 c | | | Pave access road with asphalt concrete from bridge approach to landfill property line. (Refuse Enterprise Fund) |

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

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

REFUSE IMPROVEMENTS - ENTERPRISE FUND

| 99500 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|---------------|--|-----------|-------------|---------|-------------|---------------------|--|
| | Landfill Security System | | | | 15,000 d | | Install chain link fence, interior lighting and video to prevent unauthorized entry and protect equipment and facilities from vandalism. |
| | Install Chain Link Fence, Interior Lighting and Video | | | | 185,000 c | | (Refuse Enterprise Fund) |
| 81126 | Landfill Office | 55,000 d | | | | | Construct office building on the western side of landfill near weigh station. |
| | | 425,000 c | | | | | (Refuse Enterprise Fund) |
| 81127 | Landfill Equipment Parking and Storage Facility | 35,000 d | | | | | Construct metal shed, enclosed on three sides with roof, and six stalls upon completion of the Landfill Master Plan Update. |
| | | 150,000 c | | | | | (Refuse Enterprise Fund) |
| | Landfill Transfer Station | | 1,000,000 a | | | | Acquire land and build green waste transfer station. |
| | Green Waste | | 50,000 d | | | | (Refuse Enterprise Fund) |
| | | | 450,000 c | | | | |
| 81200 | Villa Corporation Yard Master Plan | | | | 5,000 d | | Develop short and long range Master Plans for the ongoing use of the corporation yard and make grading and drainage improvements. |
| | | | | | 80,000 c | | (Refuse Enterprise Fund) |
| 81147 | Clovis Landfill Liner | | | | 300,000 d | | Landfill expansion as needed for City growth. Expansion estimated to occur in 2025 - 2026. |
| | Liner System (Stage II) | | | | 3,000,000 c | | (Refuse Enterprise Funds) |

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

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

REFUSE IMPROVEMENTS - ENTERPRISE FUND

| 99500 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|-----------------------|------------------------------|----------------|------------------|----------------|----------------|--------------------------|--|
| | Liner System (Stage III) | | | | | 100,000 d 1,000,000 c | Landfill expansion as needed for City growth. Expansion estimated to occur in 2043 - 2044. (Refuse Enterprise Funds) |
| | Clovis Landfill Closure | | | | | 300,000 d 7,200,000 c | Place impermeable cover over entire landfill, complete drainage system, and install gas vents. Estimate closure to occur in 2050. (Landfill Closure/Post Closure Reserve) |
| | Clovis Landfill Post Closure | | | | | 3,000,000 c | 30-year post closure monitoring and maintenance. Estimate post closure to occur in 2050. (Landfill Closure/Post Closure Reserve) |
| TOTAL - REFUSE | | 850,000 | 1,695,000 | 100,000 | 200,000 | 15,155,000 | |

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

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

SUCCESSOR AGENCIES

| 49210 ACCT | PROJECT LOCATION | 2012-13 | 2013-14 | 2014-15 | 2015-16 | 2016-17 or Later | DESCRIPTION |
|--------------------------|---|---------|---------|---------|---------|---------------------|---|
| HOUSING SUCCESSOR | | | | | | | |
| 80090 | New Home Lots | 141,000 | 100,000 | 100,000 | 100,000 | 100,000 | Prepare property for development. (Housing Fund Balance) |
| 80095 | Neighborhood Stabilization Program | 344,000 | 100,000 | 100,000 | 100,000 | 100,000 | Purchase foreclosed homes for affordable housing. (NSP-Economic Stimulus) |
| 80100 | Home Repair Loans | 215,000 | 100,000 | 100,000 | 100,000 | 100,000 | Agency participation in the repair and rehabilitation of affordable housing. (CalHome) |
| 80105 | Home Improvement Grants | 138,000 | 40,000 | 40,000 | 40,000 | 40,000 | Home improvement and repair grants for senior citizens in mobile home parks. (CDBG) |
| 80170 | Marjaree Mason Center | 256,000 | | | | | Site preparation for construction of domestic violence shelter. Construction of shelter donated by Granville Homes. (Housing Bond) |
| 80180 | World Changers-Home Impr. | 150,000 | 70,000 | 70,000 | 70,000 | 70,000 | Home improvement and repair. (CDBG) |
| 80190 | City College Project House | 150,000 | 180,000 | 180,000 | 180,000 | 180,000 | Construction of homes in partnership with the Fresno City College Building Trades Program. (Housing Fund Balance) |

