

RECOMMENDED  
**CITY OF CLOVIS**  
**CALIFORNIA**

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*Annual Budget*

2017 – 2018

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**CENTRAL CLOVIS SPECIFIC PLAN**

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CITY OF CLOVIS 2016

Including Five-Year Community Investment Program



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Clovis  
California**

For the Fiscal Year Beginning

**July 1, 2016**

Executive Director

**GFOA DISTINGUISHED BUDGET AWARD PRESENTATION**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Clovis, California for its annual budget for the fiscal year beginning July 1, 2016.

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** – The City of Clovis Planning Division updated the Central Clovis Specific Plan, in house, in 2016. Central Clovis, better known as Old Town Clovis has been the center of our robust community since the late 1800's. The Central Clovis Specific Plan guides future development in this area and ensures continuation of this unique and treasured community jewel.



# ***CITY OF CLOVIS***



## **2017 - 2018 BUDGET**

**Submitted to City Council  
May 15, 2017**

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***Robert Whalen***  
Mayor

***Drew Bessinger***  
Mayor Pro-Tem

***Lynne Ashbeck***  
Council Member

***José G. Flores***  
Council Member

***Vong Mouanoutoua***  
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 2017-2018 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 which 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 all the 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 2017-2018 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 2017-2018 through 2021-2022 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 easy to understand 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](http://www.cityofclovis.com). Individual copies may also be purchased from the Finance Department.



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One of the Old Town Clovis highlights each spring is the annual Clovis Rodeo and Parade. A tradition that has taken place for over 100 years.

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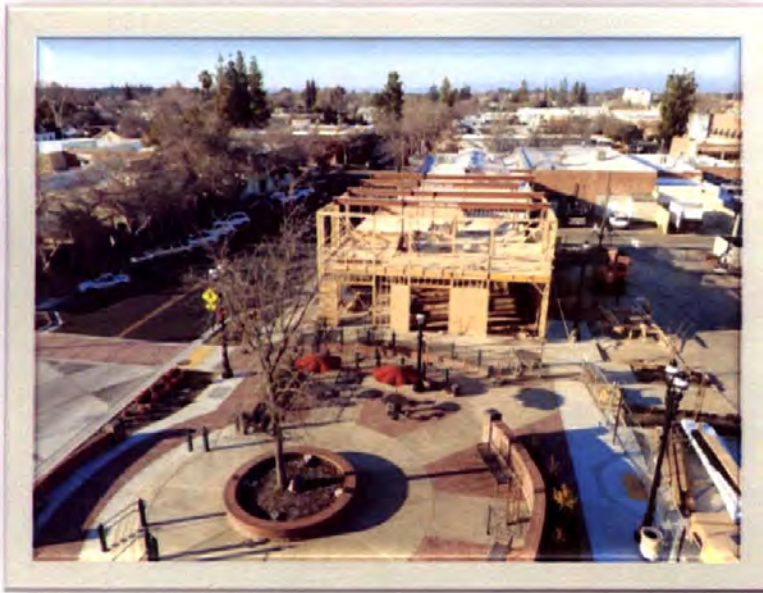
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## EXECUTIVE SUMMARY

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



Old Town Clovis is attracting new development at the intersection of Pollasky and Bullard Avenue. These three-story structures, adjacent to the Centennial Plaza, will feature retail, restaurant, and entertainment venues on the ground level, with office space on the upper floors.





# CITY OF CLOVIS

CITY HALL • 1033 FIFTH STREET • CLOVIS, CA 93612

May 15, 2017

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

## **EXECUTIVE SUMMARY**

The 2017-2018 Annual Budget for general operations and capital improvement programs for the City of Clovis in the amount of \$236.8 million is balanced and is hereby submitted, in accordance with the Clovis Municipal Code.

The single biggest difference between the 2017-2018 Annual Budget compared to the prior three years is that expenditures are growing more quickly than forecasted revenues. While this is manageable, the 2017-2018 Annual Budget is more of a status quo budget versus the three prior years where services and personnel were added as well as numerous one-time projects approved. The recommended budget is not as bullish as prior years, but that does not mean that services will be reduced to our residents.

A 2015 Survey showed that 96% of residents polled would recommend Clovis as a place to live and raise a family. For the third year in a row, Clovis ranked in the top ten of "Best Cities for Young Families in California!" Clovis earned the title "Safest City in the Valley" for the seventh year in a row. This demonstrates that there is a solid foundation for Clovis to flourish. The General Fund Emergency Reserve is being increased to 17.7% working toward the recommended 25%. The budget also includes \$61.2 million in City capital improvement projects. Clovis is continuing to see growth and recent economic development initiatives are paying dividends. This budget continues to have as its basis the long-term goal of fiscal sustainability.

The City's General Fund Budget is structurally balanced; current year revenues are equal to or greater than current year expenditures as proposed. The budget for the General Fund reflects maintaining a \$0.9 million unreserved fund balance to cover any minor unanticipated revenue shortfalls that may occur during the year. This unreserved balance is in addition to the City's General Fund Emergency Reserve and is a critical component of this year's General Fund Budget. It represents a way to ensure funding for future cost increases, lessening the possibility of negatively affecting existing service levels in the future, and allowing the City to be fiscally sustainable. The budget also reflects increasing the General Fund Emergency Reserve to 17.7% of budgeted expenditures. This percentage is the targeted amount reflected in the "Five-Year Forecast" and continues toward the goal of achieving a 25% Emergency Reserve. This reserve had positive results for the City with a recent improvement in debt ratings to A+ and the ability to obtain low interest rates for capital investments.

The budget recommends the continuation, although at a reduced amount from prior years, of a General Fund transfer to the General Government Facilities Fund. This fund was established to perform ongoing facility maintenance and replacement, facility remodeling and new construction. This transfer was restarted several years ago and allows the City to make critical repairs to public facilities.

The General Fund's two largest revenue sources are property tax and sales tax revenue. Property tax revenues have seen a steady increase over the past several years but are volatile when the economy



slows. Sales tax revenue, while increasing, has begun to slow, and we are seeing lower per capita sales tax revenue going forward. This is driven by the growth of internet sales and the transition from a manufacturing economy to a service economy. The economy is growing in Clovis, but a majority of the new office spaces are being filled by professional offices, which contribute little to sales tax revenue, as services do not pay sales tax.

**Budget Highlights.** The 2017-2018 Annual Budget is the spending plan for local services and investment in infrastructure of the community. The Annual Budget provides for a range of public services and focuses on those services that are essential to our citizens. Continuing prudent fiscal decisions and ongoing economic development initiatives enable the City to continue to maintain service levels and remain fiscally sustainable. The 2017-2018 Annual Budget highlights include:

- **Proposed Public Safety Enhancements.** Public safety is a core service to the City. The proposed budget recommends increased funding for a K9 unit for up to six dogs. Funding is also included for three Patrol K9 vehicles, three Community Service Officer Pickups, and one Animal Control vehicle. In addition, funding is included for one Fire Engine replacement with required equipment, and additional funds for acquisition of property for the future Fire Station 6 in the City's Loma Vista area.
- **New Senior Center, Transit Center, and Fresno County Library.** Funds are included to continue engineering and design work and construct on-site improvements for the North Civic Center complex. On-site improvements will be underway in the spring to allow the transit hub and senior center to begin construction in late 2018 with a pad area to allow the library to begin construction. The new facilities will more than double the capacity of the library and senior center, and offer a new amenity to the community, a transit hub. This will bolster Old Town as the heart of Clovis and leverage the investment the community has made in the trail system and Old Town. Fundraising and community support will be critical to seeing this project come to fruition.
- **Master Planning for Sewer, Water, and Recycled Water Infrastructure.** In 2017, the master plans for current and future infrastructure for sewer, water, and recycled water infrastructure as envisioned in the 2014 General Plan were completed. This funding provides for the critical planning necessary to support future development over the next 25 years. Funding in the current budget will provide for the Environmental and Financial Analyses of the three master plans.
- **The General Fund Budget is Structured to Allow for Future Enhancements to Public Services.** The General Fund allows for transfers to support the capital necessary to further enhance public facilities such as the new Senior Center and Fire Station, but the amount of funds transferred is less than the previous two years in order to maximize funds available for operations.
- **Continuing to Restore General Fund Transfers to the Fleet Replacement Fund.** The General Fund is able to continue transfers to the Fleet Replacement Fund, but the amount of funds transferred is less than the previous two years. While the fund builds and interest rates remain favorable, lease purchasing of vehicles may continue to be utilized. This will allow funds to be available when lease purchasing is no longer viable.
- **Parks and Landscape Maintenance.** Maintaining parks and landscape are a high priority for the City. Significant efforts will be made to balance available funding and resources with maintenance of the City greenspaces. Restoration of landscapes, previously affected by drought conditions, will be an ongoing process and will comply with the implementation of the Water Efficient Landscape Ordinance (WELo), which places limits on types of irrigation systems and water usage. Reestablishing landscape in areas of the City that lack funding will be achieved through grant opportunities and volunteerism. With the expansion into the northwest area, Heritage Grove, the City will make major investments into new



parks and landscapes that will look more native to the valley while reducing water consumption. The Heritage Grove public landscaping will offer a well-maintained appearance and provide for extensive community use.

- **Proposed Technology Enhancements.** The budget includes funding to increase the security and reliability of City technology systems. Proposed improvements include an upgrade to the City's Finance System, a new business license system, a city hall virtual host server, enhanced disaster recovery hardware and licensing, upgrades to the Police Department's Property and Evidence System, and data back-up hardware and licensing.
- **Provide for Americans with Disabilities Act (ADA) Compliance.** The budget provides for continued improvements within the City's rights of way and public facilities to implement greater accessibility for disabled citizens. Projects in this year's budget include removing barriers in the public rights of way for greater pedestrian access.
- **Provide for Continued Street Repair, Overlay and Reconstruction.** The budget includes \$34.1 million in projects, funded with a combination of Measure C, gas excise taxes, competitive grants, and development fees. A large portion of the budget is for three Regional Measure C funded projects to widen Willow, Shaw, and Herndon Avenues to the limits of the city sphere. Also included is the reconstruction of streetscape on Clovis Avenue and Third Street in Old Town. Other key projects to be undertaken are various alley reconstructions; overlays or reconstruction and/or widening of various sections of Fowler, Herndon, Owens Mountain Parkway, Peach, Shaw and Willow Avenues; traffic signal and intersection upgrades at Owens Mountain and Temperance and Shepherd and Minnewawa; and repairs to various neighborhood streets citywide.
- **Economic Development Investments.** The budget includes funding to continue the Economic Gardening program, allowing the City to invest in locally owned businesses poised for growth. Staff will also be actively working on attracting commercial and industrial businesses to Clovis to add jobs and revenues to the City. Staff continues to work to set-up two Property Based Improvement Districts, one on Shaw Avenue from Highway 168 to Clovis Avenue and another in the Old Town Area to bolster that district. These funds will leverage private funds and grants to improve the infrastructure along the Shaw Avenue corridor in southwest Clovis and in Old Town. Also included are additional funds to analyze the best use of the Winery site and a focused marketing effort on reinforcing Clovis in becoming a medical hub for services, education, and research.
- **Affordable Housing Projects Coming to Fruition.** The infrastructure for the Rialto Rancho project was completed and homes will be under construction. In addition, a supportive senior housing development at Sierra Avenue and Highway 168 site will be completed. Home Rehabilitation/Painting Grants will continue, down-payment assistance programs are available, and a mobile home replacement program will be completed.
- **Provide Targeted Code Enforcement to Advance the Strategies of the Southwest Neighborhood Revitalization Plan.** This is a long-term effort to improve community appearance and neighborhood stabilization through owner housing rehabilitation and repair, public street improvement, and active code enforcement.
- **Build the General Fund Emergency Reserve with a Target of 20%-25% of Annual Operating Expenditures.** The emergency reserve is being improved with 17.7% or \$11.6 million set aside this year for unforeseen emergencies. A target amount of 20%-25% was recommended by the City's auditors as a prudent reserve for a city operation the size of Clovis. This fund is intended for catastrophic losses that are one-time occurrences that are not covered by normal insurance. To utilize these funds requires a 4/5ths vote of the City Council.



- **Continued Use of Volunteers Throughout the City.** Volunteers continue to be an important aspect of our service delivery. The City has relied on over 400 volunteers for many years to support senior and recreation services as well as animal shelter services, parks, police patrol, and fire services. Police Reserve Officers and Volunteers in Police Services (VIPS) are also very successful in assisting police officers with administrative support in records, investigations, and active field patrol. Citizen Emergency Response Team (CERT) volunteers provide a support function to on-scene firefighters and citizens. Police and Fire Explorer volunteers also provide valuable service to the community while learning skills for future careers. Just Serve, a community service project, provides approximately 100 volunteers each year to help maintain park facilities. Habitat for Humanity builds homes for low-income families within Clovis. Volunteer service to the community may be the greatest gift that our citizens gave over the years and due to the contribution of their time, the City's service levels are enhanced. Conservatively estimated, each volunteer works 4 hours per week or 208 hours per year, multiplying their hours by the \$20.00 hourly rate for an entire year, results in volunteers working 84,864 hours annually, saving the City nearly \$1.7 million during 2017, which equates to 41 full time employees working a 40 hour week.

The 2017-2018 Annual Budget is the result of the Council's planning efforts with the community and City staff. Clearly stated goals and target actions help assure that available tax dollars are spent for the most essential services and most urgent needs of the community. These goals are summarized in the **Introduction Section** of this budget. This **Executive Summary** provides an overview of the fiscal plan for the upcoming year. It describes the City's fiscal condition and how the City intends to utilize its resources to meet the needs of the community. A more in-depth understanding of the budget may be obtained by reviewing the information contained in the entire document. The 2017-2018 Annual Budget will be available for review at the City Clerk's Office - 1033 Fifth Street, at the Clovis Branch Library - 1155 Fifth Street, and at the City's website at [www.cityofclovis.com](http://www.cityofclovis.com) as of **May 15, 2017**. Individual copies are available for purchase from the Finance Department. Public hearings to consider the Annual Budget will be held at the regular City Council meeting of June 5, 2017 and, if needed, June 12, 2017 with adoption scheduled at the conclusion of the hearings.

### **Our Vision, Our Mission and Our Guiding Principles**

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

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

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

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

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

- Keeping focus on Our Vision and Our Mission as the community grows and in the activities we undertake.
- Educating and informing the citizens of Clovis and our employees of Our Vision and Our Mission.
- Mobilizing citizen support for Our Vision and Our Mission.
- Believing that Our Vision and Our Mission will happen through the actions we take.



- Providing opportunities for volunteers to contribute to Our Vision and Our Mission.
- Providing adequate funding and resources to achieve Our Vision and Our Mission.
- Celebrating the successes of Our Vision and Our Mission along the way.
- Focusing on the very best for the entire community and withstanding individual pressures to stray from Our Vision and Our Mission.

### **Budget Overview**

During this last year, most revenue sources continued to show modest year-over-year increases. After a review of economic indicators, the local economy is projected to continue modest growth. Modest growth is projected for all sectors including new construction-related activity. Sales tax revenues are performing as expected, with projected growth of 5.0% in both 2016-17 and 2017-2018. One concern is the general retail sales sector, which has shown relatively little growth over the previous year. Sales taxes comprise approximately 40% of total General Fund discretionary revenue and largely support public safety services.

Property taxes are projected to increase overall with increasing residential property values and stabilized commercial property values. The normal Proposition 13 increases direct that assessed valuation of property may only increase by a maximum rate of 2% annually or by the Consumer Price Index (CPI), whichever is lower, and by the recapture of previous Proposition 8 automatic declines processed in prior years. Property taxes, including property tax in-lieu of motor vehicle license fees, comprise the main discretionary revenue source for General Fund operations. These property-related taxes represent approximately 44% of total General Fund discretionary revenue and largely support public safety services.

One of the keys for the long-term fiscal health for a growing community like Clovis is to accumulate savings sufficient to fund an emergency reserve that would adequately protect the City against an unexpected catastrophic event, and protect City services until other options could be implemented during a rapid economic downturn. The City is currently increasing its emergency reserve with a goal of achieving an amount equal to 25% of expenditures. We have again budgeted for an unreserved fund balance of approximately \$1.0 million to be carried forward as a contingency for "Economic Uncertainty" in order to lessen the impact on departmental operations in case of minor short-term over-budget expenditures and/or revenue declines. This year includes an annual transfer to provide for the maintenance, improvement, and future capital needs for general government operations and an annual transfer for vehicle and equipment replacements. Due to the current low interest rate environment, the currently utilized pay-as-you-go strategy has been effective and has not had a detrimental effect on City operations. However, it is expected that interest rates will increase in the near future and setting aside funds for safety vehicle and equipment purchases is critical. As savings are realized or unexpected revenues are received, it is recommended that these funds be set aside to further bolster the emergency reserve.

Enterprise operations and other funds need to be self-balancing with sufficient reserves to meet service obligations and debt coverage. All enterprise operations and other funds are balanced. In addition, Sewer and Water operations have an authorized 3% escalator and Community Sanitation operations have an authorized 4% escalator. Sewer will not have an increase in this year's budget. Water will implement the authorized 3% increase, Community Sanitation will have a 4% increase for recycling and greenwaste services, and a 2% increase for refuse service. Water has two rate schedules: one for normal conditions and one for drought conditions. This year's budget anticipates normal conditions. Each year staff evaluates all Enterprise Funds to determine if any rate adjustments are necessary.

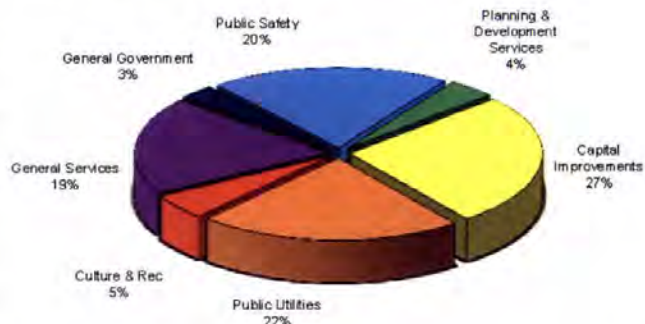
The Transit Enterprise remains fully funded and with the City's population exceeding the 100,000 mark, Transit will receive the entire allocation of Local Transportation Funding.

The 2017-2018 Annual Budget for all funds totals \$236.8 million and is balanced by the use of current revenues, anticipated rate increases, and capital reserves. This budget represents a 6.8% increase compared to estimated expenditures for 2016-2017 due primarily to increases in public safety



operational costs. The General Fund budget represents a 2.8% increase compared to estimated expenditures for 2016-2017. A summary of expenditures by function is provided below:

General Government	\$ 6,769,900
Public Safety	48,034,500
Planning & Development Services	9,177,500
Capital Improvements	61,245,400
Public Utilities	53,081,100
Culture & Rec.	12,595,900
General Services	45,928,800
<b>TOTAL</b>	<b>\$ 236,833,100</b>



### **Fiscal Overview**

Economic forecasts for the Central Valley and Fresno County continue to indicate growth for the region. The region is matching national trends in economic growth and Clovis is leading the way with above average job growth and demand for commercial, industrial, and residential property. As a result, prices for developable land and previously developed properties are increasing and forecasted to continue growing at a modest rate. The economic outlook for the California economy is continuing to improve with a current unemployment rate of 5.1%, which is still higher than the national unemployment rate of 4.6%. Unemployment in Fresno County remains high at 10.3% while Clovis is currently at 8%. While retail sales continue to grow, sales tax revenues are not matching what would typically be expected during an economic expansion. With auto sales flattening both locally and nationwide, the growth of on-line sales, and the shift of some retail space to services that does not pay sales tax, the growth in sales tax revenue will be less than has been experienced in the past.

Population growth tracks with new housing growth and is expected to increase over the next few years as home construction has been increasing. Commercial vacancies are declining with several new commercial buildings recently completed and more in the pre-development phase.

The recent release of the January 2017 population data by the State Department of Finance estimates 110,762 persons reside in Clovis compared to the previous year of 108,039 representing a 2.52% change over the year. Fresno hit 525,832 and Fresno County is nearing the 1 million mark with a total population of 995,975. In pure numerical growth, Clovis added 2,653 people in 2016. People chose Clovis to a significant degree as they are finding Clovis a great place to live, work, and play.

New residential permits in Clovis are projected at 800 units next year. Due to market conditions, new housing starts are increasing, along with prices and strong demand being experienced for both new construction and re-sale homes. Foreclosures have returned to pre-recession levels, significantly fewer than in the past few years, and are no longer having a negative impact on neighborhoods. Median home prices are showing increases with supply low as well as still historically low interest rates. In addition, lending is easing and more potential homeowners are qualifying for home purchases.

The City's recent economic development programs designed to stimulate job creation by supporting existing business and attracting new businesses were effective. Clovis has been making strong gains on the job front. In the last few years 32% of all new jobs created in Fresno County were in Clovis, much higher than Clovis' share of jobs in the County as a whole, which is around 15%. Since 2013, over 6,000 new jobs have been added to Clovis. This is highly encouraging and shows that the City's economic development efforts are resulting in more jobs for Clovis residents.

Job growth is expected to continue and it is anticipated that at least 1,100 jobs will be created through several new developments. An example is California Health Sciences University (CHSU), which announced the establishment of a full medical doctoral program in addition to its current pharmacy program amongst other disciplines which will be in the City's Research and Technology Park. CHSU has been holding classes for its College of Pharmacy students at an interim campus on Clovis Avenue



since August 2014. The new Clovis site is planned near Temperance Avenue and Highway 168, north of Clovis Community Medical Center, and would have enough room for decades of expansion. The new 80,000-square-foot College of Osteopathic Medicine building would be the first constructed and the permanent campus will accommodate up to 10 health sciences related colleges at full build-out. The new campus will also include a library, on-campus academic and student housing, student center, auditorium, quad and an administrative building. With construction on the new College of Osteopathic Medicine building planning to start in 2018, the university hopes to have the first building at the new campus completed in the Fall of 2019. Development of the new campus will occur in multiple phases as each new health science related college is established. The entire development and construction process for CHSU will likely take up to 20 years and will grow to approximately 400 jobs and 2,000 students. The announcement by CHSU to make Clovis the home of its schools will be a significant catalyst for the City and the entire region with jobs and economic development as other users desire to be associated with the school and the growing medical cluster in Clovis.

As the economy continues to grow, Clovis is in a great position to attract office and industrial users, and the adjustment to development fees in the City's core makes Clovis competitive in attracting new job generating businesses. The vacant land in the Clovis Industrial Park is expected to be under construction to nearly 400,000 square feet of industrial space in late 2017 and has been enabled to occur due to the core fee reduction program. The Dry Creek Industrial Park was expanded with the City's redevelopment bonds and has seen great demand for the lots by both industrial and professional office users. The land to the west of the hospital is in the development stages for additional medical office space that leverages the investment Clovis Community Medical Center is making with a new bed tower planned, a cancer center under construction, and California Health Sciences University establishing their permanent campus. The City is undergoing a focused marketing campaign to further establish Clovis as a hub for medical services, education, and research. This will leverage investments of our partners and reinforce their efforts.

Retail sales in Clovis are growing due to increasing population and shopping options despite rapid changes in the retail industry. Herndon Avenue has seen impressive growth in retail sales with the revamping of the center at the southeast corner of Herndon and Clovis Avenues, the additional retail recently added at Herndon and Fowler Avenues, and increasing interest along the entire Herndon corridor for retail, medical office, and hotels. Shaw Avenue is also experiencing growth and exciting revitalization that is due in part to the core fee reduction program. The re-establishment of retailers in vacant storefronts, the retail projects in the development phase on vacant lots, one hotel under construction, one nearing construction, and plans for an additional hotel, are encouraging and existing retailers have demonstrated real staying power as they are enjoying improved sales. Further development along the Shaw Avenue corridor is expected as retailers have found success in the corridor along with the ability to take advantage of the fee reduction program making their projects more economically feasible with major retailers negotiating for vacant parcels. This is evidence of the diversity and value of shopping opportunities in Clovis.

In addition, the City is a partnership with Shaw Avenue property owners to create a property improvement district that would finance the implementation of the Shaw Avenue Revitalization plan. Improvements would include streetscape improvements, marketing of the commercial district, and allows for intensification of use to keep the area vibrant.