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

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

| SUCCESSOR AGENCIES | |
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|---|---------------------------|-----------------------|------------------|----------------|----------------|----------------|---|
| 80195 | Rialto Rancho Subdivision | 25,000 d 200,000 f | 500,000 | | | | Fees, improvement plans, and infrastructure for the Rialto Rancho subdivision. (Housing Bond) |
| 80210 | Ashlan/Fowler Subdivision | 58,000 c | | | | | Construction of site/civil improvements for the Ashlan/Fowler subdivision. (Housing Fund Balance) |
| TOTAL - HOUSING SUCCESSOR | | <u>1,677,000</u> | <u>1,090,000</u> | <u>590,000</u> | <u>590,000</u> | <u>590,000</u> | |
| GRAND TOTAL - SUCCESSOR AGENCIES | | <u>1,677,000</u> | <u>1,090,000</u> | <u>590,000</u> | <u>590,000</u> | <u>590,000</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.

COMMUNITY INVESTMENT PROGRAM

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 | Fibar | Processed wood fibers blended together to form a firm, stable, and cushioned surface used for playground surfaces |
| n/o | North of | | |
| s/o | South of | FID | Fresno Irrigation District |
| e/o | East of | FMFCD | Fresno Metropolitan Flood Control District |
| w/o | West of | GAC | Granular Activated Carbon. Large (20,000 gallon ±) vessels filled with Granular Activated Carbon for removal of DBCP. |
| ADA | Americans with Disabilities Act. A federal act requiring accessibility for the disabled to all facilities. | GPM | Gallons per Minute |
| BTA | Bicycle Transportation Account | Hardscape | Landscaping such as patios, sidewalks, and paths |
| CalHome | A program to enable low and very-low income households to become or remain homeowners. | HSIP | Highway Safety Improvement Program |
| CDBG | Community Development Block Grant. A source of federal funding for improvements in low income or blighted areas. | HBRR | Highway Bridge Rehabilitation and Repair. A federal funding source for repair and replacement of bridges. |
| CIP | Community Investment Program | HOPE | Housing Opportunities through Education |
| | | LMD | Landscape Maintenance District |

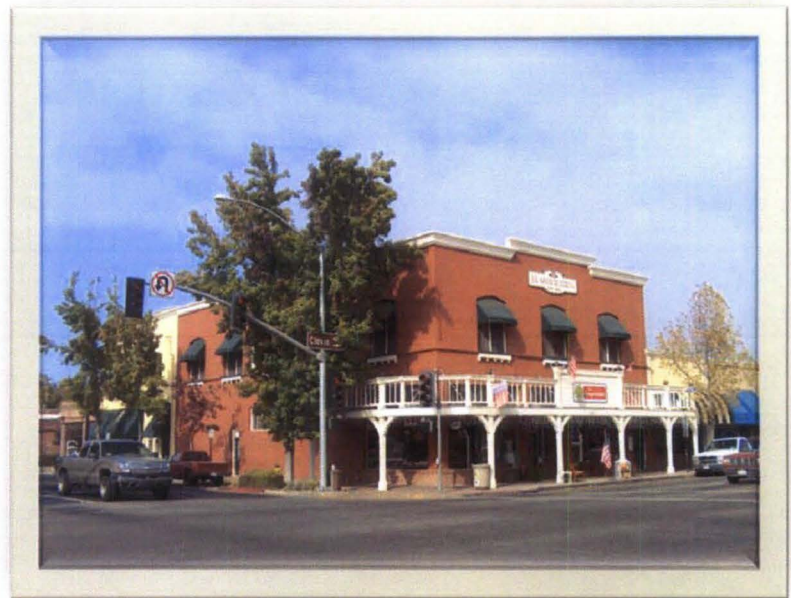
COMMUNITY INVESTMENT PROGRAM

GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS, CONT.

| | | | |
|----------|---|-------------|--|
| NSP | Neighborhood Stabilization Program. A source of federal funding under the Housing and Economic Recovery Act of 2008 for assisting in the redevelopment of abandoned and foreclosed homes. | RTU | Remote Terminal Unit |
| 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 | | |

APPENDIX

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



Clovis Avenue and Fifth Street

OFFICIALS

CLOVIS CITY COUNCIL

The City Council regularly meets the first, second, and third Mondays of each month in the Council Chamber, City Hall, 1033 Fifth Street, at 6:00 p.m. Council meetings are open to the public and citizens are encouraged to attend and participate.

José Flores, Mayor
Josef@cityofclovis.com

Lynne Ashbeck, Mayor Pro Tem
lynnea@cityofclovis.com

Nathan Magsig, Council Member
nathanm@cityofclovis.com

Bob Whalen, Council Member
bobw@cityofclovis.com

Harry Armstrong, Council Member
harrya@cityofclovis.com

FRESNO COUNTY BOARD OF SUPERVISORS

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

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

STATE

ASSEMBLY MEMBER

(29th District)
Linda Halderman
6245 N. Fresno St., Suite 106
Fresno, CA 93710
(559) 446-2029

SENATOR

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

UNITED STATES

REPRESENTATIVE

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

SENATORS

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

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

FREQUENTLY CALLED NUMBERS (Area Code 559)

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

CITY OF CLOVIS DEPARTMENTS (Area Code 559)

| | | | |
|------------------------|----------|-------------------------------|----------|
| Administration | 324-2060 | Senior Services | 324-2750 |
| Animal Control Officer | 324-2450 | Fire (Information) | 324-2200 |
| Building Inspection | 324-2390 | General Services | 324-2700 |
| Business License | 324-2112 | Personnel | 324-2725 |
| City Clerk | 324-2072 | Planning/Development Services | 324-2340 |
| Clovis Area Recreation | 324-2780 | Police (Information) | 324-2400 |
| Clovis Branch Library | 299-9531 | Solid Waste | 324-2600 |
| Clovis Municipal Court | 457-6392 | Parks/Streets/Sewer/Water | 324-2600 |

MISCELLANEOUS DEMOGRAPHIC INFORMATION

POPULATION

| Year | City of Clovis | Fresno County | Year | City of Clovis | Fresno County |
|------|----------------|---------------|------|----------------|---------------|
| 1950 | 2,766 | 276,550 | 2003 | 75,977 | 841,400 |
| 1960 | 5,546 | 365,945 | 2004 | 80,884 | 862,642 |
| 1970 | 22,133 | 413,329 | 2005 | 86,015 | 883,537 |
| 1980 | 33,021 | 514,621 | 2006 | 89,924 | 899,514 |
| 1990 | 49,300 | 667,490 | 2007 | 92,269 | 917,515 |
| 1998 | 67,716 | 781,632 | 2008 | 94,278 | 931,098 |
| 1999 | 68,807 | 793,805 | 2009 | 95,128 | 942,298 |
| 2000 | 70,746 | 805,005 | 2010 | 95,480 | 923,373 |
| 2001 | 70,834 | 823,900 | 2011 | 96,848 | 940,220 |
| 2002 | 72,808 | 826,550 | 2012 | 98,611 | 945,711 |