The City has taken advantage of its attractive tourism destination due to events and geographic location. The hotels are heavily used with 80% occupancy rates and one new hotel is under construction, an additional hotel is nearing construction and several new hotels are in the planning stages as visitors attend festivals and sporting events. This further benefits the economy as tourists dine in Clovis and shop for their entire stay. The Fresno-Clovis Tourism Improvement District provides additional marketing opportunities to attract visitors to the region and the City is allocating funds to process applications for events as they come up.

The Old Town Business District continues to be the site of redevelopment improvements and new businesses are supporting the ever popular festivals through the spring and summer months. The



completion of the Centennial Plaza and the buildings now under construction are enhancing interest in Old Town. The new buildings are having strong demand for the space and have shown the pent-up demand for office and retail space in Old Town. The stage has been set to continue redevelopment in Old Town with the adoption and implementation of the Central Clovis Specific plan. The plan allows for the development in the "South of Fifth Avenue" area. This expands what Old Town has to offer the region and is garnering interest from the development community as the next hot spot where professionals and local retailers want to be.

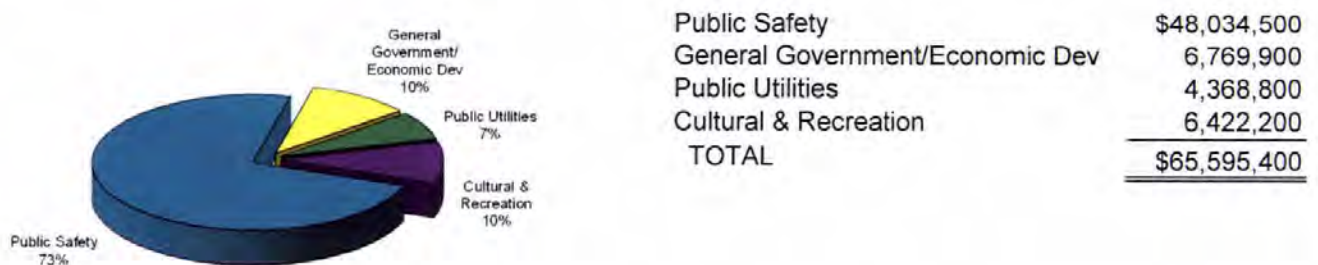
The implementation of the 2014 General Plan, the Economic Development Strategy and a stabilized economy offer an opportunity to lay a foundation for long-term sustainability. The City recognizes that the best way to reach a healthier economy and community is to encourage private sector investment in business and industry that employ our residents. The economy is stronger for it and the revenue to support the desired quality of life in the community will become more reliable.

### **General Fund**

The General Fund as proposed is wholly balanced with current year revenues. Revenues as projected are \$66.5 million, which is an increase of 2.8% when compared to the prior year. Expenditures as projected are \$65.6 million and represent an increase of 2.8% more than the prior year. The increase in revenue is attributable mostly to sales taxes and property taxes increasing while most other revenues are projected to remain stable. Department budgets are proposed to increase due to budget increases for core services as well as additional salary and benefit costs.

In preparation for this budget, expenditures were held to existing levels. By keeping expenditures within existing levels, the decision to allocate additional current revenues was made by determining what would provide a foundation for the future of Clovis. The budgeting goals are to enhance core services; to target \$1.0 million as an unreserved fund balance for the General Fund to account for economic uncertainty during the fiscal year; and to fund the "emergency reserve" at 17.7% of budgeted expenditures. These goals are met and additional investment to build a strong foundation for the future is enabled through the implementation of this budget.

The General Fund is able to transfer funds to General Government Facilities and Fleet Replacement this year. These transfers fund ongoing facility maintenance, equipment maintenance and replacement, facility remodeling, new construction, and future safety vehicle replacements. The General Government Facilities Fund is also the source of revenue for ongoing technology equipment replacement and improvement. These annual transfers are important to continue, as they are the only source of funding for these general government costs. The summary of General Fund expenditures by function is provided below:



The General Fund is the only fund with discretionary revenues to fund all or portions of operations such as police and fire protection, streets and parks maintenance, recreation and senior services. The distinction between "discretionary" and "non-discretionary" revenues is the key to understanding the financing of local government core services. It is also the key to understanding how decisions about funding of local government and use of revenues made at the State or local level can affect the City's core services. Only 22% of the City's current year revenues are available for discretionary spending. The remaining revenues are designated for specific purposes. A more detailed description of the use of discretionary revenues is provided in the **Introduction Section** of this budget.



The General Fund balance at the end of the 2017-2018 fiscal year is estimated to be \$0.9 million and is unreserved, undesignated but intended to help offset the impact of any revenue shortfall due to economic uncertainty. As noted, there is an Emergency Reserve in the General Fund of over \$11.6 million or 17.7% of annual expenditures, which is recommended to be designated as a set aside for emergency or catastrophic unforeseen expenditures.

### **Other Funds**

Although a major focus of the budget discussion is the General Fund because it represents the essential core services delivered to citizens and is supported by general tax revenues, other funds are no less important. These other funds include the community investment funds, enterprise funds, and internal service funds. All of these funds are balanced for 2017-2018 utilizing current revenue and reserves, when appropriate.

The Planning and Development Services Fund (PDS fund) is balanced using existing funds to cover operations due to the timing of services provided compared to payment of fees. As indicated previously, the sewer bond coverage charge continues to be rebated for a total offset of the \$7.30 per month charge. The sewer enterprise operation will not implement the approved 3% rate increase this year. The water enterprise will implement the approved 3% increase. The Community Sanitation Fund greenwaste and recycling programs will implement the approved 4% increase and the refuse operation will implement a 2% increase. The transit enterprise, including some enhanced services, is fully funded this year. These funds are included in the Summary of Fund Balances and other tables in the **Summary of Revenue and Expenditures** Section of this budget.

The Internal Service Funds are included in this budget and act for the most part as cost accumulation and allocation centers. All of these funds are fully funded with adequate balances to handle emergencies in the respective operational areas, should the need arise. In addition, the community investment program (CIP) is included in this budget with details included in the CIP section.

The 2017-2018 Annual Budget addresses the goals by which the community will measure its success. It continues to meet the most essential service needs for the community within available resources pursuant to the goals of the City Council. It maintains public safety service levels; continues to provide for investment in planned maintenance and upgrade of critical water, sewer, and street facilities; maintains services for the Clovis Senior Activity Center and recreation; directs resources to economic development and support for job creation; continues the planning program for the future of the community; proposes to maintain partnerships with volunteers and community organizations to meet community service needs; and expenditures are balanced with current revenues and designated reserves for specific projects. For these reasons, I recommend the budget for consideration and adoption by the City Council.

The 2017-2018 Annual Budget has been prepared as part of the continuous effort to accomplish the long-range goals of the City Council. I wish to thank the City Executive Management Team for their diligence in preparing this budget with continued challenges in maintaining top quality services and their attention to meeting those goals and challenges. I also wish to thank the City's employees for their unwavering commitment to excellence in public service, and their willingness in the past to share in the financial sacrifice that was necessary to keep our core services intact which is now allowing Clovis to be on a sound financial footing. I especially wish to thank the Budget Preparation Task Force for their talent and commitment to producing a document that meets or exceeds professional standards of the Government Finance Industry.

Respectfully submitted,



Luke Serpa  
Interim City Manager



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## INTRODUCTION

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



The southwest corner of Fourth Street and Pollasky Avenue during a recent Farmer's Market evening and in 1920. The Old Town area of Central Clovis hosts many festivals and events during the year and is a favorite place to connect with old friends.

# 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 2017 - 2021 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.**

- Implement the 2014 General Plan Update 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.
- Encourage the transition of the Shaw Avenue business corridor from retail to mixed use concepts of retail, office, hospitality, and housing. In progress.
- Seek grant funding for parks and green space that would rehabilitate existing facilities, conserve water, and reduce maintenance; but moderate 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. Utilize technology to enhance police officer availability. In progress.
- 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. Ongoing.
- Enhance community appearance as a crime fighting tool. Ongoing.



**3. 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.**

- 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.
- 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 the creation of a Property Based Improvement District for the Shaw Avenue Corridor. Ongoing.

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

- 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 of 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 benefit packages for employees. In progress.
- Continue to develop programs that will promote job creating opportunities within the community. Ongoing.
- Develop fee structures to promote community investment that supports job generating development. In progress.
- Maintain an appropriate level of reserves in operational funds. Ongoing.

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

- Seek support and assistance from citizens to keep well-maintained, attractive neighborhoods. Ongoing.
- Coordinate efforts for the relocation of the County Library, Senior Activity Center, Recreation Facilities and Transit Hub in the northern Civic Center District. In progress.
- Consider feasibility of expanded recreational facilities. In progress.
- 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 provide information to the public 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.
- Expand social media presence. In progress.
- Provide continuous improvement and updates to the website to educate and inform citizens and utilize new tools such as social media to reach a wide range of citizens. Ongoing.
- Perform a community survey to gauge citizen satisfaction and priorities. In progress.

**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. Ongoing.

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. The Sphere of Influence is required to be reviewed by the Local Agency Formation Commission (LAFCo) every five years. The Sphere of Influence was expanded in April of 2015 by LAFCO. 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. The Service and Infrastructure Master Plans



provide the implementation details for City services and are being updated currently based on the recently approved General Plan Update. 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. Administrative discussions are ongoing to develop a framework for renewing tax sharing agreements between city and the county.

## **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 15% of budgeted expenditures unless capital borrowing or extraordinary fiscal conditions require that higher levels of reserves be maintained. As discussed during the five-year forecast, the General Fund target reserve is now set at 25%, the current General Fund reserve is approximately 17%. 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, regional park facilities, business and industrial parks, upgrades and new technology for improved productivity, and major remodeling, repairs, or additions to existing facilities.
- 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 in compliance with all of its financial policies.

### **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. 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 sustainable spending.
2. Implement the recently approved General Plan Update and update 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.
4. Implement the Economic Development Strategy that seeks to facilitate the growth of new or expanding businesses 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 to provide a safe, clean, and well-maintained community for all residents including the further development of water supply infrastructure and to induce increased local employment from construction contracts; complete and place into operation major public facility projects; and provide preventive maintenance as a 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 business 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 operations and programs. The primary sources of discretionary revenues are property, sales, and certain other taxes which account for more than 98% of total discretionary funding.

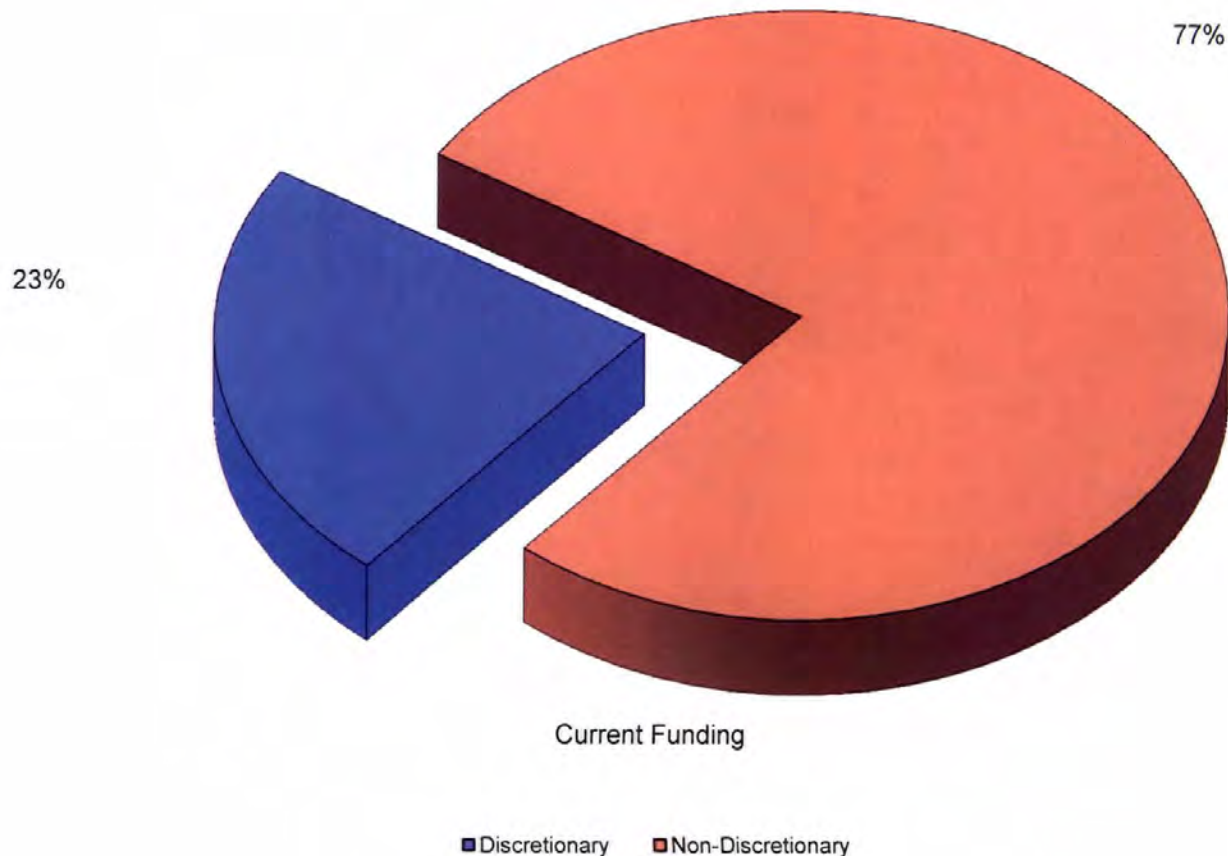
Non-discretionary revenues have restrictions and the City must spend these revenues on the programs for which they are intended. Examples of non-discretionary revenues include gas taxes that must be used for street maintenance; and development fees that must be used for land use entitlement processes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

The following chart entitled "Summary of Discretionary and Non-Discretionary Revenues 2017-2018" illustrates that only 22% of total annual revenues are discretionary with the remaining 78% non-discretionary. The City's discretionary revenues this year total \$52 million of which \$51.1 million are being appropriated in the General Fund; and \$0.3 million are being transferred to the Planning and Development Services Fund to pay for the general public benefit supported by that operation. The remaining \$176.3 million of revenues are non-discretionary. Of the discretionary revenues, the chart entitled "Use of Discretionary Revenues 2017-2018" shows that the City will use over 87% or \$44.8 million of the total \$51.4 million of discretionary funds for public safety.



# SUMMARY OF DISCRETIONARY AND NON-DISCRETIONARY REVENUES 2017-18

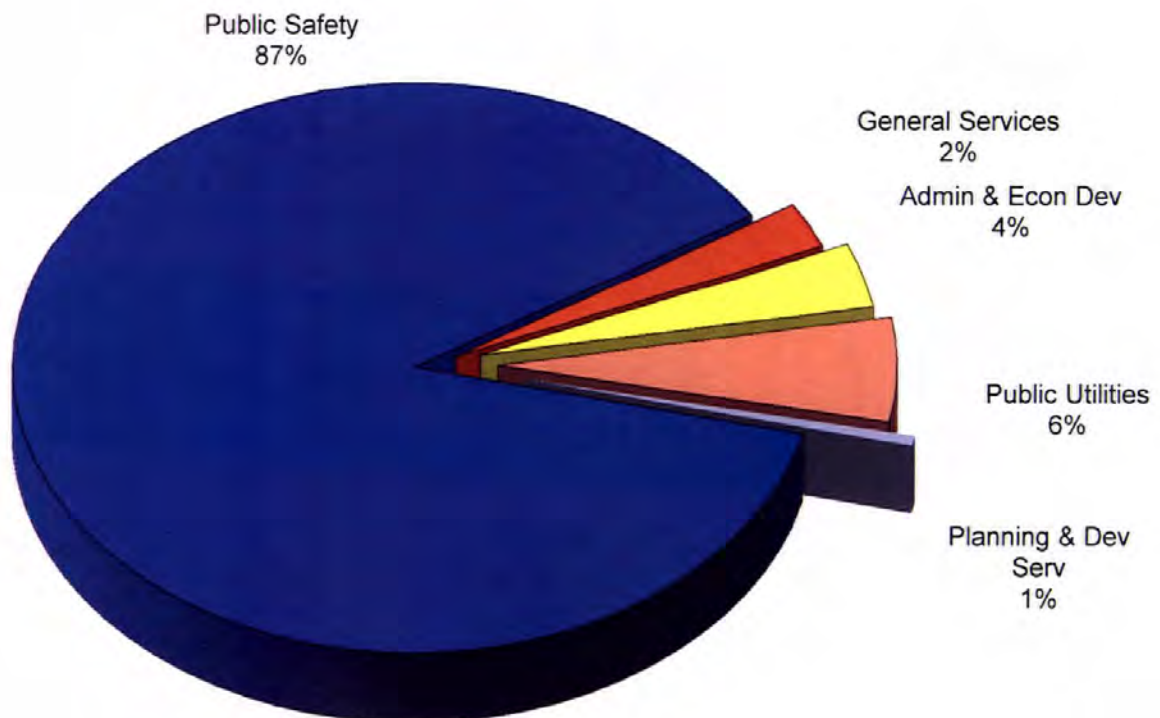
	<u>Discretionary</u>	<u>Non-Discretionary</u>	<u>Total</u>
Property Taxes	22,366,000	1,197,000	23,563,000
Other Taxes	28,912,000	375,000	29,287,000
Licenses & Permits	475,000	2,525,000	3,000,000
Fines & Forfeitures	4,000	218,000	222,000
Use of Money & Property	60,000	804,200	864,200
Revenue From Other Agencies	130,000	38,677,000	38,807,000
Charges For Current Services	76,000	130,843,900	130,919,900
Other Revenues	0	1,620,000	1,620,000
<b>TOTAL CURRENT FUNDING</b>	<b>52,023,000</b>	<b>176,260,100</b>	<b>228,283,100</b>
(Additions to)/Use of Available Balance	(584,600)	9,134,600	8,550,000
<b>TOTAL</b>	<b>51,438,400</b>	<b>185,394,700</b>	<b>236,833,100</b>





# USE OF DISCRETIONARY REVENUES 2017-18

Departments	Total Expenditures	Non- Discretionary Revenues	Use of Discretionary Revenues
City Council	365,300	193,000	172,300
City Clerk	4,189,700	4,074,900	114,800
City Attorney	738,300	511,000	227,300
City Manager	1,924,800	888,800	1,036,000
General Services	40,669,400	39,336,200	1,333,200
Finance	2,947,800	2,602,000	345,800
Police	33,565,600	2,316,000	31,249,600
Fire	14,468,900	869,000	13,599,900
Public Utilities	67,540,400	64,480,900	3,059,500
Planning & Development Services	9,177,500	8,877,500	300,000
Capital Improvements	61,245,400	61,245,400	0
<b>TOTAL</b>	<b>236,833,100</b>	<b>185,394,700</b>	<b>51,438,400</b>





## **ECONOMIC OUTLOOK**

The Clovis economy continues to show positive trends with increases in sales and property taxes and continued new residential, commercial, office, and industrial construction. Last year Clovis saw development activity increase in the City's core and in other commercial areas due to market demand with vacancy rates being very low and developers taking advantage of the core fee reduction program. The under-construction Cancer Center at Clovis Community Hospital, additional retail space being added along the Herndon Avenue Corridor and revitalization of space along the Shaw Avenue Corridor are examples of recent activity. California Health Sciences University announced the site for its permanent campus in 2016 will be in the City's Research and Technology Park. The new Clovis site is planned near Temperance Avenue and Highway 168, north of Clovis Community Medical Center, and would have enough room for decades of expansion. Recently the school announced it will be building a College of Osteopathic Medicine first and maintain the Pharmacy School at its present location. The new 80,000-square-foot College of Osteopathic Medicine building will be part of a master-planned campus that will accommodate up to 10 health sciences related colleges at full build-out. The new campus will also include a library, on-campus academic and student housing, student center, auditorium, quad and an administrative building. With construction on the new School of Osteopathic Medicine building planned to start in late 2017, the university hopes to have the first building at the new campus completed in the Fall of 2019. At full build-out, the CHSU campus will be occupied by over 2,000 students, 300 faculty and staff, a tremendous boon to the City's economy.

Vacancies of major retail space have been utilized in the past year and interest by potential new tenants show continued economic growth. Residential development has picked up further and prices have continued to increase in the City. It is expected this will continue as interest rates remain relatively low, incomes are increasing, jobs are being added, and Clovis is a very desirable city to live in. 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 34 years old, and the value of excellent educational resources, the economy is poised for growth which is critical to allowing Clovis to meet the demand for high-quality services and infrastructure.

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. 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 medical, 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 is being transitioned to private ownership. The park is experiencing an increased level of interest as the surrounding area has seen significant development. Immediately south of the Business Park is Clovis Community Medical Center Campus, with its completed bed tower, administrative offices, medical office buildings and conference center, an under-construction cancer center, and more facilities planned. These new facilities brought over 1,000 new jobs to Clovis with plans for further expansion. The 25 acres of vacant land in the Clovis Industrial Park is under development and construction on approximately 300,000 square feet of industrial space is expected to begin in the latter part of 2017. Additionally, the Dry Creek Business Park has been expanded and construction is expected the start in late 2017 for businesses that are locating in the park.

Upcoming projects that will have a positive effect on the local economy include:

- California Health Sciences University (CHSU) beginning development in the City's Research and Technology Park;
- Further attraction of businesses to the Research and Technology Business Park;
- Completion of Centennial Plaza building pads in Old Town Clovis to reinforce Old Town Clovis being the heart of the community;
- Bolstering Old Town with the Civic Center North project adding an expanded Library, Senior Center, and Transit Hub to Old Town;
- Businesses locating in the recently expanded Dry Creek Industrial Park and nearby business developments;
- Additional expansion of medical facilities at Clovis Community Medical Center and on adjacent properties;



- New hotel/restaurant developments in the Shaw, Clovis, and Herndon Avenues business corridors;
- A Property Based Improvement District (PBID) along Shaw Avenue to improve infrastructure and marketing of the commercial district;
- Continued reinvestment in Sierra Vista Mall from the owner;
- Development of approximately 300,000 square feet of industrial buildings on vacant parcels in the Pelco-Schneider Business Park beginning in late 2017;
- The marketing and sale of a portion of the Winery site to make way for future opportunities;
- Reoccupation of anchor store vacancies and vacant parcels along the Shaw Avenue Corridor;
- Construction of six-lane expressway on Shaw from DeWolf to McCall;
- The design work for the extension of Owen's Mountain Parkway to access Phase III of the Research and Technology Park.

Current economic conditions are resulting in improving performance of tax revenues that support City services. That being said, the service based economy is growing and opportunities to capture sales tax from retail space are becoming more challenging. While there is significant interest in traditional retail space, it is converting into uses which provide entertainment or another service that is not taxable and on-line sales are impacting the level of sales tax revenue growth. Longer term economic forecasts for the Central Valley offer positives about the opportunities for job growth, particularly in medical, technology, and professional services, all of which Clovis is poised to take advantage of. 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 skills with jobs will need to remain the focus of partnerships throughout the region. These efforts provide promise for business expansion as the economy grows. 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 will contribute to an increased demand for homes and other goods and services.

## **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 as does the Redevelopment Successor Agency.

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 property insurance, and general services), and enterprise funds (water, sewer, community sanitation, planning and development services, 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 expenses.

### **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, to assure continuity of government services, the City Manager's proposed budget becomes effective excluding provision for capital expenditures.

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. 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 17, 2017
City Manager Budget Review	April 3 – 28, 2017
Introduction of Recommended Budget to City Council	May 15, 2017
Council Budget Review and Public Hearings	June 5 - 12, 2017
Adoption of Budget	June 12-19, 2017

## **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 2.45% from 2016. The Department of Finance reports that the PCI was 3.69%. The change in non-residential construction was 6.54%. Therefore, the change in non-residential construction is used.

Appropriations Limitation 2016-2017	\$227,042,442
Add: Change in Population (2.45%)	<u>5,562,540</u>
	\$232,604,982
Add: Change in NRC (6.54%)	<u>15,212,366</u>
Appropriations Limitation 2017-2018	\$247,817,348
Less: Proposed Expenditures Subject to Limitation in 2017-2018	<u>46,028,848</u>
Amount of Unused Authorized Appropriations	<u>\$201,788,500</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 2017-2018 fiscal year at \$247,817,348.