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

CLIMATE

| | Average Daily Temperature (Degrees) | | | Precip. (Inches) |
|-----------|-------------------------------------|---------|---------|---------------------|
| | Maximum | Minimum | Average | |
| January | 68.0 | 28.0 | 49.3 | 1.38 |
| February | 77.0 | 36.0 | 52.7 | 0.75 |
| March | 78.0 | 35.0 | 56.2 | 2.43 |
| April | 96.0 | 38.0 | 62.9 | 2.02 |
| May | 96.0 | 44.0 | 65.1 | 0.35 |
| June | 107.0 | 49.0 | 74.9 | 1.91 |
| July | 106.0 | 57.0 | 82.0 | 0.00 |
| August | 104.0 | 61.0 | 82.4 | 0.00 |
| September | 101.0 | 58.0 | 80.3 | 0.00 |
| October | 88.0 | 48.0 | 68.0 | 0.90 |
| November | 76.0 | 38.0 | 53.5 | 0.67 |
| December | 69.0 | 28.0 | 45.6 | 0.00 |
| YEAR | 107.0 | 28.0 | 67.5 | 10.41 |

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

AREA (SQUARE MILES)

| Year | City of Clovis | Year | City of Clovis |
|------|----------------|------|----------------|
| 1950 | 1.05 | 2002 | 18.40 |
| 1960 | 2.88 | 2003 | 18.60 |
| 1970 | 4.22 | 2004 | 19.20 |
| 1980 | 9.02 | 2005 | 19.75 |
| 1990 | 14.34 | 2006 | 20.66 |
| 1997 | 15.97 | 2007 | 22.77 |
| 1998 | 16.06 | 2008 | 23.14 |
| 1999 | 16.93 | 2009 | 23.14 |
| 2000 | 17.28 | 2010 | 23.14 |
| 2001 | 17.67 | 2011 | 23.10 |

Source: City of Clovis

RETAIL SALES INFORMATION

| 2010 | <u>Type of Business</u> | <u>City of Clovis</u> | <u>Fresno County</u> |
|---|--|-----------------------|----------------------|
| RETAIL SALES (In Thousands of Dollars) | Motor Vehicle and Parts | 180,812 | 1,142,537 |
| | Furniture and Home Furnishings | 0 | 171,523 |
| | Electronics and Appliances | 0 | 183,908 |
| | Home Furnishings and Appliances | 44,526 | 0 |
| | Bld. Matrl. And Garden Equip. and Supplies | 99,632 | 569,721 |
| | Food and Beverage | 74,202 | 585,024 |
| | Health and Personal Care | 0 | 187,743 |
| | Gasoline Stations | 99,776 | 1,009,651 |
| | Clothing and Clothing Accessories | 51,497 | 412,759 |
| | Sporting Goods, Hobby, Book and Music | 0 | 218,468 |
| | General Merchandise | 275,066 | 1,209,618 |
| | Miscellaneous Store Retailers | 0 | 320,283 |
| | Nonstore Retailers | 0 | 45,397 |
| | Food Services and Drinking Places | 132,418 | 917,336 |
| | Other Retail Group | 117,294 | 0 |
| | Retail Stores Total | 1,075,223 | 6,973,968 |
| | All Other Outlets | 126,740 | 3,180,296 |
| | TOTAL ALL OUTLETS | 1,201,964 | 10,154,265 |

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

| ANNUAL | <u>Year</u> | <u>City of Clovis</u> | <u>Fresno County</u> | <u>Year</u> | <u>City of Clovis</u> | <u>Fresno County</u> |
|--|-------------|-----------------------|----------------------|-------------|-----------------------|----------------------|
| TAXABLE SALES (In Thousands of Dollars) | 1970 | 25,012 | 883,810 | 2002 | 1,039,125 | 9,038,725 |
| | 1980 | 165,377 | 3,131,515 | 2003 | 1,089,523 | 9,742,637 |
| | 1989 | 382,518 | 5,141,372 | 2004 | 1,228,225 | 10,424,959 |
| | 1990 | 448,565 | 5,739,359 | 2005 | 1,333,463 | 11,888,436 |
| | 1997 | 713,334 | 6,823,928 | 2006 | 1,434,872 | 12,560,649 |
| | 1998 | 753,424 | 7,089,166 | 2007 | 1,376,902 | 12,308,257 |
| | 1999 | 860,498 | 7,771,284 | 2008 | 1,284,915 | 11,729,171 |
| | 2000 | 930,608 | 8,472,055 | 2009 | 1,158,887 | 9,966,448 |
| | 2001 | 987,182 | 8,592,575 | 2010 | 1,201,964 | 10,154,265 |

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 | 2002 | 27,404 |
| | 1980 | 13,357 | 2003 | 29,001 |
| | 1988 | 17,705 | 2004 | 31,003 |
| | 1989 | 18,585 | 2005 | 32,282 |
| | 1990 | 19,379 | 2006 | 33,538 |
| | 1997 | 24,127 | 2007 | 34,256 |
| | 1998 | 24,533 | 2008 | 34,780 |
| | 1999 | 25,108 | 2009 | 35,227 |
| | 2000 | 25,494 | 2010 | 35,701 |
| | 2001 | 26,315 | 2011 | 36,131 |

Source: City of Clovis, County of Fresno

| NEW DWELLING UNITS AUTHORIZED | City of Clovis | | | |
|--|----------------|---------------|-----------------|--------------|
| | <u>Year</u> | <u>Single</u> | <u>Multiple</u> | <u>Total</u> |
| | 1997 | 287 | 114 | 401 |
| | 1998 | 385 | 21 | 406 |
| | 1999 | 397 | 178 | 575 |
| | 2000 | 386 | 0 | 386 |
| | 2001 | 821 | 0 | 821 |
| | 2002 | 1007 | 82 | 1089 |
| | 2003 | 1510 | 87 | 1597 |
| | 2004 | 1542 | 490 | 2032 |
| | 2005 | 1144 | 105 | 1249 |
| | 2006 | 954 | 302 | 1256 |
| | 2007 | 688 | 30 | 718 |
| | 2008 | 408 | 116 | 524 |
| | 2009 | 431 | 16 | 447 |
| | 2010 | 474 | 0 | 474 |
| | 2011 | 370 | 60 | 430 |

Source: City of Clovis

| BUILDING PERMITS --- VALUATIONS | <u>Year</u> | <u>City of Clovis</u> |
|--|-------------|-----------------------|
| | 1997 | 68,558,000 |
| | 1998 | 93,043,000 |
| | 1999 | 109,919,000 |
| | 2000 | 116,031,000 |
| | 2001 | 218,682,000 |
| | 2002 | 274,932,000 |
| | 2003 | 424,038,000 |
| | 2004 | 475,212,000 |
| | 2005 | 413,927,000 |
| | 2006 | 381,429,000 |
| | 2007 | 275,057,000 |
| | 2008 | 208,250,000 |
| | 2009 | 190,479,000 |
| | 2010 | 193,394,000 |
| | 2011 | 130,706,000 |