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# 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.

## **Community Sanitation Fund**

The Community Sanitation Fund, which is self-supporting from 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, recycling, greenwaste, and street sweeping fees 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 for equipment replacement. 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 non-discretionary revenues related to specific activities that are performed by the operating sections within the General Fund.

## **General Government Services/Facilities 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.

## **Housing & Community Development 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.



**Planning & Development Services Fund**

This fund accounts for the activities of the building, planning, and engineering departments of the City. Revenue is mainly generated from permit fees for services provided.

**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 enterprise fund 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**

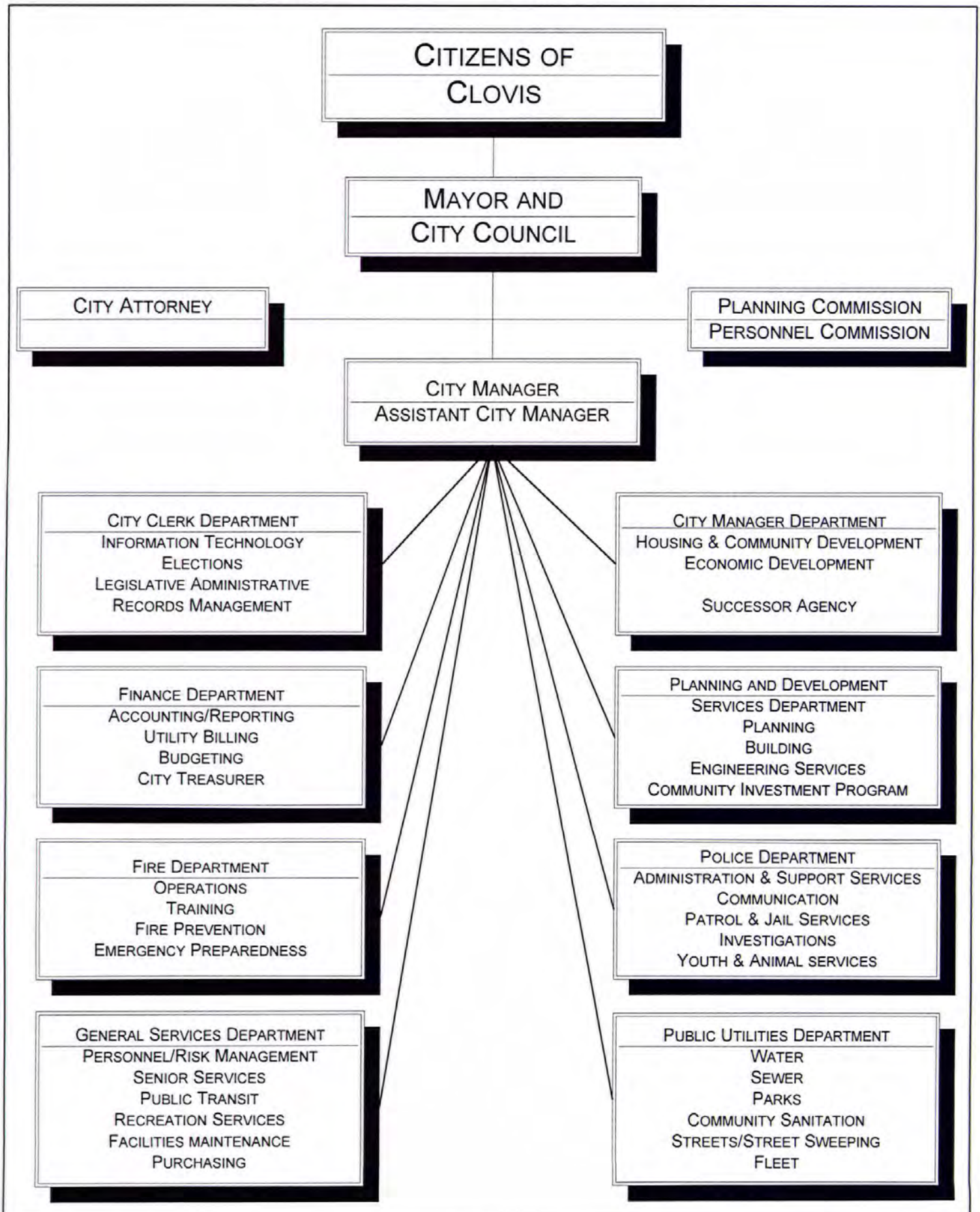
This fund accounts for revenue from developer fees and expenditures for installation of water mains.

**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.



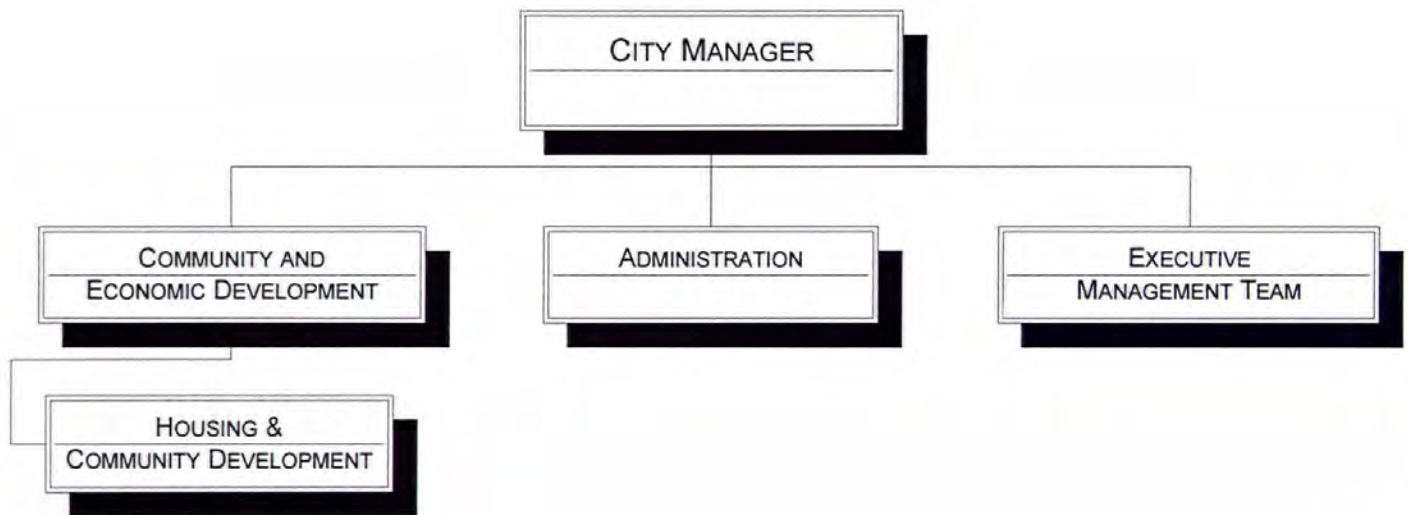
# City Of Clovis Organization Chart





# City Manager Department

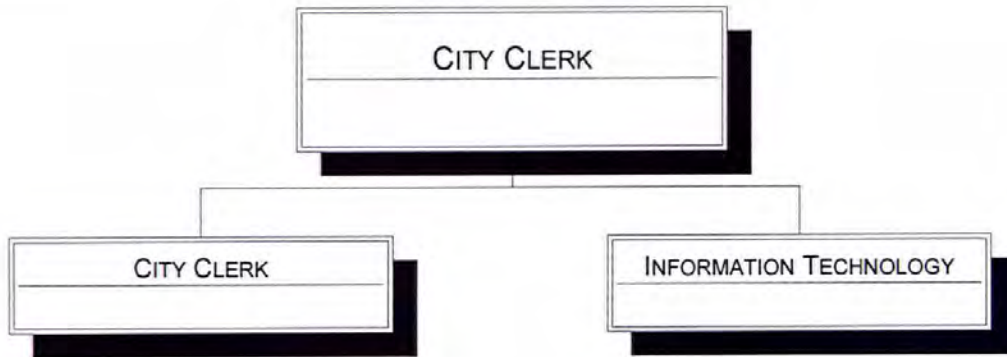
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# City Clerk Department

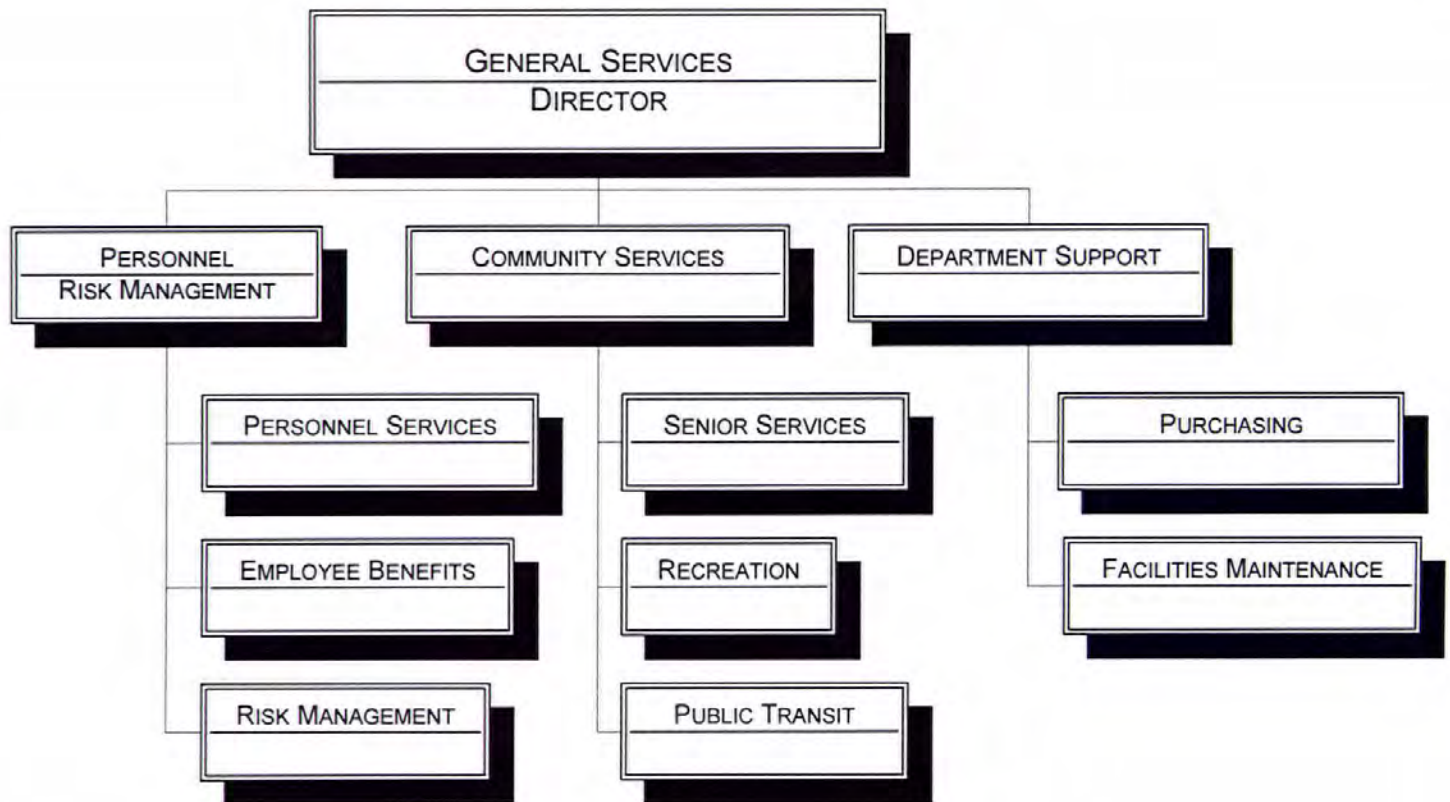
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# General Services Department

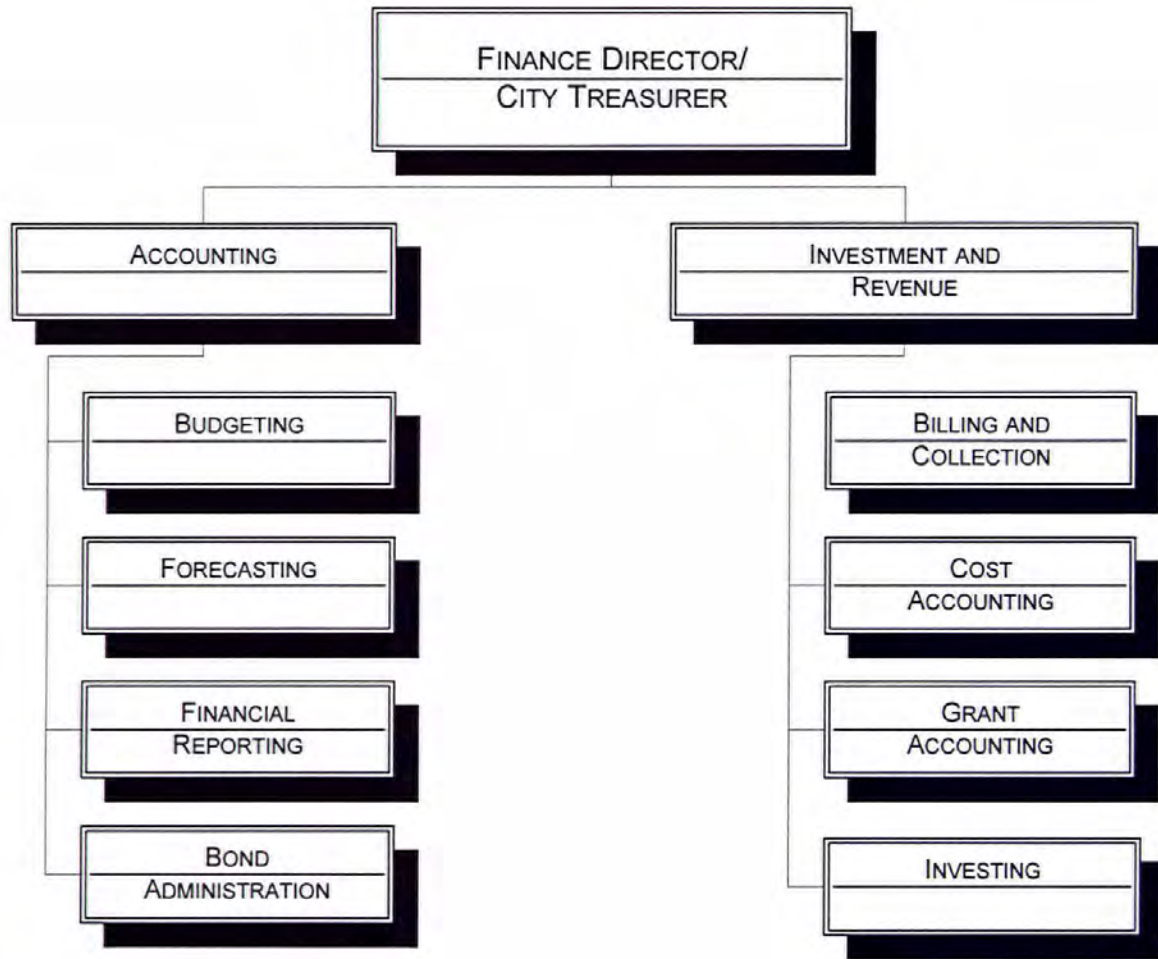
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# Finance Department

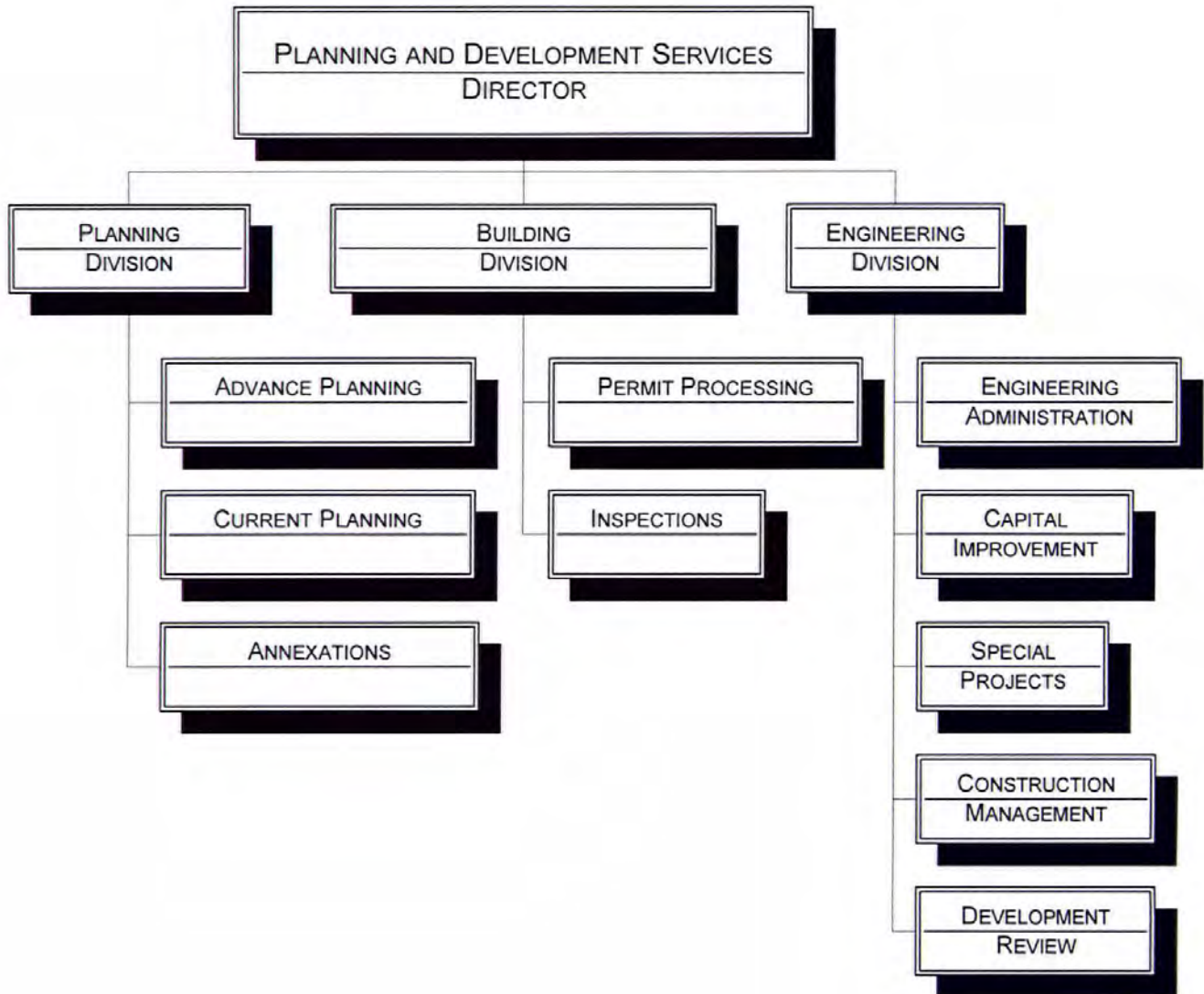
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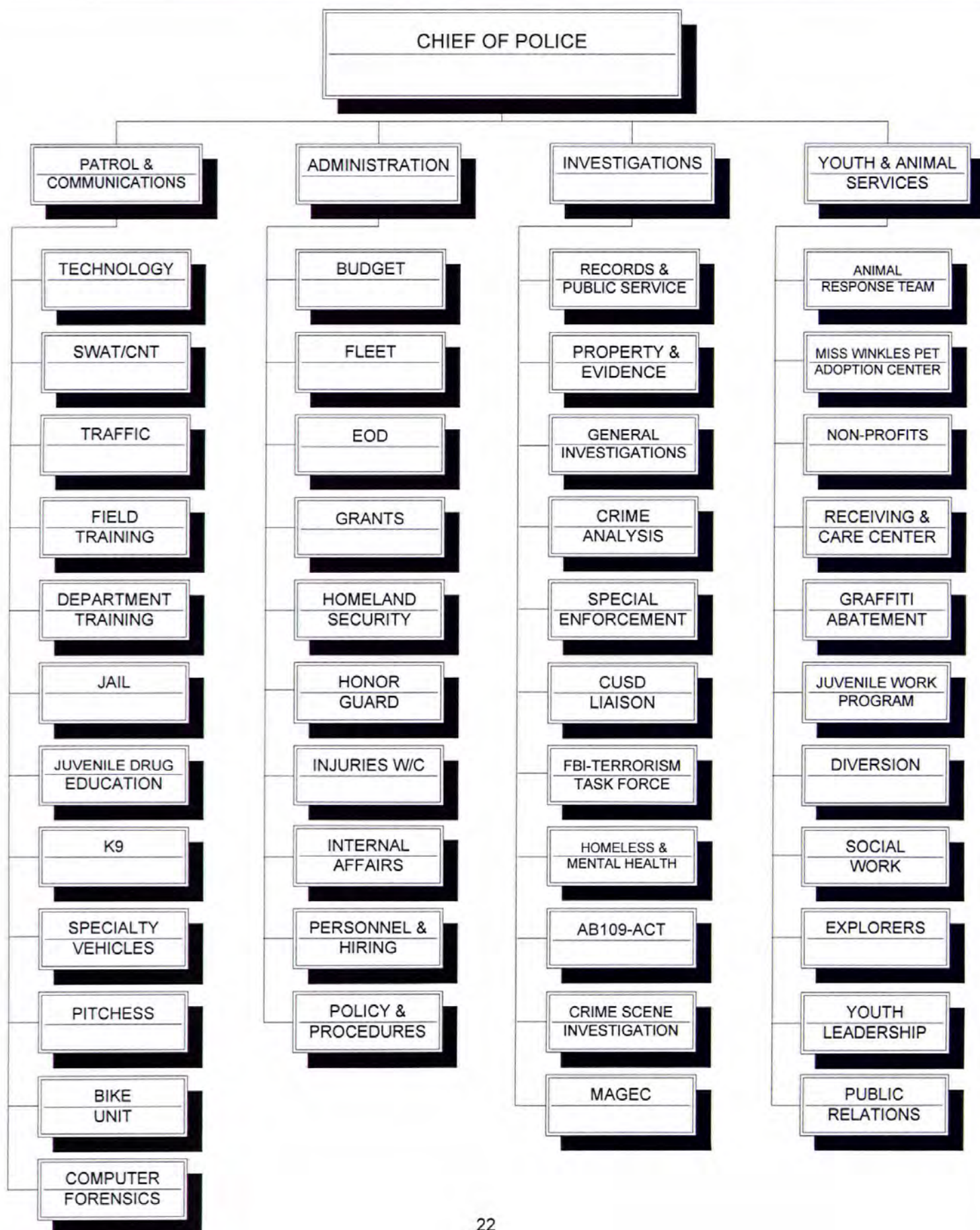
# Planning and Development Services Department