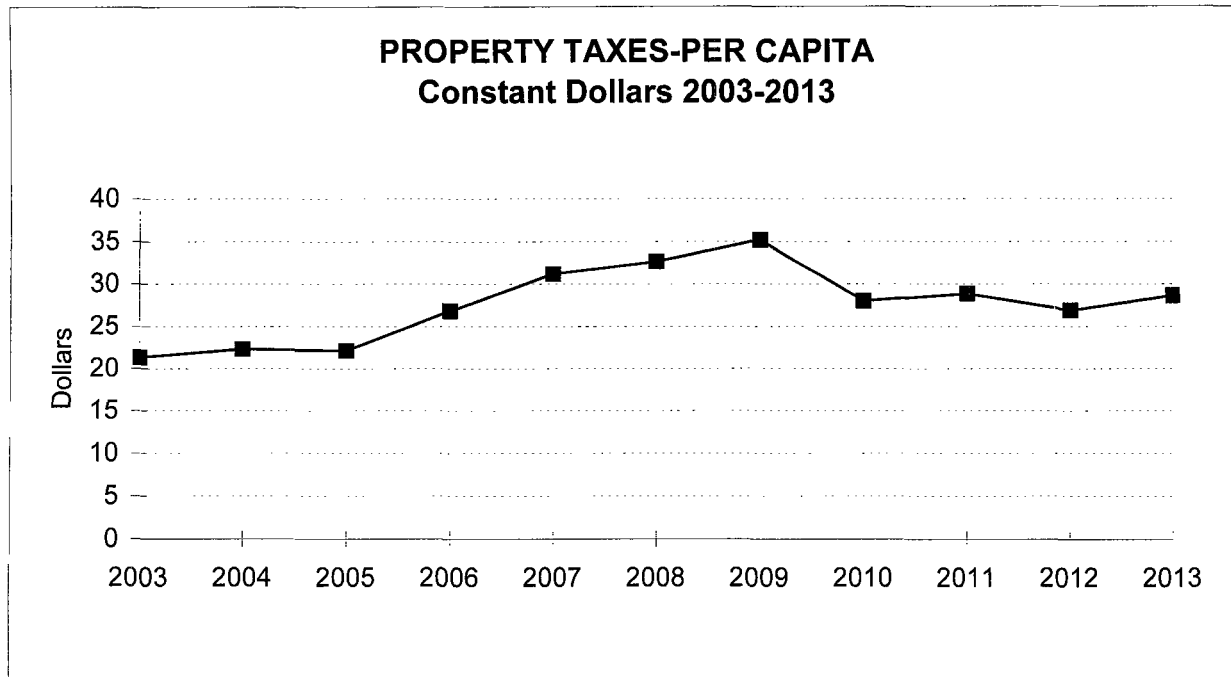
Source: City of Clovis

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> |
|---------------|----------------------------|-----------------------------------|-----------------------|--|
| 2002-03 | 4,236,128 | 11.27% | 58.18 | 21.31 |
| 2003-04 | 4,863,116 | 12.28% | 64.01 | 22.30 |
| 2004-05 | 5,289,881 | 11.53% | 65.40 | 22.09 |
| 2005-06 | 7,122,967 | 14.74% | 82.81 | 26.80 |
| 2006-07 | 8,972,385 | 17.06% | 99.78 | 31.18 |
| 2007-08 | 10,162,991 | 18.45% | 107.80 | 32.67 |
| 2008-09 | 11,087,333 | 20.44% | 116.55 | 35.21 |
| 2009-10 | 9,118,596 | 18.02% | 94.13 | 28.02 |
| 2010-11 | 9,619,834 | 18.18% | 98.95 | 28.85 |
| 2011-12 (EST) | 9,297,000 | 17.17% | 94.37 | 26.89 |
| 2012-13 (EST) | 10,040,000 | 17.84% | 100.58 | 28.66 |