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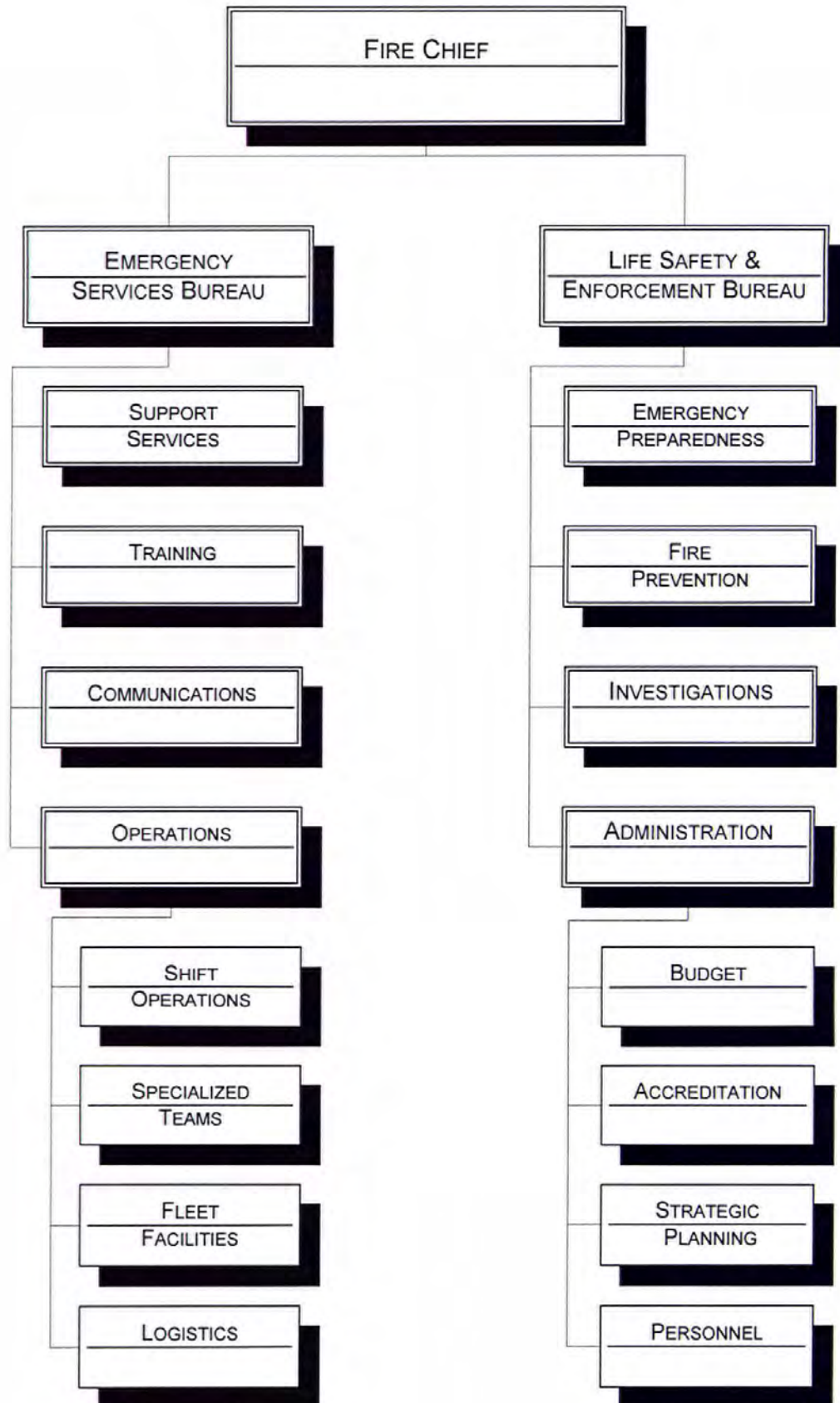
# Police Department





# Fire Department

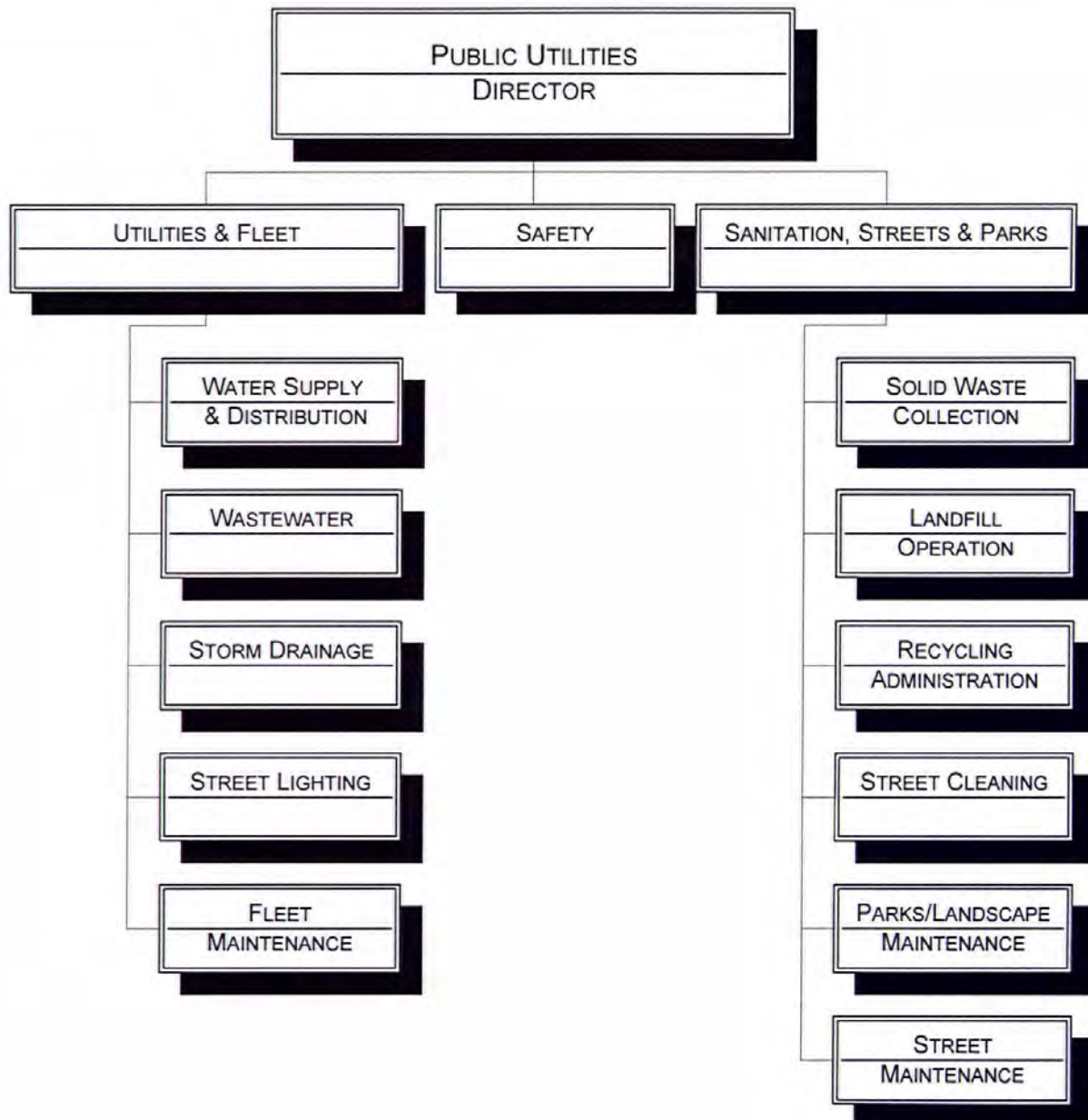
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# Public Utilities Department

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# Clovis Successor Agencies

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**CITY OF CLOVIS  
2017-2018 MANAGEMENT STAFF**

Luke Serpa, Interim City Manager  
John Holt, Assistant City Manager/City Clerk  
David Wolfe, City Attorney  
Matthew Basgall, Police Chief  
John Binaski, Fire Chief  
Andrew Haussler, Community and Economic Development Director  
Jay Schengel, Finance Director/Treasurer  
Shonna Halterman, General Services Director  
Dwight Kroll, Planning & Development Services Director  
Luke Serpa, Public Utilities Director

**AD HOC BUDGET  
PREPARATION TASK FORCE**

Luke Serpa, Interim City Manager  
Jay Schengel, Finance Director

John Holt  
Haley Lynch  
Gina Daniels  
Susan Evans  
Calvin Campbell  
Elena Mendrin  
Max Pronovost  
Hogan Louie  
Catalina Reyes  
Thad Avery  
Jacquie Pronovost  
Marianne Mollring



## SUMMARY OF REVENUES & EXPENDITURES

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



The Tarpey Depot, originally located near Clovis and Ashlan Avenues, was rescued by the City's Planning and Development Services Director (Dwight Kroll), moved to the corner of Fourth Street and Clovis Avenue, and renovated to serve 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, 2017; the total estimated revenue for 2017-2018; the total proposed budget expenditures for 2017-2018; and the projected ending fund balance for each fund as of June 30, 2018.

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 than proposed expenditures. Projected revenues are nearly \$66.5 million which is \$1.8 million or 2.8% more than the revised revenues for 2016-2017. The additional revenue is due to increased sales and property taxes, and is slightly offset by the loss of safety grant funding. Proposed expenditures are \$65.6 million and represent \$1.8 million or 2.8% more when compared to 2016-2017 estimated expenditures. The increase in 2017-2018 projected expenditures is mostly made up of negotiated salary increases, increased costs to provide employee benefits including retirement and health insurance and general price increases impacting the cost of services and supplies. Expenditure categories are increasing necessitating a reduction in others to keep the budget balanced. Reductions are budgeted overtime, extra help, travel and training, and capital expenditures. This budget reflects some public safety positions may be unfunded during the year to reduce expenditures. One new position is recommended for the General Fund for 2017-2018. A complete listing of recommended positions and unfunded positions is included in the **Personnel Section**. The General Fund has \$11.6 million, or 17.7% of expenditures, designated as an emergency reserve. The General Fund also reflects \$0.9 million unreserved, unassigned balance available to offset the impact of any revenue shortfall or cover any unexpected expenditures that do not meet the emergency designation.

**Special Revenue Funds** - The Housing and Community Development Fund projects a fund balance of \$0.7 million for 2017-2018 with current program costs funded through the use of capital funds for projects and revenues sufficient to cover current operational program costs. The Landscape Maintenance District Fund shows a projected fund balance of \$3.8 million for 2017-2018. 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. The policy of transferring funds from the General Fund into the General Government Services Fund to provide for future capital needs, ongoing facility maintenance and minor remodels, as well as pay for major projects is established this year at \$0.3 million. The General Government Facilities Fund includes a limited number of minor projects with the reserves committed to future debt service obligations. Also included is a transfer of \$0.3 million from the General Fund to the Fleet fund to fund safety vehicle replacements.

**Enterprise Funds** - All of the City's Enterprise Funds show sufficient revenue and working capital to meet current operating requirements. With the return in development over the last few years, the City has been rebating back to the utility customers the Sewer bond coverage charge of \$7.30 per month. Sewer operations have an authorized 3% escalator; however, no increase is included in the proposed budget. 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. A 2% rate increase for the refuse portion will be implemented effective July 1, 2017. The Water Enterprise Fund reflects the approved 3% rate increase effective July 1, 2017 with rate increases approved in future years if necessary. 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 Water/Sewer/Community Sanitation operation will add three positions in 2017-2018. The Transit Enterprise expanded services utilizing one time money from State Transit Assistance (STA) and will continue those services in 2017-2018. These services are fully funded and with the City population exceeding the 100,000 mark, all future allocations of the Local Transportation Funding will be allocated to Transit to continue funding these services. The Planning & Development Enterprise has continued to see an increase in residential construction and expects this increase to continue for several years. Staffing is being adjusted to accommodate this growth with two new positions recommended for 2017-2018. More details regarding the positions in these funds are included in the **Personnel Section**.

**Capital Improvements** - Several major projects are included in the 2017-2018 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 2017-2018 that do not currently have funding sources identified.



# SUMMARY OF RESOURCES AND APPROPRIATIONS 2017-2018

Fund	Beginning Balance	Transfers	Current Resources	Expenditures	Ending Balance
<b>GENERAL</b>					
General Fund*	987,600	(1,000,000)	66,480,000	65,595,400	872,200
<b>SPECIAL REVENUE FUNDS</b>					
Housing & Community Develop.	822,300	0	1,000	146,800	676,500
Landscape Assessment District	3,367,000	0	3,742,000	3,311,000	3,798,000
Total Special Revenue	4,189,300	0	3,743,000	3,457,800	4,474,500
<b>INTERNAL SERVICE FUNDS</b>					
Liability & Property Insurance	1,150,500	0	2,108,000	2,171,900	1,086,600
Employee Benefits	3,491,600	0	22,442,900	22,701,000	3,233,500
Fleet Maintenance	9,103,700	350,000	10,284,000	9,387,600	10,350,100
General Government Services	4,587,300	0	11,613,000	11,668,300	4,532,000
Total Internal Service	18,333,100	350,000	46,447,900	45,928,800	19,202,200
<b>ENTERPRISE FUNDS</b>					
Community Sanitation	7,960,600	156,000	18,645,000	19,743,000	7,018,600
Sewer Service	10,562,300	(743,000)	12,794,000	12,041,400	10,571,900
Water Service	25,778,500	(6,243,000)	15,349,200	13,616,900	21,267,800
Transit	1,305,700	0	5,890,000	6,026,900	1,168,800
Planning & Development Service	5,107,800	300,000	9,319,000	9,177,500	5,549,300
Total Enterprise	50,714,900	(6,530,000)	61,997,200	60,605,700	45,576,400
<b>CAPITAL IMPROVEMENT FUNDS</b>					
Sewer Construction	2,035,300	743,000	7,361,000	8,651,300	1,488,000
Park Projects	4,580,000	0	4,072,000	3,340,000	5,312,000
Street Construction	7,730,600	0	33,126,000	34,152,000	6,704,600
Water Construction	2,994,300	6,243,000	3,263,000	11,010,100	1,490,200
Housing & Community Develop.	849,000	0	1,693,000	2,542,000	0
General Govt Facilities	1,100,000	350,000	100,000	1,550,000	0
Total Capital Improvement	19,289,200	7,336,000	49,615,000	61,245,400	14,994,800
	93,514,100	156,000	228,283,100	236,833,100	85,120,100
	Beginning Balance	Transfers	Additions	Deductions	Ending Balance
<b>SUCCESSOR AGENCIES TRUST FUND</b>					
Clovis Successor Agencies**	2,168,400	0	1,552,000	1,702,900	2,017,500

\* The General Fund maintains a \$11,610,000 set aside, or 17.7% of expenditures, as an emergency reserve as directed by the City Council.

\*\*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.



# 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>
\$ 300,000	General Fund	Planning and Dev Services Fund	General Fund supported activity.
350,000	General Fund	General Services	Capital, maintence & technology
350,000	General Fund	Fleet Maintenance	For safety vehicle replacements
156,000	Comm Sanitation Cap*	Comm Sanitation Oper	Acquisition of refuse containers
270,000	Sewer Capital-Dev	Sewer Service	For sewer system improvements
427,000	Sewer Capital-Dev	Sewer Service	Developer share of debt service
1,440,000	Sewer Service	Sewer Cap-Dev	To pay debt service
753,000	Water Service	Water Capital-Dev	To pay debt service
500,000	Water Service	Water Capital-Dev	Interfund loan for water banking
2,600,000	Water Service	Water Capital-Dev	Acquisition of land for water facility
2,390,000	Water Service	Water Capital-User	For water system improvements

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

Sewer Capital -

Sewer Capital-Enterprise

Sewer Capital-Developer

Water Construction -

Water Capital-Enterprise

Water Capital-Developer

\*Community Sanitation Capital Fund is unbudgeted and as such, is not shown on the preceeding 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 2017-2018 revenues and expenditures. The schedule on the following page combines all the City's funds into one summary schedule while the 2017-2018 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 "2017-2018 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 37.9% of the total funding sources. The source "Charges to Other Departments" reflects interfund charges, or revenue derived, by the City's Internal Service Funds such as General Services, Employee Benefits, Fleet Services, and Liability and Property Insurance to other operating funds for services received from the Internal Service Funds. This funding source reflects 19.4% 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, show an increase due primarily to expected countywide growth, improving property values from prior years, the recapture of a portion of the previous Prop 8 automatic reductions and the statutory Prop 13 CPI increase of 2%. Property taxes account for 10.3% of the City's revenue. The revenue source "Sales & Use Tax" which accounts for 9.1% of total revenue, is projected to increase with improved consumer spending and employment.

Overall the City budget is up when compared to the prior year. Capital outlays/improvements account for 25.0% of the total budgeted expenditures in 2017-2018, and are increasing when compared to the estimated 2016-2017 with the start of several new anticipated projects. The combined totals for all salaries and benefits, which account for 30.3% 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 7.6% 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, and office supplies. The expenditure category "Employee Related ISF Charges" which accounts for 9.3% 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.



# 2017-2018 BUDGET SUMMARY - ALL FUNDS

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

	2015-2016 ACTUAL	2016-2017 ESTIMATED	2017-2018 BUDGET
<b><u>FUNDING SOURCES</u></b>			
Property Taxes	20,649,898	22,495,000	23,563,000
Sales & Use Tax	19,119,633	19,851,000	20,850,000
Other Taxes	7,749,921	8,114,000	8,437,000
Licenses and Permits	2,669,192	3,095,000	3,000,000
Fines	253,841	221,500	222,000
Use of Money & Property	913,107	856,400	864,200
From Other Agencies	17,875,133	30,030,600	38,807,000
Charges for Current Services	76,182,924	79,461,200	86,543,000
Other Revenues	4,120,860	6,524,400	495,000
Charges to Other Departments-ISF	36,840,196	41,153,700	44,376,900
Other Financing Sources	0	593,000	1,125,000
Total Revenues and Other Financing Sources	186,374,705	212,395,800	228,283,100
Beginning Fund Balances	90,579,158	102,638,000	93,514,100
Total Available Resources	276,953,863	315,033,800	321,797,200
<b><u>EXPENDITURES/EXPENSES</u></b>			
Salaries-Regular	37,792,540	39,803,600	42,867,600
Overtime	4,600,509	4,445,800	4,042,300
Extra Help	2,657,202	2,824,600	3,071,000
Benefits	17,421,167	19,820,500	22,001,900
Vehicle Charges	8,469,428	8,939,600	9,541,500
Energy	5,924,450	6,536,400	6,956,750
Communications	514,288	539,100	570,900
Professional Services	17,566,906	20,132,300	19,760,900
Repair and Maintenance	2,676,962	3,370,000	3,550,300
State Mandates	841,505	992,500	1,059,500
Special Events	75,197	82,000	86,000
Building and Equipment Rental	2,109	8,000	13,000
Office Supplies	513,644	787,100	686,700
Materials and Supplies	4,421,070	4,360,700	4,717,800
Travel and Meeting Expense	177,612	259,200	260,100
Training	725,437	719,500	725,900
Dues and Subscriptions	121,135	112,700	126,400
Administration and Overhead	16,447,790	17,675,200	18,062,300
Employee-Related ISF Charges	15,839,503	19,449,800	22,042,400
Liability Insurance Prog-ISF	1,611,055	1,629,700	1,891,800
Debt Service	15,332,334	15,764,000	15,529,600
Capital Outlays/Improvements	21,134,020	53,423,400	59,268,450
Total Expenditures/Expenses and Other Uses	174,865,863	221,675,700	236,833,100
Net Operating Transfers *	550,000	156,000	156,000
Ending Fund Balances	102,638,000	93,514,100	85,120,100

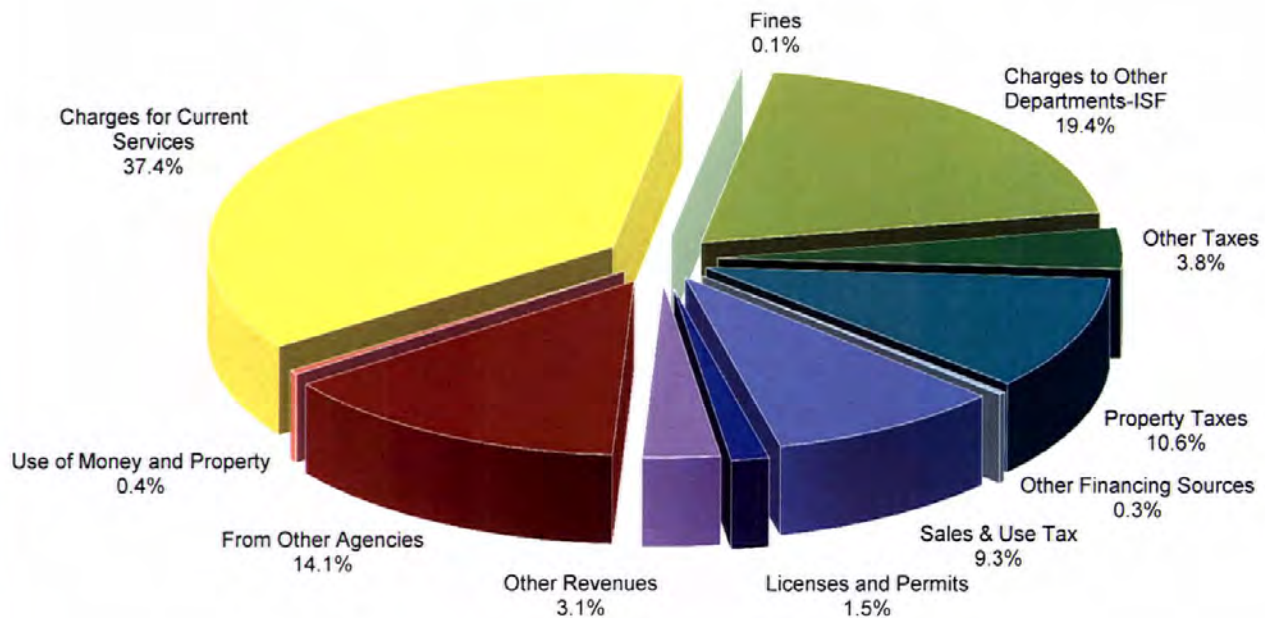
The numbers presented above include revenue and expenses for the City's Internal Service Funds. These funds act as cost allocation departments in that they accumulate the cost of goods and services and distribute these costs to the various other user departments. The user departments in turn record an expense/expenditure, and the Internal Service Fund records revenue. Therefore, a doubling effect occurs for those revenues and expenses/expenditures.

The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

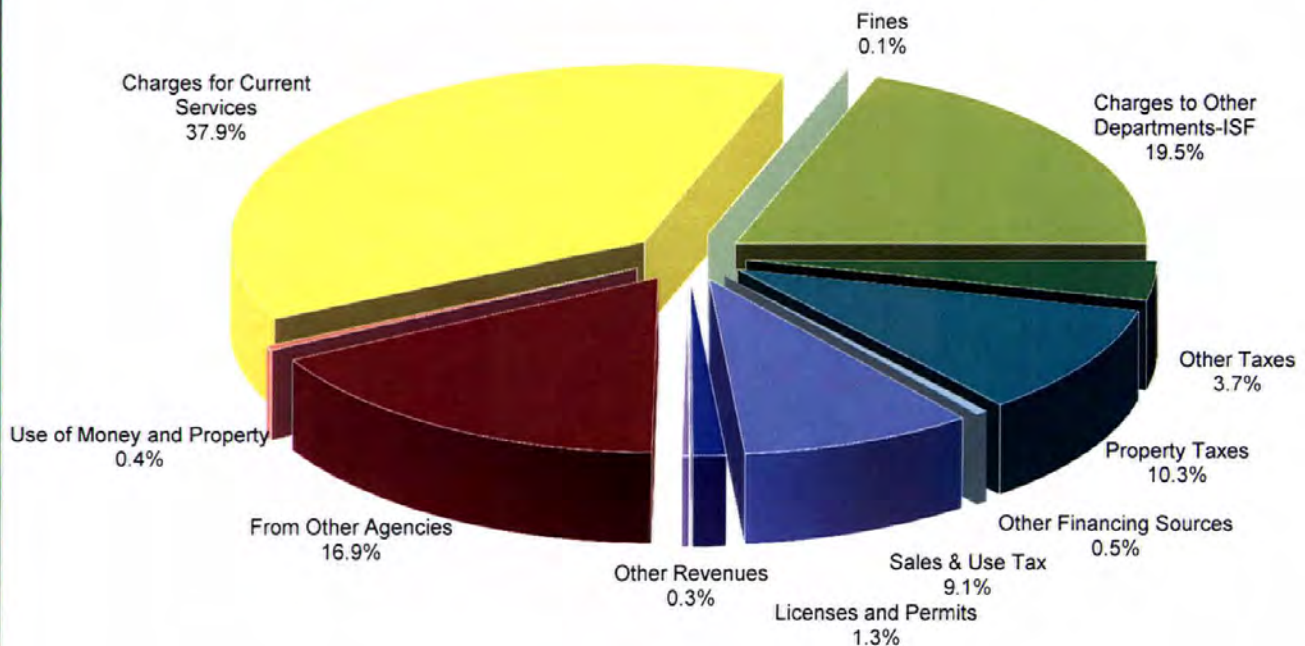
\* Net transfers are the result of the transfer to the Refuse Disposal Fund from the Community Sanitation Fund, an unbudgeted fund.



## 2016-17 ESTIMATED REVENUES



## 2017-2018 BUDGET REVENUES



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



# 2017-2018 BUDGET SUMMARY - BY FUND

Page 1 of 2

		Special Revenue Funds		Enterprise Funds				
	General	Housing & Community Development	Landscape Assessment District	Community Sanitation	Sewer Service	Transit	Water Service	Planning & Development Services
<b><u>FUNDING SOURCES</u></b>								
Property Taxes	23,563,000							
Sales & Use Tax	20,850,000							
Other Taxes	8,437,000							
Licenses and Permits	640,000							2,360,000
Fines	222,000							
Use of Money & Property	98,000	1,000	8,000	105,000	241,000	26,000	182,200	35,000
From Other Agencies	2,424,000	1,693,000				5,664,000		27,000
Charges for Current Services	10,054,000		3,734,000	18,540,000	12,403,000	200,000	15,147,000	6,887,000
Other Revenues	192,000				150,000		20,000	10,000
Charges to Other Departments-ISF								
Other Financing Sources								
<b>Total Sources</b>	<b>66,480,000</b>	<b>1,694,000</b>	<b>3,742,000</b>	<b>18,645,000</b>	<b>12,794,000</b>	<b>5,890,000</b>	<b>15,349,200</b>	<b>9,319,000</b>
<b><u>EXPENDITURES/EXPENSES</u></b>								
Salaries-Regular	26,804,300	96,100		3,457,300	774,500	1,393,100	2,578,800	4,126,600
Overtime	3,415,900			250,300	14,100	70,500	100,100	115,000
Extra Help	1,288,500			115,000	10,000	855,000	25,000	671,500
Benefits	14,429,300	22,700		1,788,200	379,200	878,800	1,308,000	1,679,000
Vehicle Charges	3,316,200			4,011,400	276,300	1,020,300	469,800	208,100
Energy	2,442,700			18,000	950,000		2,600,000	
Communications	213,200			13,500	2,500	85,000	16,000	47,100
Professional Services	4,368,100	2,000	3,311,000	4,516,000	4,794,500	386,700	1,402,400	446,500
Repair and Maintenance	226,400			49,200	88,100		541,200	
State Mandates				1,050,500				
Liability Insurance Prog-ISF								
Special Events	3,000							1,000
Building and Equipment Rental	1,000			10,000				
Office Supplies	76,100			68,000	10,000		23,000	10,500
Materials and Supplies	936,800			139,300	79,200		1,001,200	5,600
Travel and Meeting Expense	192,400	4,000		15,000	3,000	8,500	5,000	14,000
Training	465,700			31,500	5,200	36,800	29,500	33,200
Dues and Subscriptions	85,200	2,600		11,000	2,000	800	5,500	14,500
Administration and Overhead	6,786,000	11,900		2,619,400	2,233,600	847,400	2,467,900	1,785,900
Employee-Related ISF Charges								
Debt Service		7,500		794,400	1,241,700			
Capital Outlays/Improvements	544,600	2,542,000		785,000	1,177,500	444,000	1,043,500	19,000
<b>Total Uses</b>	<b>65,595,400</b>	<b>2,688,800</b>	<b>3,311,000</b>	<b>19,743,000</b>	<b>12,041,400</b>	<b>6,026,900</b>	<b>13,616,900</b>	<b>9,177,500</b>



# 2017-2018 BUDGET SUMMARY - BY FUND

Page 2 of 2

Internal Service Funds				Capital Projects Funds				Total	Trust Fund
Liability and Property Insurance	Employee Benefits	General Services	Fleet	Sewer	Park Projects	Streets	Water		Successor Agency Trust Fund*
									<u>Additions</u>
								23,563,000	1,550,000
								20,850,000	
								8,437,000	
								3,000,000	
								222,000	
	34,000	53,000		8,000	19,000	46,000	8,000	864,200	2,000
		144,000			1,904,000	26,951,000		38,807,000	
		692,000		7,353,000	2,149,000	6,129,000	3,255,000	86,543,000	
	50,000	73,000						495,000	
2,108,000	22,358,900	10,751,000	9,159,000					44,376,900	
			1,125,000					1,125,000	
<u>2,108,000</u>	<u>22,442,900</u>	<u>11,713,000</u>	<u>10,284,000</u>	<u>7,361,000</u>	<u>4,072,000</u>	<u>33,126,000</u>	<u>3,263,000</u>	<u>228,283,100</u>	<u>1,552,000</u>
									<u>Deductions</u>
148,100	285,300	2,013,200	1,190,300					42,867,600	
1,200	1,200	59,000	15,000					4,042,300	
		35,000	71,000					3,071,000	
56,000	110,600	736,800	613,300					22,001,900	
5,800	14,300	158,500	60,800					9,541,500	
		946,050						6,956,750	
		193,500	100					570,900	
	10,900	446,800	76,000					19,760,900	350,000
		1,918,400	727,000					3,550,300	
			9,000					1,059,500	
1,891,800								1,891,800	
	82,000							86,000	
		2,000						13,000	
		498,100	1,000					686,700	
2,000		86,000	2,467,700					4,717,800	
3,700	1,200	8,800	4,500					260,100	
17,900	31,400	56,500	18,200					725,900	
900	500	2,300	1,100					126,400	
44,500	71,200	300,300	894,200					18,062,300	400
	22,042,400							22,042,400	
		3,131,700	772,400	6,535,300			3,046,600	15,529,600	1,352,500
	50,000	2,625,350	2,466,000	2,116,000	3,340,000	34,152,000	7,963,500	59,268,450	
<u>2,171,900</u>	<u>22,701,000</u>	<u>13,218,300</u>	<u>9,387,600</u>	<u>8,651,300</u>	<u>3,340,000</u>	<u>34,152,000</u>	<u>11,010,100</u>	<u>236,833,100</u>	<u>1,702,900</u>

# SUMMARY OF REVENUES BY FUND

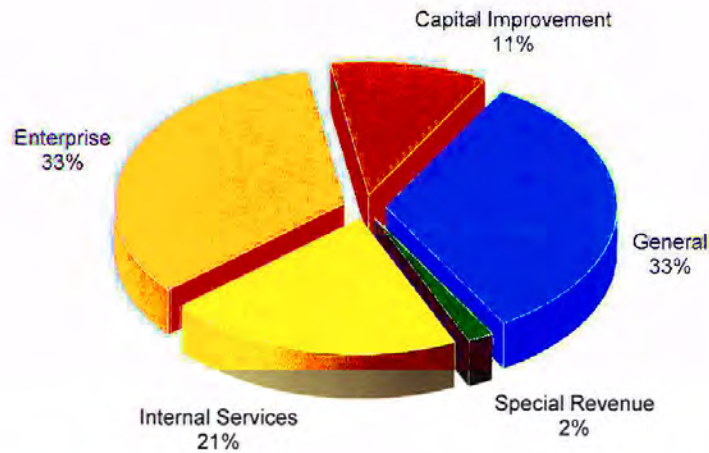
	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>GENERAL FUND</b>	61,694,226	64,692,100	66,480,000
<b>SPECIAL REVENUE FUNDS</b>			
Housing & Community Development	224,375	930,000	1,000
Landscape Maintenance District	3,203,532	3,552,000	3,742,000
<b>INTERNAL SERVICES FUNDS</b>			
Liability & Property Insurance	1,979,731	1,989,000	2,108,000
Employee Benefit	17,871,764	20,205,700	22,442,900
Fleet Maintenance	8,290,007	9,282,000	10,284,000
General Govt Services	10,178,426	11,350,000	11,613,000
<b>ENTERPRISE FUNDS</b>			
Community Sanitation	17,682,183	14,534,000	18,645,000
Sewer Service	16,284,876	11,071,000	12,794,000
Transit	5,971,093	5,944,000	5,890,000
Water Service	13,461,583	20,206,700	15,349,200
Planning & Development Services	8,930,382	9,019,200	9,319,000
<b>CAPITAL IMPROVEMENTS FUNDS</b>			
Sewer Construction	6,017,869	8,361,000	7,361,000
Parks Projects	1,889,072	2,514,000	4,072,000
General Government Facilities	527,971	1,813,000	100,000
Street Construction	6,779,330	18,040,100	33,126,000
Water Construction	4,695,659	3,340,000	3,263,000
Refuse Construction	108,906	3,511,000	0
Housing & Community Development	583,720	2,041,000	1,693,000
<b>TOTAL</b>	<b><u>186,374,705</u></b>	<b><u>212,395,800</u></b>	<b><u>228,283,100</u></b>
<b>SUCCESSOR AGENCY TRUST FUND</b>			
Clovis Successor Agencies*	<b><u>1,607,114</u></b>	<b><u>2,009,000</u></b>	<b><u>1,552,000</u></b>

\*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

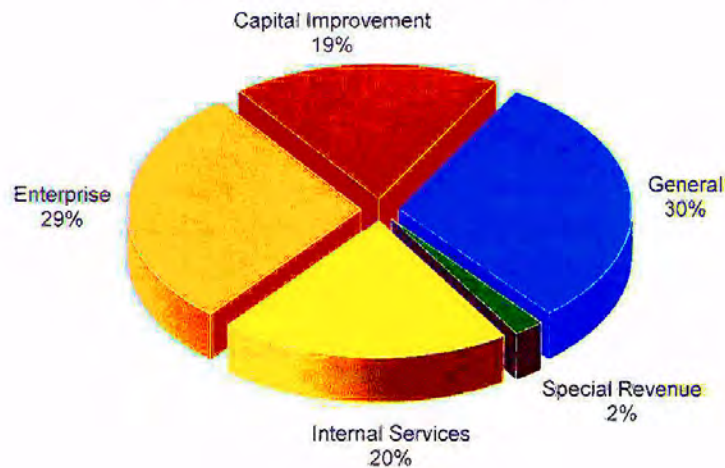


# REVENUES BY FUND TYPE

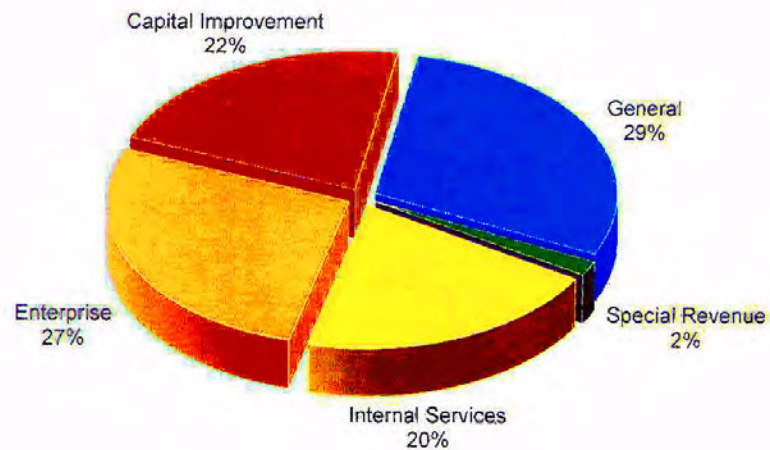
## 2015-2016 ACTUAL



## 2016-2017 ESTIMATED



## 2017-2018 BUDGET



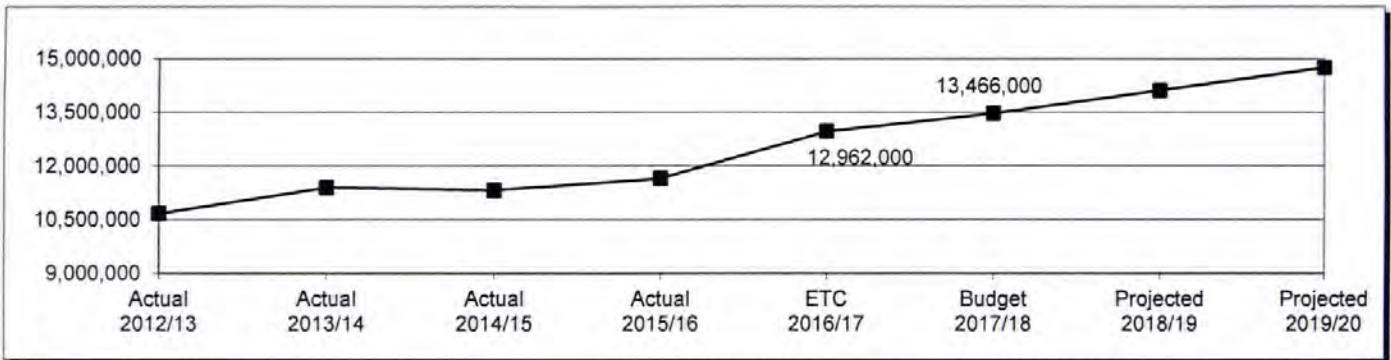
# REVENUE BY SOURCE

## 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. 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. (See "Property Tax in lieu of VLF-General Fund" for the chart on this revenue). The County of Fresno assesses property owners within the county and distributes the tax to the appropriate agencies based on their sharing percentage. The City's share of the county-wide 1% is 17.95%. In 2017/18, the City of Clovis is expecting to receive about \$13,466,000 in property taxes on real and personal property. Growth in this revenue source is affected by several factors, such as 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. On February 1, 2012, all redevelopment agencies in California were dissolved. Property tax revenues formerly distributed to redevelopment agencies as tax increment are now distributed to schools, counties, and cities in the project area. Property tax revenue including Property Tax in lieu of VLF is 32% of total General Fund revenue.

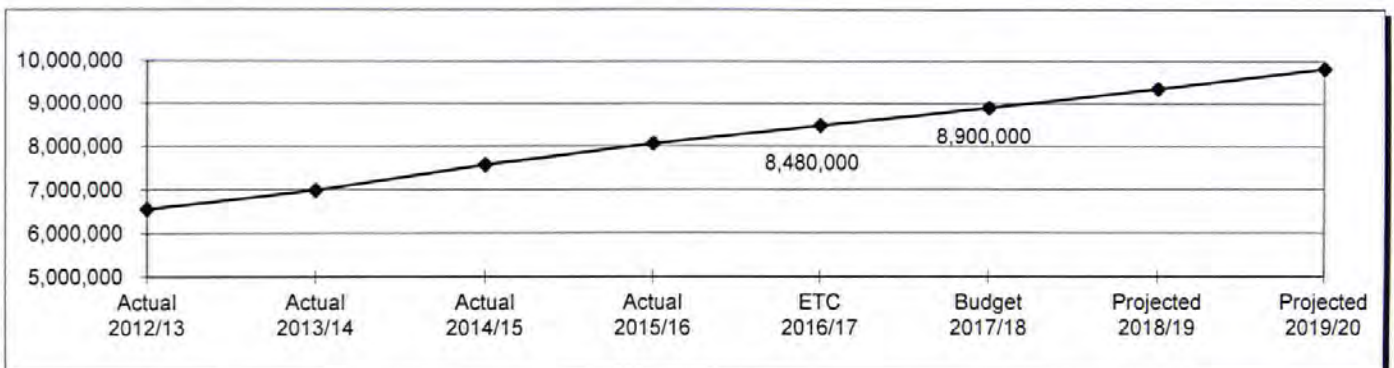
The gross assessed valuation (in millions) for Clovis is:

2012/13 \$7,226	2014/15 \$8,363	2016/17 \$9,394	2018/19 \$9,707 est.
2013/14 \$7,707	2015/16 \$8,909	2017/18 \$9,440 est.	2019/20 \$9,974 est.



## Property Tax in lieu of VLF-General Fund

In 2004, the State permanently reduced the vehicle license tax rate, thus reducing the taxes allocated to counties and cities. The State's general fund backfill was also eliminated. Instead, counties and cities now receive additional transfers of property tax revenues in lieu of VLF. The property tax in lieu of VLF for the City increases annually in proportion to the growth in gross assessed valuation. This revenue represents 13% of General Fund revenue.





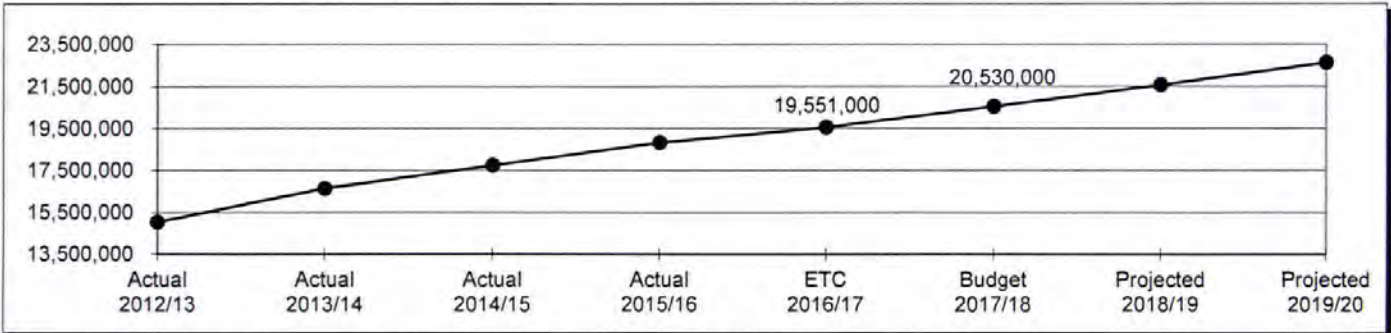
# REVENUE BY SOURCE

## Sales Tax-General Fund

The City of Clovis 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%.

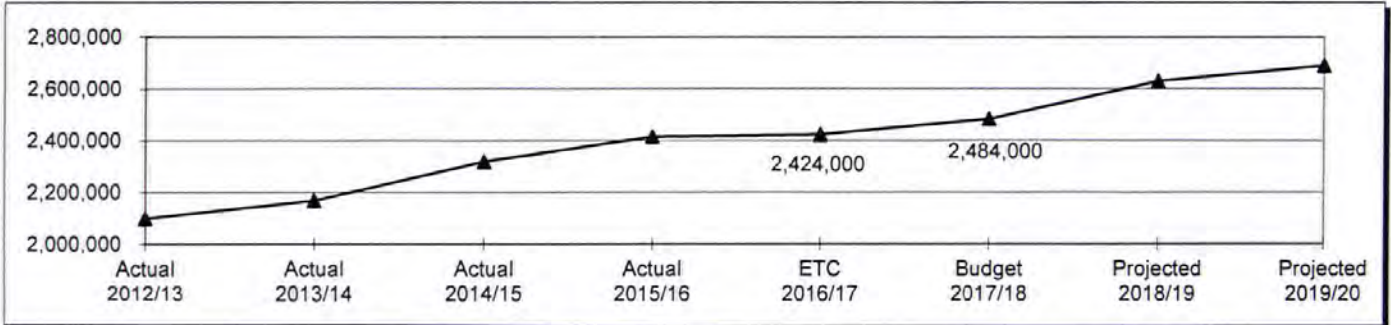
<b>Major</b>	General Consumer Goods	29%
<b>Segments:</b>	Auto Sales	23%
	Restaurants	11%
	Service Stations	6%
	Food and Drugs	5%
	Building Materials	13%

The top ten retailers generate 40% of the sales tax and the top 100 retailers generate 79% of the sales tax in Clovis. In 2016/17, revenues have continued to moderately increase due to increased consumer confidence, reduced unemployment, the opening of the Clovis Crossing Shopping Center, and the opening of several new stores and restaurants in the Trading Post such as Skechers, Tuesday Morning, Rubio's, and Pieolgy Pizzeria. Population increase is also factored in for taxable sales projected.



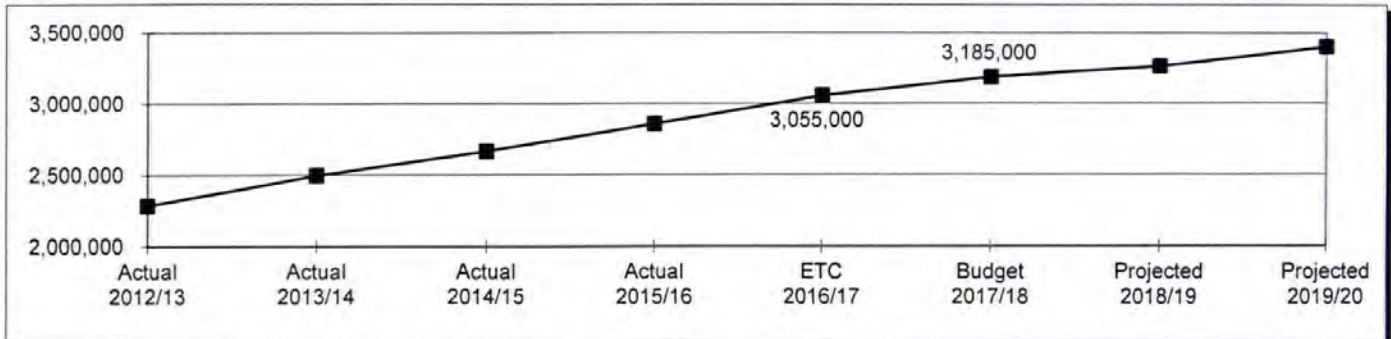
## Franchise Fees-General Fund

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 projected to increase slightly as AT&T moves customers from cable to satellite service. This revenue source is approximately 4% of the General Fund revenue.



## Business Licenses-General Fund

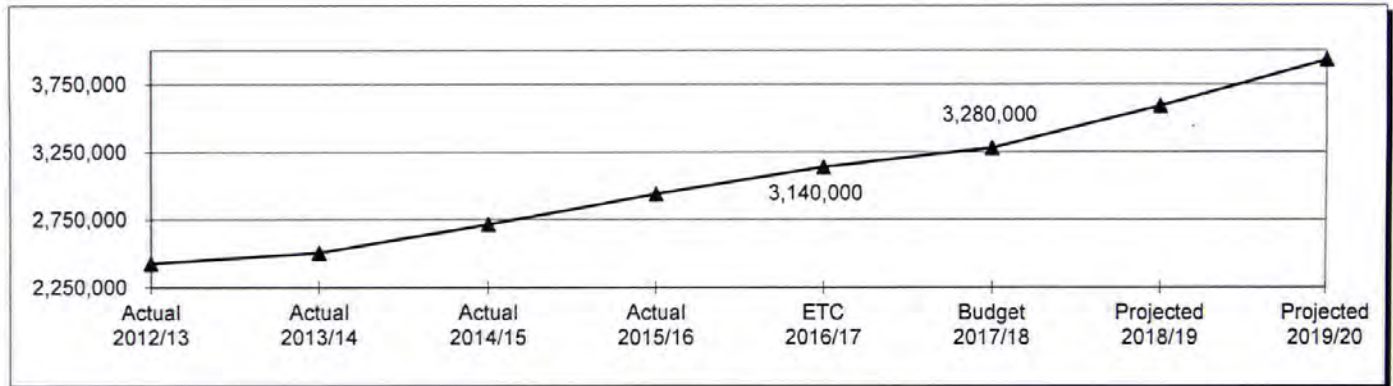
Business Licenses are required of all people doing business within Clovis. Most businesses pay fees based on gross receipts. There is a minimum and a maximum business license fee, which is adjusted for inflation. Business license revenues are expected to remain at a normal revenue growth at the rate of inflation and adjusted for new businesses.



# REVENUE BY SOURCE

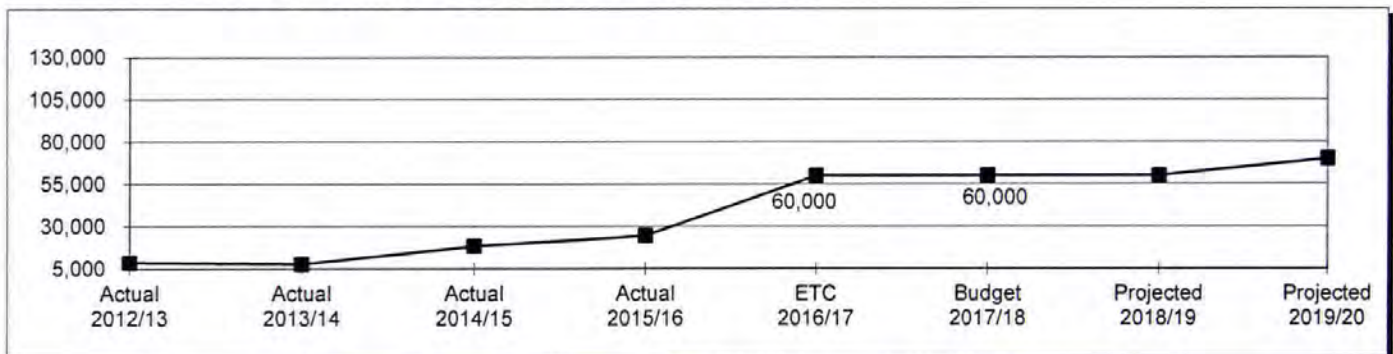
## Other Taxes-General Fund

This category includes transient occupancy tax, real property transfer tax, and card room permits. Revenue from Transient Occupancy Tax has increased as occupancy rates continually increase in existing hotels. Projections for 2017/18 and out years include two new hotels to be built in Clovis. The hotels are La Quinta and Marriot Townplace.