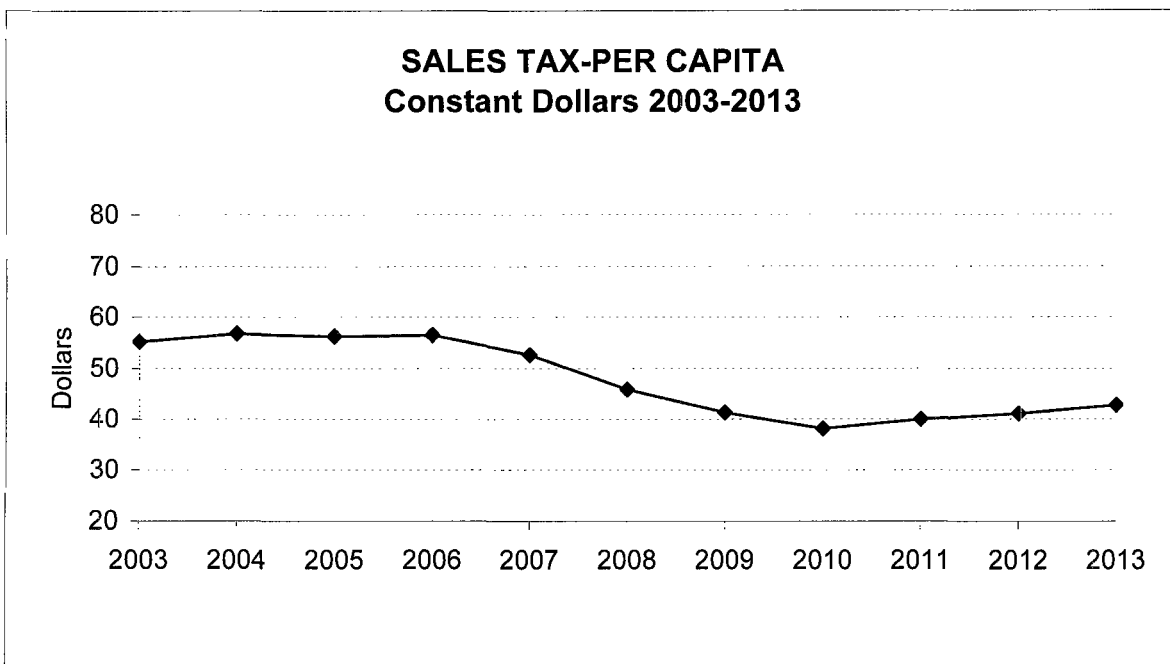


REVENUE BY CATEGORY

GENERAL FUND

SALES TAX

| | <u>AMOUNT RECEIVED</u> | <u>% OF TOTAL REVENUE</u> | <u>PER CAPITA</u> | <u>PER CAPITA (ADJUSTED FOR INFLATION)</u> |
|---------------|----------------------------|-----------------------------------|-----------------------|--|
| 2002-03 | 11,412,157 | 30.37% | 156.74 | 55.20 |
| 2003-04 | 12,381,593 | 32.38% | 162.97 | 56.78 |
| 2004-05 | 13,463,352 | 29.34% | 166.45 | 56.23 |
| 2005-06 | 15,015,009 | 31.06% | 174.56 | 56.49 |
| 2006-07 | 15,146,424 | 28.80% | 168.44 | 52.64 |
| 2007-08 | 14,266,969 | 25.90% | 151.33 | 45.86 |
| 2008-09 | 12,993,878 | 23.96% | 136.59 | 41.27 |
| 2009-10 | 12,404,058 | 24.51% | 128.05 | 38.11 |
| 2010-11 | 13,329,533 | 25.19% | 137.11 | 39.97 |
| 2011-12 (EST) | 14,200,000 | 26.36% | 144.14 | 41.06 |
| 2012-13 (EST) | 14,980,000 | 26.61% | 150.07 | 42.76 |



**CITY OF CLOVIS
PRINCIPAL EMPLOYERS
JUNE 30, 2011**

| <u>Employer</u> | <u>Approximate Number of Employees</u> |
|--------------------------------|---|
| Clovis Unified School District | 5,200 |
| Pelco | 1,512 |
| Clovis Community Hospital | 1,131 |
| City of Clovis | 822 |
| Wawona Frozen Foods | 600 |
| Target | 415 |
| Savemart | 303 |
| Costco | 245 |
| Wal-Mart | 239 |
| Von's | 188 |

GLOSSARY

Abbreviations used in the Five-Year Capital Improvement Program.

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

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

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

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

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

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

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

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

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

Community Investment Program (CIP) - A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs.

Capital Improvements - Permanent improvements that add value to land (e.g., fences, retaining walls, sidewalks, pavements, gutters, water and sewer lines, and bridges).

Capital Outlay - Expenditures resulting in the acquisition of or additions to the government's fixed assets.

CCDA - Clovis Community Developmental Agency. An agency whose activities are directed toward economically developing the area encompassed by the government and providing assistance to, and opportunity for, economically disadvantaged people and business.

CDBG - Community Development Block Grant. A source of federal funding for improvements in low-income or blighted areas.

CFF - Clovis Fire Fighters Association

Consumer Price Index - An index measuring the change in the cost of typical wage-earner purchases of goods and services expressed as a percentage change in the cost of these same goods and services in some base period.

Contingency - An event that is of possible but uncertain occurrence.

CPOA - Clovis Police Officers Association

CPWEA - Clovis Public Works Employee Association

CUSD - Clovis Unified School District

Current Resources - Sources of funds that are received in the current period.

DBCP - Dibromochloropropane pesticide used in the past by farmers for Nematodes. Has now been found in the groundwater.