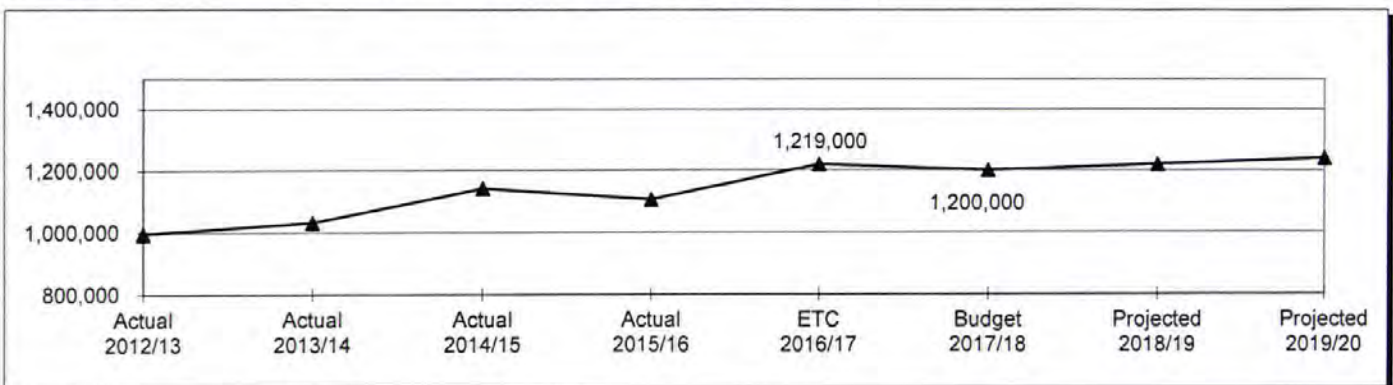
## Interest Revenue-General Fund

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 2016/17 and 2017/18 are 0.86% and 0.94%, 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. The slight downturn in revenue for 2017/18 is largely due to falling gas prices, consumption, and an adjustment by the state for prior year overpayments.

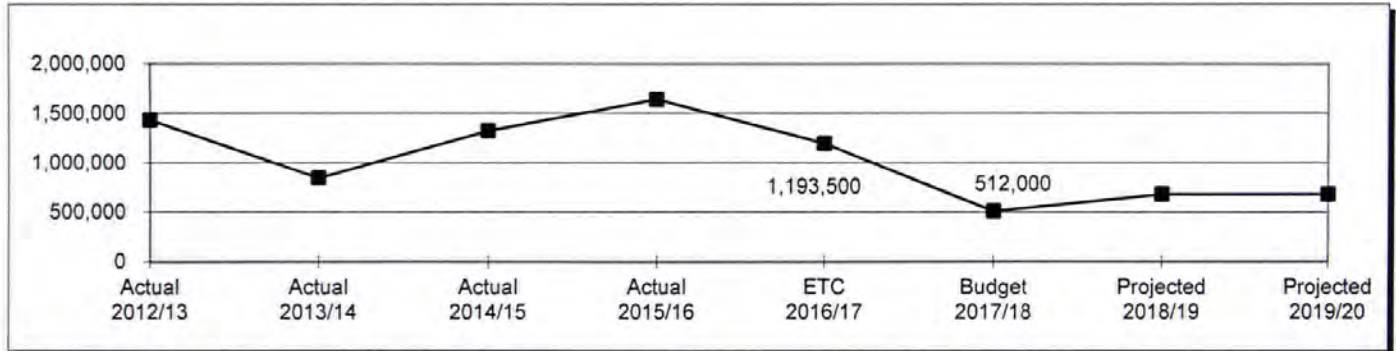




# REVENUE BY SOURCE

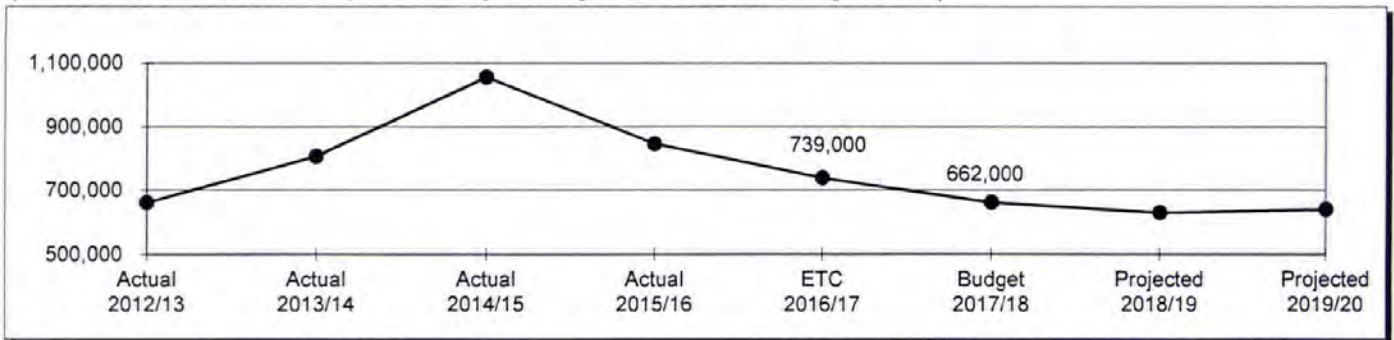
## Grants-General Fund

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 decline in 2013/14 reflect the elimination of Federal Economic Stimulus funds previously received for safety operations such as COPS Hiring Recovery Program and Staffing for Adequate Fire and Emergency Response. The 2015/16 increase is largely from reimbursements from CA Office of Emergency Services for state fire assistance. Grants are projected at a three year average.



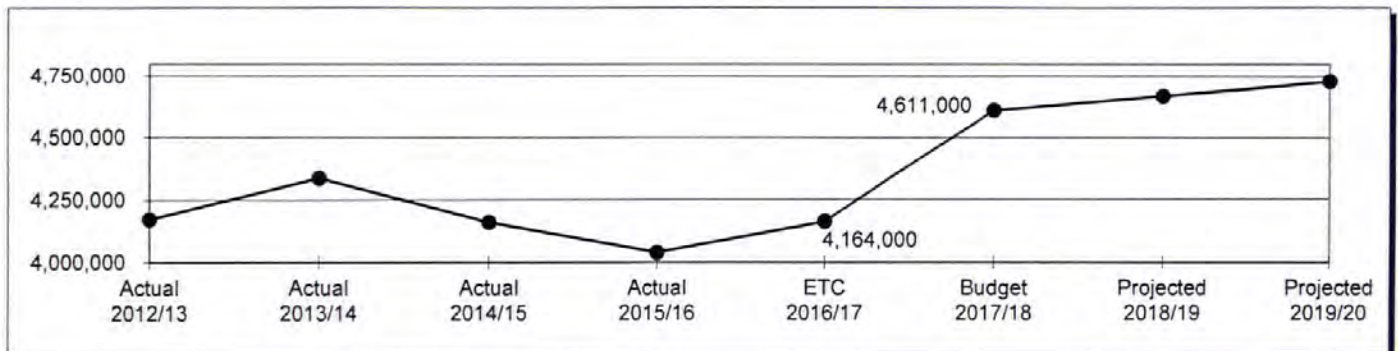
## Revenue From Other Agencies-General Fund

This revenue is from other public agencies including reimbursements of the homeowners property tax exemption. The one time revenue in 2014/15 was due to the partial reimbursement of outstanding mandated claims from prior years. Reimbursements for public safety training has been decreasing annually.



## Revenue for Current Services-General Fund

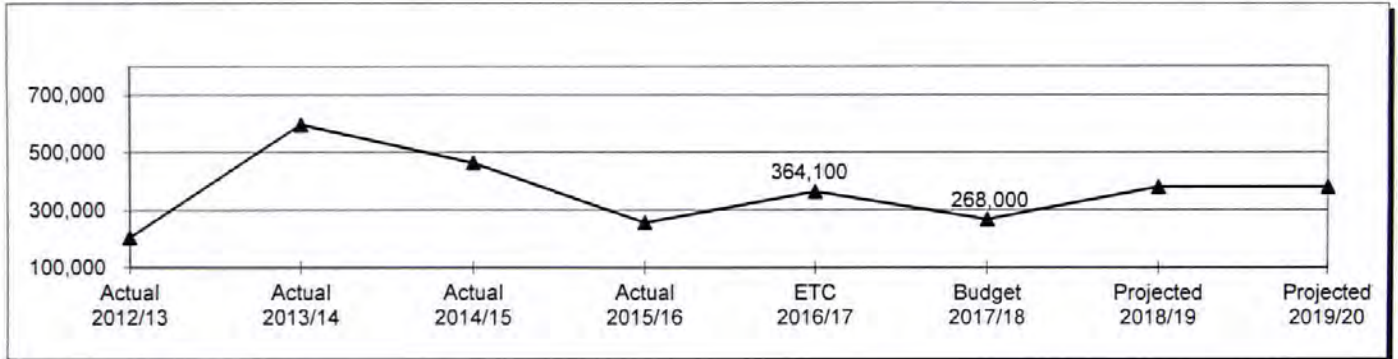
This revenue category includes revenue from fees for landscape maintenance charges, development program administration, charges for use of Police Reserves, sale of copies, weed abatement, emergency and alarm response, Senior Center use charges, and park reservation fees. The revenue in this category varies with service activity.



# REVENUE BY SOURCE

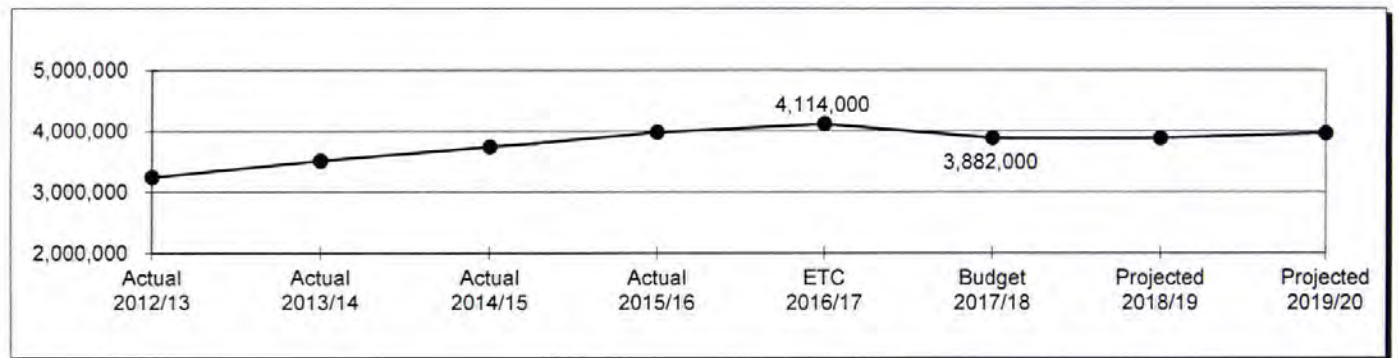
## Other Revenue-General Fund

This category includes revenue from the sale of equipment, legal settlements, damage restitution, as well as asset forfeiture revenue. Asset forfeiture revenues have been rescinded at the federal level beginning in 2015/16 until further notice.



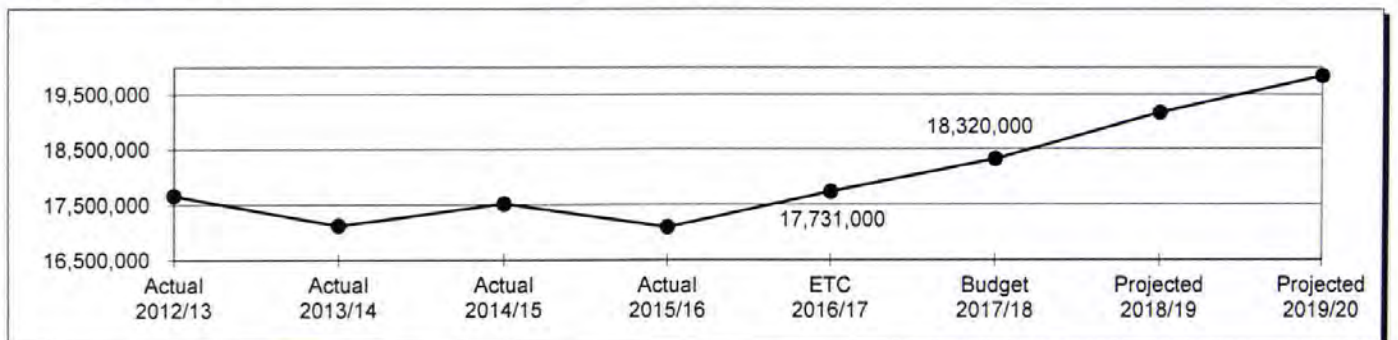
## Administrative Charges-General Fund

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 6% of the General Fund revenue.



## Refuse / Street Cleaning 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. Refuse rates are to increase in 2017/18 through 2019/20 at 2% each year. Recycling and greenwaste rates are projected to increase by the approved 4% for 2017/18 through 2019/20. Street Cleaning charges are anticipated to grow based on the estimated increase in residential and commercial units.

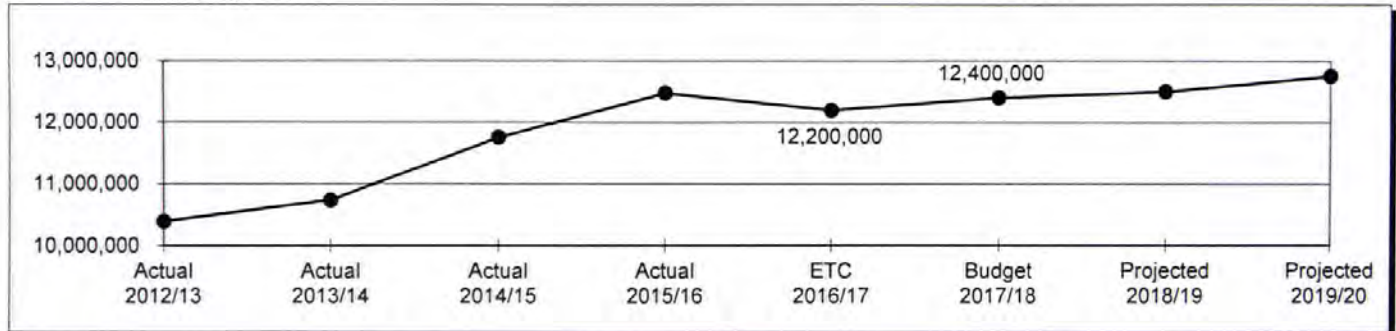




# REVENUE BY SOURCE

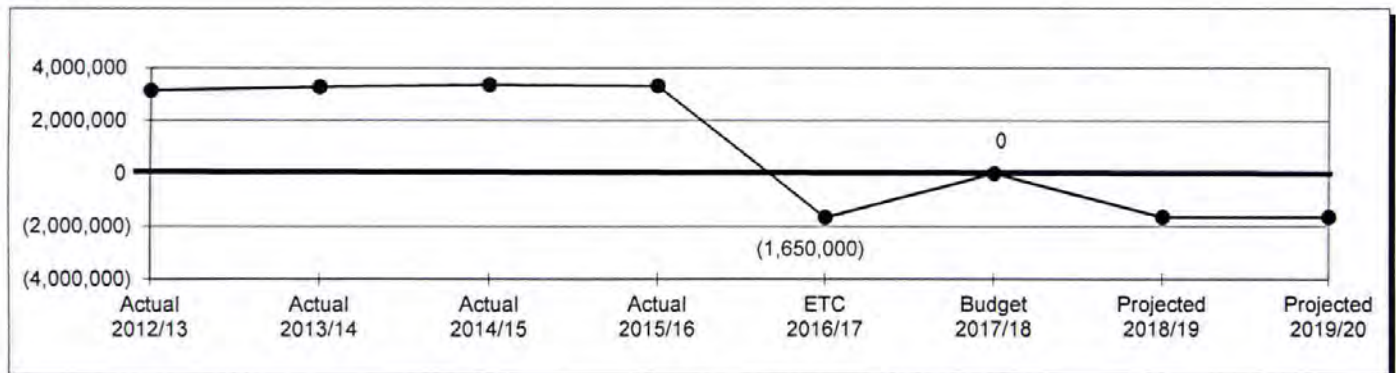
## Sewer Charges-Sewer Service Fund

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 new units, along with rate increases 3% annually if deemed necessary. Beginning in 2017/18 and projected years, no rate increase is projected.



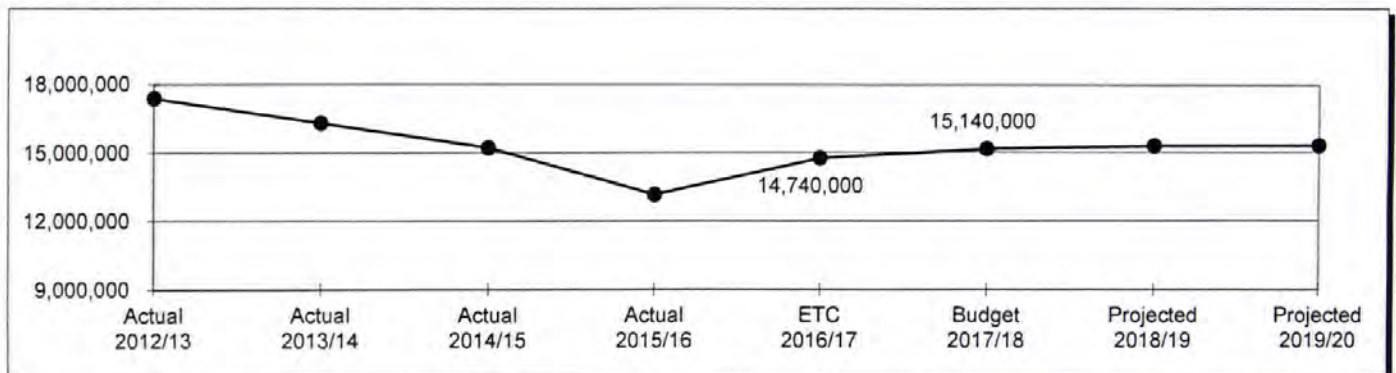
## Sewer Bond Coverage Charges-Sewer Service Fund

Beginning in 2012/13 the City implemented a sewer bond coverage charge to partially cover the debt service on development related bonds. With the uptick in development to normal levels, beginning July 1, 2018, and similar to rebate given in 2016/17, the City plans to rebate the sewer bond coverage charge in the amount of \$7.30 per month plus one-half of previously collected bond coverage charges of \$3.65 per month, for a total rebate of \$10.65 per month.



## 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 based upon the costs of delivering services. Factors that are considered in revenue projections include new units and rate increases. Council approved rate increases annually of 3%, if deemed necessary. 3% increases are projected for 2017/18 and 2018/19, and is intended to cover increased costs to treat and distribute potable water, major capital improvements, and to provide debt service coverage.





# REVENUE BY SOURCE

## Building Permits / Planning Fees / Engineering Fees- Planning & Development Fund

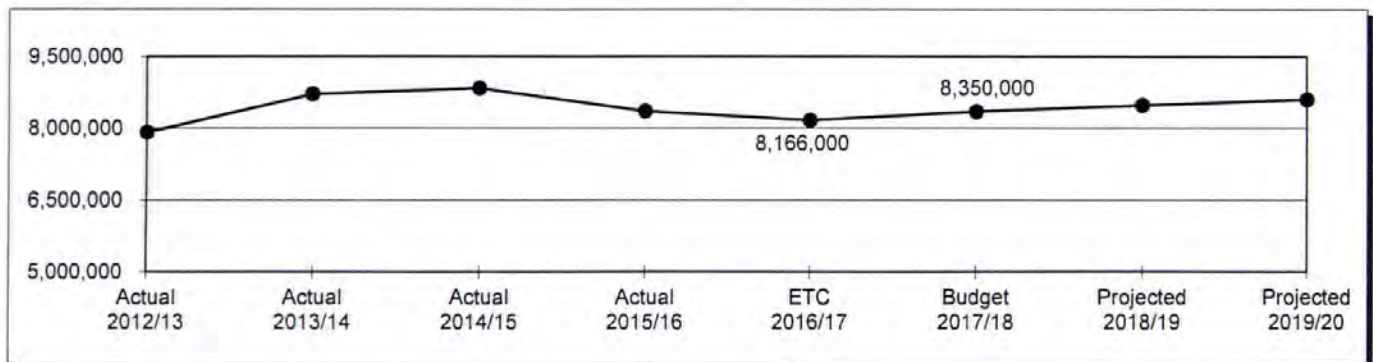
The City collects a fee for each building-related permit issued. The fees are based on the national uniform building codes. The City's building activity had been significantly impacted by the housing market downturn resulting in decreased permit revenue for remodeling projects and new construction. Increases in permit activity gradually occurred in 2012/13 with the development of the Clovis Crossing Shopping Center and Clovis Community Hospital improvements.

Building permit activity for dwelling units:

Total building valuation for 2016 was \$311,769,000.

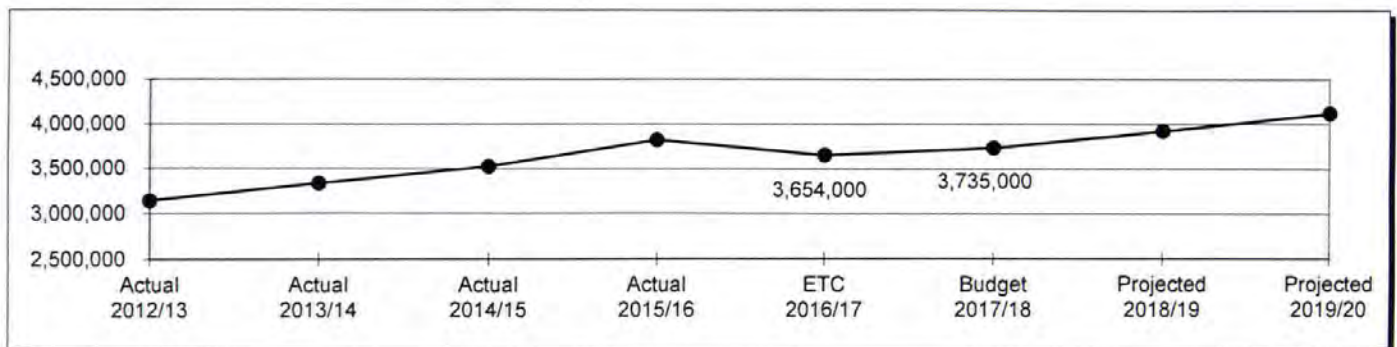
<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
561	735	1024	709

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 from the implementation of a fee to pay the cost to prepare and update the City's General Plan. Engineering 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.



## Local Transportation Funding-Street Construction & Transit Funds

This source of revenue is generated by a 1/4 cent tax on general sales, which is collected by the state and distributed to the local agencies on a formula basis for support of local transportation services. Starting in 2014/15, all LTF funding available to the City will be allocated to transit as required for cities with populations greater than 100,000.

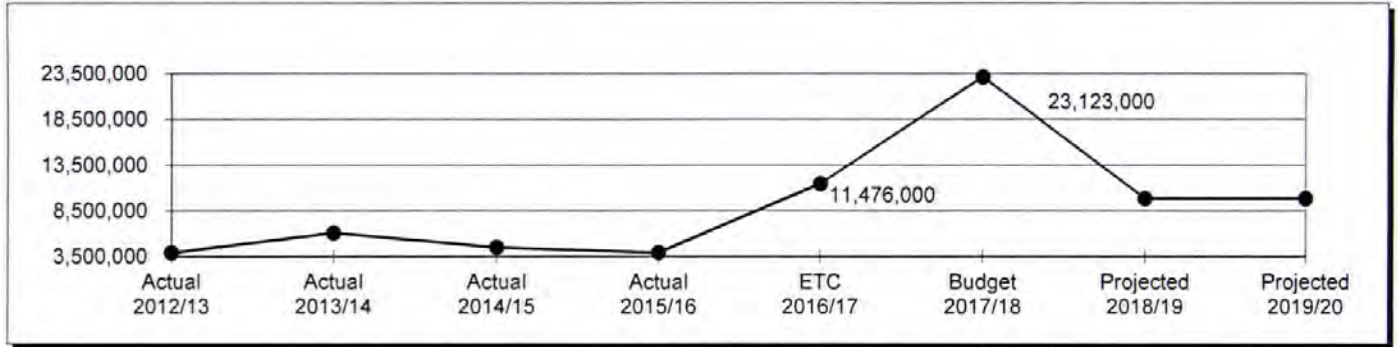




# REVENUE BY SOURCE

## 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. The increase in 2016/17 represents the City's reimbursement of funds from the Regional Transportation Program for specific street improvement projects that continue construction in 2017/18 such as a 6-lane divided expressway on Shaw Avenue from Locan to McCall, major street improvements on Herdon Avenue from Temperance to Dewolf, and on Willow Avenue from Shepherd to Copper.



# SUMMARY OF EXPENDITURES BY FUND

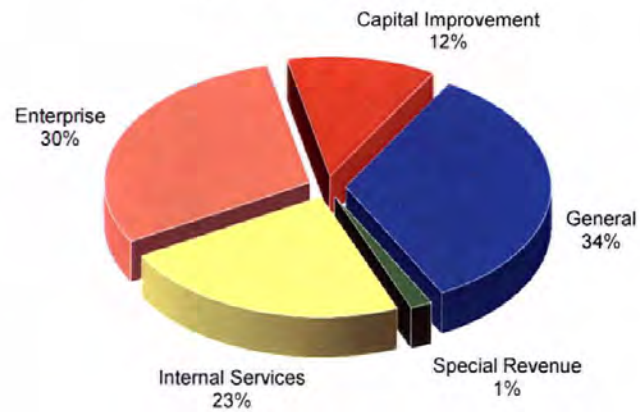
	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>GENERAL FUND</b>	58,128,287	63,798,500	65,595,400
<b>SPECIAL REVENUE FUNDS</b>			
Housing and Community Development	179,231	398,300	146,800
Landscape Maintenance District	2,766,000	2,837,000	3,311,000
<b>INTERNAL SERVICES FUNDS</b>			
Liability & Property Insurance	1,859,480	1,864,500	2,171,900
Employee Benefit	16,308,592	20,025,100	22,701,000
Fleet Maintenance	9,179,298	10,985,300	9,387,600
General Government Services	12,536,967	12,179,700	11,668,300
<b>ENTERPRISE FUNDS</b>			
Community Sanitation	17,576,726	18,343,400	19,743,000
Sewer Service	10,358,478	11,141,700	12,041,400
Transit	5,282,075	6,463,300	6,026,900
Water Service	11,038,723	12,614,200	13,616,900
Planning & Development Services	7,969,083	8,548,400	9,177,500
<b>CAPITAL IMPROVEMENTS FUNDS</b>			
Sewer Construction	7,497,953	10,622,700	8,651,300
Parks Projects	249,316	2,136,000	3,340,000
General Government Facilities	1,497,058	7,283,000	1,550,000
Street Construction	6,596,318	20,787,500	34,152,000
Water Construction	4,461,318	6,210,700	11,010,100
Refuse Construction	108,906	3,511,000	0
Housing and Community Development	1,272,054	1,925,400	2,542,000
<b>TOTAL</b>	<b>174,865,863</b>	<b>221,675,700</b>	<b>236,833,100</b>
<b>SUCCESSOR AGENCY TRUST FUND</b>			
Clovis Successor Agencies*	4,512,744	4,898,600	1,702,900

\*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

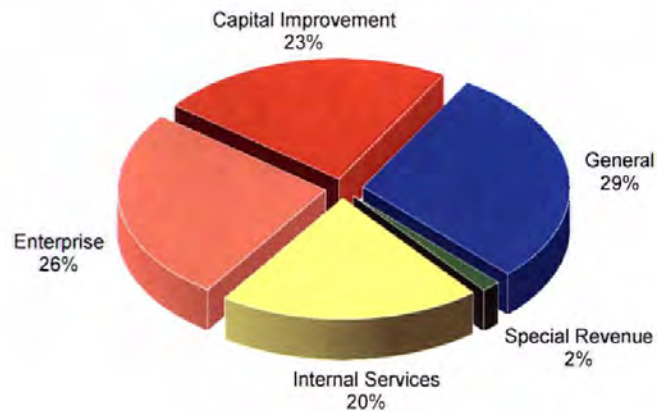


# EXPENDITURES BY FUND TYPE

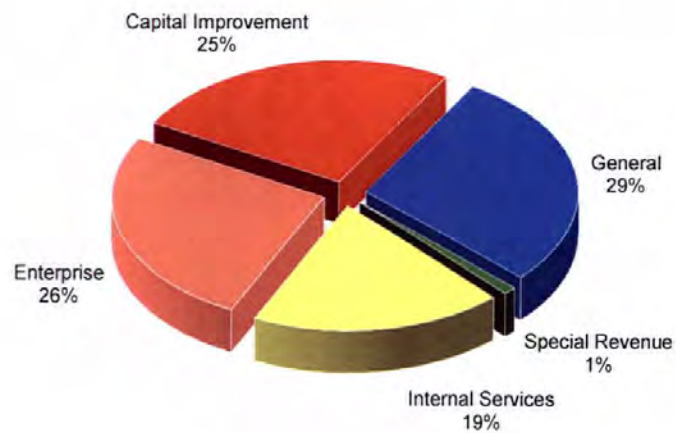
## 2015-2016 ACTUAL



## 2016-2017 ESTIMATED



## 2017-2018 BUDGET



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## DEBT OBLIGATIONS

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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.



Looking northeast from Clovis Avenue and Fifth Street, Old Town Clovis has been the focus of vibrant new development since the mid-1980s.

# 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 2017-18 is calculated at 15% of total assessed valuation or \$1,409,146,646. The City currently has no general obligation debt outstanding.

## LEGAL DEBT LIMIT

Assessed Valuations	\$ 9,295,190,273
Add back exempt property	<u>99,120,700</u>
Total Assessed Value	<u>\$ 9,394,310,973</u>
Legal Debt Limit	
15% of Total Assessed Value	\$ 1,409,146,646

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, 2016, is as follows:

Capital Leases	\$ 26,850,328
Long-Term Loans	1,557,742
Long-Term Contracts	8,205,774
Revenue Bonds	125,030,000
Clovis Successor Agency	14,955,000

It is anticipated that capital leases will be used to purchase eight police vehicles, and one animal control vehicle. The City anticipates that the leases will not start until the early part of the fiscal year 2018-19, and as such, no amounts have been budgeted in the current 2017-18 fiscal year budget.



## 2017-2018 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 6/30/2017	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b><u>Long-Term Interfund Loans</u></b>					
* Sewer Developer Fund	12,840,000	12,840,000	0	0	0
* Water Developer Fund	3,250,000	3,250,000	0	0	0
<b><u>Long-Term Loans</u></b>					
2003 State of CA-R & T Infrastructure	720,000	195,299	51,416	52,000	53,000
California Energy Project Loan	867,200	263,133	106,816	107,000	108,000
California Energy Project Loan	953,239	670,577	85,541	85,700	86,000
PG&E Energy Project Loan #1	220,121	102,470	22,771	22,800	23,000
PG&E Energy Project Loan #2	59,750	18,153	9,076	9,100	10,000
California Energy Project Loan	70,700	55,890	7,826	8,400	9,000
PG&E Energy Project Loan #3	168,239	147,409	1,602	19,300	20,000
PG&E Energy Project Loan #4	30,000	27,692	0	2,400	10,000
<b><u>Capital Leases</u></b>					
Fire Station 31 Relocation	6,090,000	2,212,931	540,892	542,300	543,000
Landfill Compactor	791,000	0	170,378	0	0
Safety Facilities Solar	2,454,100	1,949,731	194,702	194,800	196,000
Fire Truck	625,411	275,357	74,125	74,300	75,000
SCBA Gear	500,000	44,691	89,802	90,600	46,000
Police Vehicles	665,000	0	140,885	71,100	0
Pet Adoption Center	3,000,000	2,515,515	217,668	219,400	220,000
CAD Dispatch & Records Mgmt	531,000	316,673	83,131	85,200	86,000
2013 Corporation Yard	14,377,528	10,917,605	1,273,062	1,278,000	1,278,000
Fire Truck, Fire & Police Vehicles	1,795,000	955,902	305,127	306,900	308,000
2015 Network, AV & Mobile Comp.	400,000	283,581	44,017	83,900	85,000
2015 Police/Fire Comm Towers	1,810,000	1,564,671	115,733	204,300	205,000
2015 Solar Project	2,000,000	1,893,104	78,624	139,700	141,000
2016 Police/Fire Vehicles	1,460,000	1,225,160	13,612	265,300	266,000
2017 Police/Fire Vehicles	572,800	572,800	0	0	121,000
<b><u>Revenue Bonds</u></b>					
1998 Refuse-Landfill Improvements	10,030,000	1,485,000	769,268	781,500	782,000
** 2005 Waste Water	25,735,000	0	618,418	0	0
2007 Waste Water	68,540,000	61,155,000	4,316,363	4,355,400	4,340,000
2013 Waste Water	12,500,000	11,100,000	1,018,814	1,021,900	1,018,000
2013 Water Improvement	31,810,000	25,285,000	2,986,145	3,011,100	3,011,000
2015 Waste Water	21,600,000	21,455,000	551,784	1,042,700	1,049,000
<b><u>Long-Term Contracts Payable</u></b>					
*** 1993 WWTP Expansion/Upgrade (Payable to the City of Fresno)	17,618,748	7,350,311	1,222,315	1,235,500	1,235,000
<b><u>Total Appropriations for Principal and Interest</u></b>			<b><u>\$15,109,912</u></b>	<b><u>\$15,310,600</u></b>	<b><u>\$15,324,000</u></b>
<b>SUCCESSOR AGENCY TRUST FUND</b>					
<b><u>Tax Allocation Bonds</u></b>					
2008 Tax Allocation Bonds	19,100,000	14,280,000	1,341,215	1,342,100	1,346,000
* Repayments of principal are budgeted as transfers. Please see transfers schedule for more information.					
** This revenue bond was refinanced in fiscal year 2015-16.					
*** This contract was amended in September 2007. The amount shown is revised to reflect the current agreement with the City of Fresno.					



# 2017-2018 DESCRIPTION OF LONG-TERM DEBT

## Long-Term Interfund Loans

In 2017/18 the Sewer Construction - Developer Fund will borrow an additional \$1,440,000 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 2017/18 the Water Construction - Developer Fund will borrow an additional \$500,000 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.

## Capital Leases

In December 2006 the City entered into a fifteen-year lease for \$6,090,000 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 2017/18 budget is \$459,000 for principal and \$84,000 for interest.

In June 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 2017/18 budget is \$100,000 for principal and \$96,000 for interest.

In June 2011 the City entered into a ten-year lease for \$625,411 for a new fire truck. The interest rate on the lease is 3.36%. The last payment is scheduled for June 2021. Included in the 2017/18 budget is \$66,000 for principal and \$9,000 for interest.

In August 2011 the City entered into a six-year lease for \$500,000 for self contained breathing apparatus equipment. The interest rate on the lease is 2.60%. The last payment is scheduled for August 2017. Included in the 2017/18 budget is \$45,000 for principal and \$1,000 for interest.

In July 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%. The last payment scheduled is for July 2032. Included in the 2017/18 budget is \$120,000 for principal and \$100,000 for interest.

In July 2013 the City entered into a seven-year lease for \$531,000 for a CAD (Computer Aided Dispatch) and RMS (Records Management System) for the Police Department. The interest rate on the lease is 2.97%. The last payment is scheduled for July 2020. Included in the 2017/18 budget is \$76,000 for principal and \$10,000 for interest.

In September 2013 the City entered into a fourteen-year lease for \$14,377,528. The proceeds were used to refinance the 2001 Corporation Yard Revenue Bonds which were issued to pay for the construction of a new corporation yard and are recorded in the General Government Services Fund. The interest rate on the lease is 3.1%. The last payment is scheduled for March 2027. Included in the 2017/18 budget is \$946,000 for principal and \$332,000 for interest.

In March 2014 the City entered into a ten-year lease for \$1,795,000 for a new fire truck (\$692,000), four fire safety command vehicles (\$299,000), and fifteen police vehicles (\$804,000). The interest rate on the lease is 1.86%. The last payment is scheduled for March 2024. Included in the 2017/18 budget is \$291,000 for principal and \$17,000 for interest.

***Continued***



## 2017-2018 DESCRIPTION OF LONG-TERM DEBT

### Capital Leases - Continued

In August 2015 the City entered into a six-year \$400,000 lease purchase for various computer equipment, including network switches, mobile data computers, and audio-video equipment. The interest rate on the lease is 1.722%. The last payment is scheduled for February 2021. Included in the 2017/18 budget is \$80,000 for principal and \$5,000 for interest.

In August 2015 the City entered into an eleven-year \$1,810,000 lease purchase for communications towers and equipment, of which \$1,712,000 related to Police communications and \$98,000 related to Fire communications. The interest rate on the lease is 2.346%. The last payment is scheduled for February 2026. Included in the 2017/18 budget is \$169,000 for principal and \$36,000 for interest.

In November 2015 the City entered into a twenty-one year \$2,000,000 lease purchase for solar projects at Miss Winkles Pet Adoption Center and three fire stations along with an LED lighting upgrade at the corporation yard. The interest rate on the lease is 3.48%. The last payment is scheduled for May 2036. Included in the 2017/18 budget is \$75,000 for principal and \$66,000 for interest.

In January 2016 the City entered into a ten-year \$1,460,000 lease for the purchase of Police Department vehicles (\$1,022,000) and Fire Department vehicles (\$438,000). The interest rate on the lease ranges from 3% to 1%. The last payment is scheduled for January 2026. Included in the 2017/18 budget is \$240,000 for principal and \$26,000 for interest.

In April 2017 the City entered into a ten-year \$572,800 lease for the purchase of Police Department vehicles (\$475,000) and Fire Department vehicles (\$97,800). The interest rate on the lease ranges from 3% to 1%. The last payment is scheduled for January 2026. Included in the 2017/18 budget is \$110,000 for principal and \$11,000 for interest.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
17/18	\$2,777,000	\$793,000	\$3,570,000
18/19	2,806,037	704,793	3,510,830
19/20	2,661,119	622,657	3,283,776
20/21	2,703,204	539,158	3,242,362
21/22	2,097,381	458,362	2,555,743
22/23	1,796,793	389,427	2,186,220
23/24	1,834,195	329,905	2,164,100
24/25	1,811,677	272,119	2,083,796
25/26	1,771,580	211,996	1,983,576
26/27	1,678,094	154,781	1,832,875
27/28	445,314	108,361	553,675
28/29	464,322	89,352	553,674
29/30	484,157	69,516	553,673
30/31	504,266	48,114	552,380
31/32	329,349	29,624	358,973
32/33	232,249	16,390	248,639
33/34	129,213	10,425	139,638
34/35	133,749	5,889	139,638
35/36	68,022	431	68,453
Total	<u>\$24,727,721</u>	<u>\$4,854,300</u>	<u>\$29,582,021</u>



## 2017-2018 DESCRIPTION OF LONG-TERM DEBT

### Long-Term Loans

During 2001/02, the City entered into a twenty-year \$720,000 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 final payment is scheduled for August 2020. Included in the 2017/18 budget is \$47,000 principal and \$6,000 interest.

During 2009/10, the City entered into a ten year \$867,200 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 2019. Included in the 2017/18 budget is \$105,000 for principal and \$3,000 for interest.

During 2010/11 the City entered into a ten year \$953,239 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 June 2026. Included in the 2017/18 budget is \$66,000 for principal and \$20,000 for interest.

During 2011/12 the City entered into a ten year \$220,121 agreement with the Pacific Gas & Electric for a loan to provide LED street light fixtures. The interest rate on this loan is 0.0%. The last payment is scheduled for December 2021. Included in the 2017/18 budget is \$23,000 for principal and \$0 for interest.

During 2012/13 the City entered into a five year \$59,750 agreement with the Pacific Gas & Electric for a loan to provide HVAC pre-coolers. The interest rate on this loan is 0.0%. The last payment is scheduled for June 2019. Included in the 2017/18 budget is \$10,000 for principal and \$0 for interest.

During 2014/15 the City entered into a ten year \$70,700 agreement with the California Energy Commission for a loan to provide street light LED (Light Emitting Diode) retrofits. The interest rate on this loan is 1.0%. The last payment is scheduled for June 2024. Included in the 2017/18 budget is \$8,000 for principal and \$1,000 for interest.

During 2015/16 the City entered into a nine year \$168,239 agreement with the Pacific Gas & Electric for a loan to provide LED street light fixtures. The interest rate on this loan is 0.0%. The last payment is scheduled for February 2025. Included in the 2017/18 budget is \$20,000 for principal and \$0 for interest.

During 2016/17 the City entered into a four year \$30,000 agreement with the Pacific Gas & Electric for a loan to provide LED street light fixtures. The interest rate on this loan is 0.0%. The last payment is scheduled for November 2020. Included in the 2017/18 budget is \$10,000 for principal and \$0 for interest.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
17/18	\$289,000	\$30,000	\$319,000
18/19	288,734	22,873	311,607
19/20	230,480	18,327	248,807
20/21	172,790	13,814	186,604
21/22	112,742	11,511	124,253
22/23	103,912	9,184	113,096
23/24	106,036	6,347	112,383
24/25	93,283	4,345	97,628
25/26	83,646	1,517	85,163
 Total	 <u>\$1,480,623</u>	 <u>\$117,918</u>	 <u>\$1,598,541</u>



# 2017-2018 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 2017/18 budget is \$901,000 for principal and \$334,000 for interest.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
17/18	\$901,000	\$334,000	\$1,235,000
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	1,203,382	26,925	1,230,307
Total	<u>\$7,350,311</u>	<u>\$1,275,900</u>	<u>\$8,626,211</u>

## Revenue Bonds

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 2017/18 budget is \$725,000 for principal and \$57,000 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 2038. Included in the 2017/18 budget is \$1,535,000 for principal and \$2,805,000 for interest.

In July 2013 the City issued the 2013 Sewer Enterprise Revenue Bonds for \$12,500,000 at interest rates varying from 2.0% to 5.0%. The proceeds were used to refinance the 1998 Sewer Enterprise Revenue Bonds for which 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 2027/28. Included in the 2017/18 budget is \$495,000 for principal and \$523,000 for interest.

In July 2013 the City issued 2013 Water Improvement Bonds for \$31,810,000 at interest rates varying from 2.0% to 5.0%. The proceeds were used to refinance the 2003 Water Improvement Bonds for which proceeds were issued to pay for a surface water treatment plant, a water banking, plant, transmission lines and canal improvements; and to refund the Certificates of Participation for major water system improvements. The final payment is scheduled for March 2028. Included in the 2017/18 budget is \$1,825,000 for principal and \$1,186,000 for interest.

*Continued*



## 2017-2018 DESCRIPTION OF LONG-TERM DEBT

### Revenue Bonds - Continued

In August 2015 the City issued the 2015 Wastewater Refunding Revenue Bonds for the purpose of refunding the \$21,600,000 of outstanding 2005 Wastewater Bonds. The Wastewater 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. The bond was issued to pay for a pump station, sewer trunk, and a force main. The interest rate on the 2015 bonds carry interest rates varying from 2% to 5.25% with a True Interest Cost of 3.5%. The final payment on the 2015 Bonds is scheduled for August 2035, the same as the Refunded 2005 bonds. Included in the 2017/18 budget is \$155,000 for principal and \$894,000 from interest.

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>
17/18	\$4,735,000	\$5,465,000	\$10,200,000
18/19	4,945,000	5,253,594	10,198,594
19/20	4,365,000	5,051,806	9,416,806
20/21	4,560,000	4,863,282	9,423,282
21/22	4,790,000	4,641,118	9,431,118
22/23	5,030,000	4,399,244	9,429,244
23/24	5,290,000	4,144,243	9,434,243
24/25	6,410,000	3,855,495	10,265,495
25/26	7,685,000	3,509,469	11,194,469
26/27	8,075,000	3,123,920	11,198,920
27/28	8,465,000	2,723,726	11,188,726
28/29	5,860,000	2,330,738	8,190,738
29/30	3,895,000	2,097,450	5,992,450
30/31	4,095,000	1,901,305	5,996,305
31/32	4,300,000	1,695,150	5,995,150
32/33	4,485,000	1,503,994	5,988,994
33/34	4,665,000	1,327,809	5,992,809
34/35	4,850,000	1,142,859	5,992,859
35/36	5,035,000	950,372	5,985,372
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	148,388	6,748,388
Total	<u>\$120,480,000</u>	<u>\$61,284,674</u>	<u>\$181,764,674</u>



# 2017-2018 DESCRIPTION OF LONG-TERM DEBT

## SUCCESSOR AGENCY TRUST FUND

### Tax Allocation Bonds

In April 2008 the former 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 former 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 City is acting as the Successor Agency. The City has completed the necessary requirements, and applied to the State Department of Finance for the "finding of completion." Upon award of the finding of completion from the Department of Finance, the remaining bond proceeds will be used for the original intended purposes. The last debt service payment is scheduled for the fiscal year 2037/38. Included in the 2017/18 budget is \$710,000 for principal and \$636,000 for interest.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
17/18	710,000	636,000	\$1,346,000
18/19	735,000	603,379	1,338,379
19/20	770,000	569,901	1,339,901
20/21	805,000	535,251	1,340,251
21/22	845,000	498,951	1,343,951
22/23	880,000	461,001	1,341,001
23/24	915,000	421,511	1,336,511
24/25	960,000	379,181	1,339,181
25/26	995,000	333,972	1,328,972
26/27	1,050,000	286,681	1,336,681
27/28	1,095,000	237,078	1,332,078
28/29	1,150,000	185,163	1,335,163
29/30	1,205,000	130,703	1,335,703
30/31	230,000	97,375	327,375
31/32	240,000	86,213	326,213
32/33	250,000	74,575	324,575
33/34	265,000	62,344	327,344
34/35	275,000	49,519	324,519
35/36	290,000	36,100	326,100
36/37	300,000	22,088	322,088
37/38	315,000	7,372	322,372
Total	<u>\$14,280,000</u>	<u>\$5,714,358</u>	<u>\$19,994,358</u>

## PERSONNEL

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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 architectural guidelines in the Central Clovis Specific Plan encourage designers to create pedestrian-friendly storefronts, spaces, and pathways.



# PERSONNEL

There are seven new positions being proposed for 2017-18, as well as the conversion of one position. One new position is recommended in the General Fund, which is a maintenance worker in the Public Utilities-Parks division. This position will support the increased need for park maintenance and contract oversight as a result of City growth and will be funded from the City's Landscape Maintenance District. Six non-General Fund positions are also recommended. In the Planning and Development Services enterprise fund, an assistant planning and development services director is recommended to manage department operations and one engineering technician is proposed in the Engineering division to replace a contracted extra help position. A maintenance worker is recommended in the Water enterprise fund to assist in water maintenance activities and a senior sanitation operator is proposed in the Refuse enterprise fund to support community cleanup operations as a result of increased workload demand due to City growth. It is also proposed to convert a maintenance worker to a senior sanitation operator in the Refuse enterprise fund to assist in refuse driver operations as well as continuing to support with shop work as necessary. One new utility worker is recommended in the Sewer enterprise fund to add an additional work unit for sewer cleaning. A senior information technology analyst is recommended in the City Clerk department to implement and maintain a routing software and navigation package for current waste operations for the Solid Waste division. Solid waste operations will fund the position through reimbursement to the City Clerk-Information Technology division for providing the services. Several General Fund budgeted positions may be held vacant for some or all of the year in order for departments to meet their budgets.

During the year changes to the personnel allocation are made through budget amendments approved by Council.