Debt Service - The interest and principal payments on long-term debt.

Department - A major administrative division of government.

Depreciation - The portion of the cost of plant assets that is deducted from revenue for asset services used in the operations of the business.

Designated Fund Balance - Segregation of a portion of fund balance to indicate plans for future use.

Discretionary Funds - Those funds that are not specifically restricted to their uses and over which the Council has complete control.

Economic Base - The source of jobs and revenue.

Encumbrances - Commitments related to unperformed contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities but represent the estimated amount of expenditures ultimately to result if contracts in process are completed.

Extra Help - Cost of employees of the government who are hired on a temporary or substitute basis.

Fiscal Year - A 12-month period to which the annual operating budget applies and for which a government determines its financial position and the results of its operations.

Five-Year Forecast - A projection of operating position for a five-year period.

FMFCD - Fresno Metropolitan Flood Control District

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities, and residual equities or balances and changes therein are recorded and segregated to carry out specific activities or attain certain objectives in accordance with special regulation, restrictions, or limitations.

Fund Balance - The difference between fund assets and fund liabilities of governmental and similar trust funds.

GAAP - Generally Accepted Accounting Principles

General Obligation Debt - A long-term debt that has been approved by the voters and for which a property tax rate may be assessed.

General Plan - A plan that provides the guidelines under which development can occur.

HCD - The Department of Housing and Community Development is California's principal housing agency. The mission is to provide leadership, policies and programs to expand and preserve safe and affordable housing opportunities and promote strong communities for all Californians.

Hardscape - Landscaping such as patios, sidewalks, and paths.

Industrial Park - An area designated for industrial production and service.

LIS - Land Information System

LMD - Landscape Maintenance District

Nondiscretionary Funds - Those funds that are specifically restricted as to their use and may not be utilized for other purposes.

NSP - Neighborhood Stabilization Program. A source of federal funding under the Housing and Economic Recovery Act of 2008 for assisting in the redevelopment of abandoned and foreclosed homes.

Objectives - Something to which effort is directed: an aim or end of action.

Old Town - The restored business sector of downtown Clovis.

Operating Budget - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and services delivery activities of a government are controlled.

Preemption Devices - A system to allow public safety vehicles to activate traffic signals.

Public Facilities - Something that is built, installed, or established by a government for the use of its citizens.

Public Hearing - A forum where citizens of a government have the opportunity to be heard, present, and listen to argument on a specific matter.

Reserved Fund Balance - The portion of fund balance that is (1) not available for appropriation or expenditure and/or (2) is segregated legally for a specific future use.

Reappropriation - Expenditures that were not expected to occur over more than one fiscal year but in fact do occur in the following fiscal year and were not included in the current budget.

Recommended Budget - The budget presented to the Council by the City Manager.

Regional Wastewater Treatment Facility - The sewage treatment facility owned by the cities of Clovis and Fresno.

Resolution - A formal expression of an opinion, will, or intent voted by the City Council.

ROPS – Required Obligation Payment Schedule. Six month schedule listing payments of enforceable obligations.

RRPTTF – Redevelopment Retirement Property Tax Trust Fund. County collects property taxes from property owners and deposits the funds that were previously tax increment into this fund.

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

Special Assessment District Debt - The face value of special assessment bonds not due within one year when the government is primarily obligated for repayment of the bonds.

Special Assessment Debt With Governmental Commitment - The face value of special assessment bonds not due within one year when the government is secondarily obligated for repayment of the bonds.

STWRF - Sewage Treatment and Water Reuse facility. The sewage and water reuse facility owned by the City. Completion of facility and its related components is expected in 2009-2010.

Streetscape - The visual elements of a street that defines its character, including building façade, landscaping, sidewalks, street furniture, signs, lighting, etc.

Training - Training provided for employees either in the department or by an educational institute.

Transfers - The movement of resources between funds.

Unreserved Fund Balance - Those portions of fund balance that are not appropriated for expenditure or are legally segregated for specific future use.

Working Capital - The excess of current assets over current liabilities.