The additional positions recommended in 2017-18 are below:

<u>Position</u>	<u>Department</u>
Maintenance Worker (1)	Public Utilities/Parks Division
Assistant Planning and Development Services Director (1)	Planning and Development Services/All Divisions
Engineering Technician (1)	Planning and Development Services/Engineering
Maintenance Worker (1)	Public Utilities/Water Division
Senior Sanitation Operator (1)	Public Utilities/Refuse Division
Utility Worker (1)	Public Utilities/Sewer Division
Senior Information Technology Analyst (1)	City Clerk/Information Technology

The position recommended for conversion in 2017-18 is below:

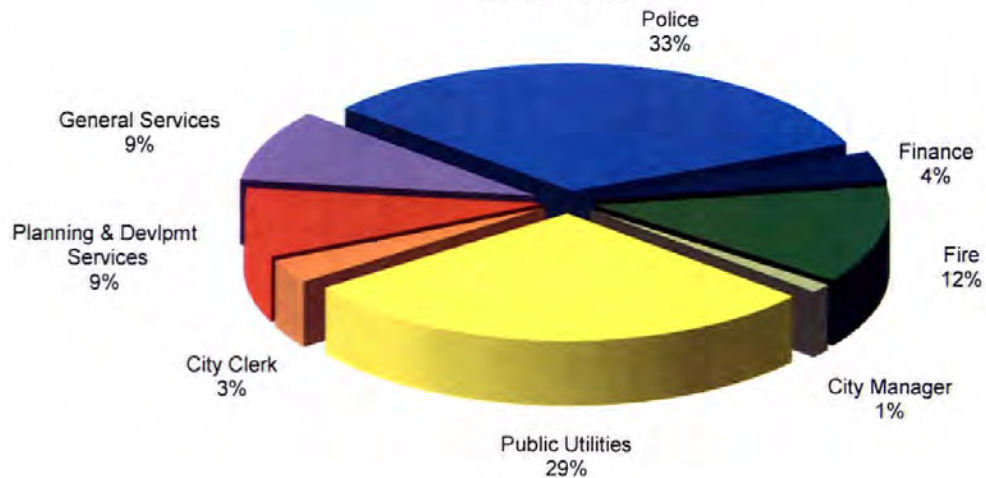
<u>Position</u>	<u>Department</u>
Maintenance Worker (1) to Senior Sanitation Operator (1)	Public Utilities/Refuse Division

There are position reallocations between sections noted by account in the **Operations Section** to better reflect current work assignments.

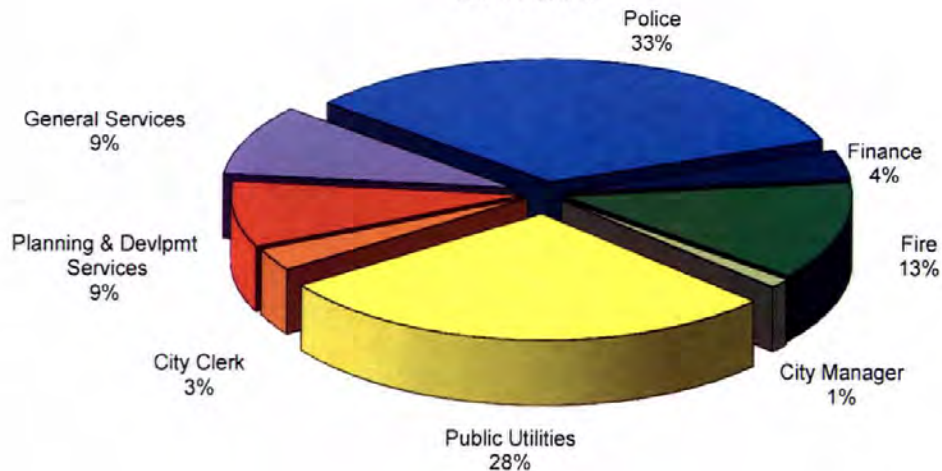
## SUMMARY OF POSITIONS BY DEPARTMENT

Department	2015-16 Prior Year	2016-17 Current Year	2017-18 Recommended Positions	Change Increase/ (Decrease)
City Clerk	14.55	15.55	16.55	1.00
City Manager	6.30	6.30	6.30	-
General Services	48.15	49.15	49.15	-
Finance	20.00	20.00	20.00	-
Fire	66.00	67.00	67.00	-
Police	168.00	175.00	175.00	-
Planning & Development Services	45.00	45.00	47.00	2.00
Public Utilities	149.00	150.00	154.00	4.00
<b>TOTAL</b>	<b>517.00</b>	<b>528.00</b>	<b>535.00</b>	<b>7.00</b>

### RECOMMENDED 2017-2018



### CURRENT 2016-2017





## **DETAIL OF POSITIONS BY DEPARTMENT**

<u>Department</u>	<b>2015-16 Prior Year</b>	<b>2016-17 Current Year</b>	<b>2017-18 Recommended Positions</b>	<b>Change Increase/ (Decrease)</b>
<b>CITY CLERK</b>				
Assistant City Manager/City Clerk	0.50	0.50	0.50	-
Deputy City Manager	-	0.25	0.25	-
Housing Program Manager	0.25	-	-	-
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	5.00	6.00	7.00	1.00
<b>TOTAL</b>	<b>14.55</b>	<b>15.55</b>	<b>16.55</b>	<b>1.00</b>
<b>CITY MANAGEMENT</b>				
Assistant City Manager/City Clerk	0.50	0.50	0.50	-
Business Development Manager	1.00	1.00	1.00	-
City Manager	1.00	1.00	1.00	-
Community & Econ Development Dir	1.00	1.00	1.00	-
Deputy City Manager	0.75	0.75	0.75	-
Executive Assistant	0.85	0.85	0.85	-
Housing Program Coordinator	1.00	1.00	1.00	-
Principal Office Assistant	0.20	0.20	0.20	-
<b>TOTAL</b>	<b>6.30</b>	<b>6.30</b>	<b>6.30</b>	<b>-</b>
<b>GENERAL SERVICES</b>				
Administrative Assistant	2.00	2.00	2.00	-
Assistant Building Technician	3.00	3.00	3.00	-
Building Maintenance Worker/Leadworker	2.00	2.00	2.00	-
Bus Driver	16.00	16.00	16.00	-
Department Support Manager	1.00	1.00	1.00	-
Executive Assistant	0.15	0.15	0.15	-
Facilities Maintenance Supervisor	-	1.00	1.00	-
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	4.00	4.00	4.00	-
Personnel Technician	2.00	2.00	2.00	-
Personnel/Risk Manager	1.00	1.00	1.00	-
Principal Office Assistant	3.00	3.00	3.00	-
Recreation Leader	1.00	1.00	1.00	-
Recreation Specialist	2.00	2.00	2.00	-
Recreation Supervisor	1.00	1.00	1.00	-
Senior Center Nutrition Svs Worker	1.00	1.00	1.00	-
Senior Custodian	1.00	1.00	1.00	-
Transit Dispatcher	2.00	2.00	2.00	-
Transit Supervisor	1.00	1.00	1.00	-
<b>TOTAL</b>	<b>48.15</b>	<b>49.15</b>	<b>49.15</b>	<b>-</b>

## **DETAIL OF POSITIONS BY DEPARTMENT**

<u>Department</u>	<b>2015-16 Prior Year</b>	<b>2016-17 Current Year</b>	<b>2017-18 Recommended Positions</b>	<b>Change Increase/ (Decrease)</b>
<b>FINANCE</b>				
Accountant/Senior	3.00	3.00	3.00	-
Accounting Supervisor	1.00	1.00	1.00	-
Acctg Systems Tech/Senior/Principal	4.00	4.00	4.00	-
Assistant Finance Director	1.00	1.00	1.00	-
Deputy Finance Director	1.00	1.00	1.00	-
Finance Director/Treasurer	1.00	1.00	1.00	-
Principal Office Assistant	1.00	1.00	1.00	-
Senior Account Clerk/Principal	8.00	8.00	8.00	-
<b>TOTAL</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>-</b>
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>				
Administrative Assistant	1.00	1.00	1.00	-
Assistant Dir of Planning & Devlp Serv	1.00	-	1.00	1.00
Assistant Engineer	7.00	7.00	7.00	-
Assistant/Associate Planner	2.00	2.00	2.00	-
Associate Civil Engineer	2.00	2.00	2.00	-
Building Inspector/Senior Bldg Inspector	4.00	4.00	4.00	-
Building Official	1.00	1.00	1.00	-
Business Workflow Analyst	1.00	1.00	1.00	-
City Engineer	-	1.00	1.00	-
City Planner	1.00	1.00	1.00	-
Deputy Building Official/Plan Checker	1.00	-	-	-
Deputy City Planner	1.00	-	-	-
Dir of Planning & Development Serv	1.00	1.00	1.00	-
Engineering Inspector	4.00	4.00	4.00	-
Engineering Program Supervisor	1.00	1.00	1.00	-
Engineering Tech/Sr Engineering Tech	2.00	2.00	3.00	1.00
Geographic Info System Specialist	1.00	1.00	1.00	-
Junior Engineer	6.00	6.00	6.00	-
Management Analyst	1.00	1.00	1.00	-
Permit Technician	2.00	2.00	2.00	-
Planning Technician I/II	-	1.00	1.00	-
Plans Examiner	2.00	3.00	3.00	-
Principal Office Assistant	1.00	1.00	1.00	-
Senior Engineering Inspector	1.00	1.00	1.00	-
Senior Planner	1.00	1.00	1.00	-
<b>TOTAL</b>	<b>45.00</b>	<b>45.00</b>	<b>47.00</b>	<b>2.00</b>



## **DETAIL OF POSITIONS BY DEPARTMENT**

<u>Department</u>	<u>2015-16 Prior Year</u>	<u>2016-17 Current Year</u>	<u>2017-18 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
<b>POLICE</b>				
Administrative Assistant	2.00	2.00	2.00	-
Animal Control Officer	3.00	3.00	3.00	-
Communication Supervisor	1.00	1.00	1.00	-
Community Service Officer	16.00	16.00	16.00	-
Crime Specialist	1.00	1.00	1.00	-
Deputy Police Chief	1.00	1.00	1.00	-
Digital Forensic Analyst	-	1.00	1.00	-
Lead Police Service Officer	3.00	3.00	3.00	-
Management Analyst	2.00	2.00	2.00	-
Office Assistant	5.00	6.00	6.00	-
Police Captain	2.00	2.00	2.00	-
Police Chief	1.00	1.00	1.00	-
Police Corporal	14.00	14.00	14.00	-
Police Lieutenant	5.00	5.00	5.00	-
Police Officer/Recruit	69.00	72.00	72.00	-
Police Sergeant	11.00	11.00	11.00	-
Police Service Manager	1.00	1.00	1.00	-
Police Service Officer	18.00	19.00	19.00	-
Principal Office Assistant	6.00	7.00	7.00	-
Property & Evidence Technician	2.00	2.00	2.00	-
Public Information Officer	1.00	1.00	1.00	-
Records Supervisor	1.00	1.00	1.00	-
Senior Systems Video Analyst	1.00	1.00	1.00	-
Systems Video Technician	1.00	1.00	1.00	-
Supervisor of Animal Services	1.00	1.00	1.00	-
<b>TOTAL</b>	<b>168.00</b>	<b>175.00</b>	<b>175.00</b>	<b>-</b>
<b>FIRE</b>				
Battalion Chief	3.00	4.00	4.00	-
Deputy Fire Chief	1.00	-	-	-
Deputy Fire Marshall (Captain)	1.00	1.00	1.00	-
Fire Captain	15.00	15.00	15.00	-
Fire Chief	1.00	1.00	1.00	-
Fire Code Compliance Officer	1.00	1.00	1.00	-
Fire Engineer	15.00	15.00	15.00	-
Fire Prevention Officer	1.00	-	-	-
Firefighters	24.00	24.00	24.00	-
Principal Office Assistant	2.00	3.00	3.00	-
Senior Fire Prevention Officer	-	1.00	1.00	-
Spec Proj/Life Safety Enforcement Manager	1.00	1.00	1.00	-
Training Officer (Captain)	1.00	1.00	1.00	-
<b>TOTAL</b>	<b>66.00</b>	<b>67.00</b>	<b>67.00</b>	<b>-</b>

## **DETAIL OF POSITIONS BY DEPARTMENT**

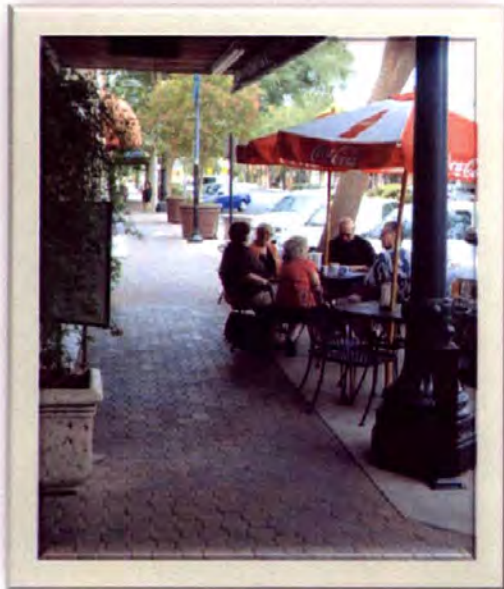
<u>Department</u>	<u>2015-16 Prior Year</u>	<u>2016-17 Current Year</u>	<u>2017-18 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>
<b>PUBLIC UTILITIES</b>				
Assistant Engineer	1.00	1.00	1.00	-
Assistant Mechanic/Service Worker	4.00	4.00	4.00	-
Assistant Public Utilities Director	2.00	2.00	2.00	-
Assistant Water Systems Technician	4.00	4.00	4.00	-
Associate Civil Engineer	1.00	1.00	1.00	-
Construction Manager	1.00	-	-	-
Disposal Leadworker	3.00	3.00	3.00	-
Electrician	2.00	2.00	2.00	-
Engineering Tech/Sr Engineering Tech	2.00	2.00	2.00	-
Equipment Mechanic	6.00	6.00	6.00	-
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	4.00	4.00	4.00	-
Parks Maintenance Leadworker	3.00	3.00	3.00	-
Parks Manager	1.00	1.00	1.00	-
Parts Clerk	2.00	2.00	2.00	-
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	23.00	2.00
Senior Engineering Inspector	-	1.00	1.00	-
Solid Waste Manager	1.00	1.00	1.00	-
Street Maintenance Manager	1.00	1.00	1.00	-
Street Sweeper Operator	6.00	6.00	6.00	-
Utility Manager	1.00	1.00	1.00	-
Utility Worker	20.00	21.00	22.00	1.00
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	-
<b>TOTAL</b>	<b>149.00</b>	<b>150.00</b>	<b>154.00</b>	<b>4.00</b>
<b>CITY TOTAL</b>	<b>517.00</b>	<b>528.00</b>	<b>535.00</b>	<b>7.00</b>



## OPERATIONS

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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.



Although it has always been the heart of Clovis, Old Town has been enhanced throughout the years with storefront improvements that invite visitors to shop and linger with friends.

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# SUMMARY OF EXPENDITURES

## BY DEPARTMENT

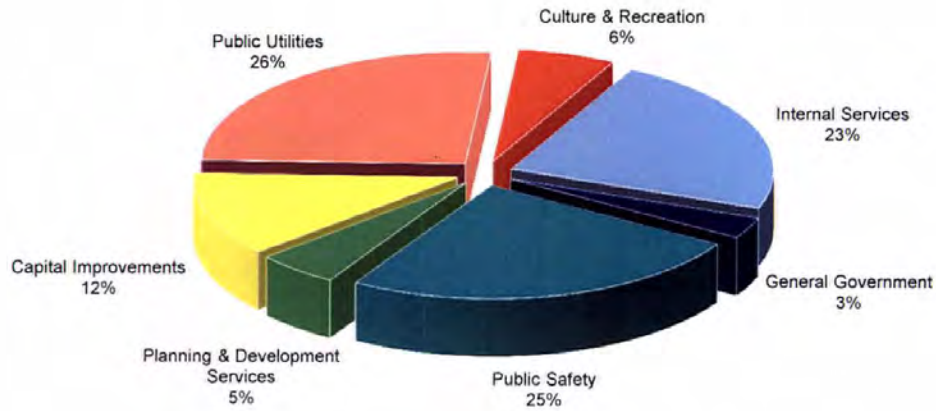
	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
City Council	281,119	309,800	365,300
City Clerk	4,037,485	4,682,700	4,189,700
City Attorney	499,883	676,700	738,300
City Management	1,755,049	2,311,700	1,924,800
General Services	33,742,848	38,088,400	40,669,400
Finance	2,511,347	3,107,100	2,947,800
Police	29,530,756	32,480,500	33,565,600
Fire	13,606,081	14,197,000	14,468,900
Public Utilities	59,249,285	64,797,100	67,540,400
Planning & Development Services	7,969,085	8,548,400	9,177,500
Capital Improvements	21,682,925	52,476,300	61,245,400
<b>TOTAL</b>	<b>174,865,863</b>	<b>221,675,700</b>	<b>236,833,100</b>

## BY FUNCTION

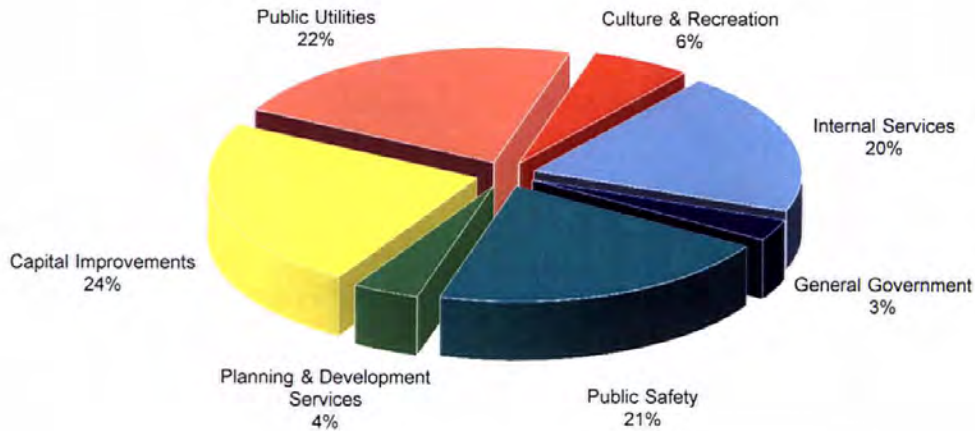
General Government	5,620,920	7,021,800	6,769,900
Public Safety	43,136,837	46,677,500	48,034,500
Planning & Development Services	7,969,085	8,548,400	9,177,500
Capital Improvements	21,682,925	52,476,300	61,245,400
Public Utilities	45,568,546	49,078,100	53,081,100
Culture & Recreation	11,003,214	12,819,000	12,595,900
Internal Services	39,884,336	45,054,600	45,928,800
<b>TOTAL</b>	<b>174,865,863</b>	<b>221,675,700</b>	<b>236,833,100</b>

# EXPENDITURES BY FUNCTION

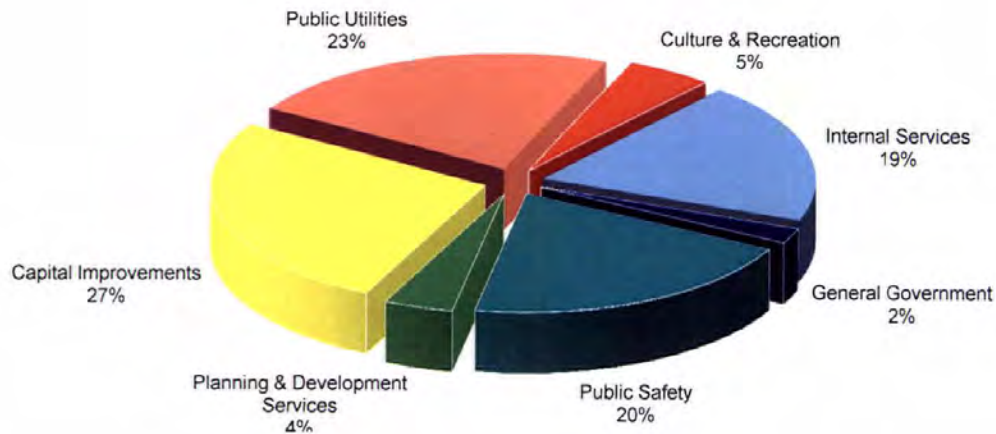
## 2015-2016 ACTUAL



## 2016-2017 ESTIMATED



## 2017-2018 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 2017-2018**

- 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.
- Provide policy guidelines that assure the fiscal sustainability of the City for today and into the future.
- 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.
- Review community-wide survey and provide guidance on service enhancements and expectations identified by 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.
- Support training and efforts in succession planning to create the next generation of City leaders.
- 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

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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## BUDGET DETAIL

Salaries - Regular	77,340	70,700	85,700
Benefits	97,443	104,200	130,800
Professional Services	0	500	500
Travel & Meeting Expense	20,518	21,000	26,000
Dues & Subscriptions	31,118	32,000	32,000
Admin & Overhead	<u>54,700</u>	<u>81,400</u>	<u>90,300</u>
<b>TOTAL CITY COUNCIL</b>	<u><u>281,119</u></u>	<u><u>309,800</u></u>	<u><u>365,300</u></u>

## SOURCES OF FUNDING

Interfund Charges	146,000	158,200	193,000
<b>Use of Discretionary Funds</b>	<u><b>135,119</b></u>	<u><b>151,600</b></u>	<u><b>172,300</b></u>
<b>TOTAL</b>	<u><u>281,119</u></u>	<u><u>309,800</u></u>	<u><u>365,300</u></u>

## DETAIL OF POSITIONS

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



# **CITY CLERK DEPARTMENT SUMMARY**

The City Clerk Department includes the functions of City Clerk and Information 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. 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, maintaining the City's telecommunications infrastructure, administering fiber optics use, sharing agreements and evaluating enhancements to the existing and new systems.



# **CITY CLERK DEPARTMENT SUMMARY**

## **Department Goals 2017-2018**

- Improve support to other operating departments by supporting a network user's group.
- 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.
- Continue to improve the security of the City's information systems from all vulnerabilities including unauthorized access, hacks and malware.
- Update and implement the City's Telecommunications Master Plan for all related infrastructure (including fiber optics, wireless and video communications); and coordinate with other agencies including the City of Fresno, County of Fresno, the Clovis Unified School District and other agencies in the use of the City's and regional fiber infrastructure.
- 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.
- Continue the planning and implementation of a Succession/Leadership team of managers preparing newer managers for future leadership positions.

## **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.
- The division will assist in the upgrade of the financial management system, including the business license system, the human resources system, and other improvements which enhance usability and become more user friendly.
- The division will increase data storage capacity in its data centers.
- Upgrade the City's Virtual Servers systems by adding new host and other resources.
- Implement a new backup and recovery system that includes cloud-based storage capacity.
- Assist the Police Department in the upgrade of its property and evidence system.
- Replacement of desktop computers will continue and the focus will be on those most in need of costly repairs or for equipment that becomes non-functional.
- Train all employees regularly to fully utilize equipment and services available to all.
- Complete the testing and conversion to Windows 10 operating system on City desktops.



# 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>2015-2016 (actual)</u>	<u>2016-2017 (estimated)</u>	<u>2017-2018 (proposed)</u>
<ul style="list-style-type: none"> <li>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.</li> </ul>			
Unofficial Election Results	100%	N/A	100%
<ul style="list-style-type: none"> <li>Implement the records management plan.</li> </ul>			
Implement the records imaging system	60%	65%	70%
<ul style="list-style-type: none"> <li>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.</li> </ul>			
Ten-Day Response Time	100%	100%	100%

# CITY CLERK

## DEPARTMENT SUMMARY

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET BY ACTIVITY</b>			
City Clerk	184,536	364,500	221,800
Information Technology	<u>3,852,949</u>	<u>4,318,200</u>	<u>3,967,900</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>4,037,485</u></u>	<u><u>4,682,700</u></u>	<u><u>4,189,700</u></u>

<b>BUDGET BY FUND</b>			
General Fund	184,536	364,500	221,800
General Services - Information Technology	<u>3,852,949</u>	<u>4,318,200</u>	<u>3,967,900</u>
<b>TOTAL ALL FUNDS</b>	<u><u>4,037,485</u></u>	<u><u>4,682,700</u></u>	<u><u>4,189,700</u></u>



### **2017-2018 Goals**

- Complete the migration and upgrade of LibertyNet software to Onbase Document Management System by the end of the fiscal year.
- 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 responses 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 responses 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**

In 2009-10 the City Clerk's position and the Assistant City Manager's position were combined into a single position. Additionally, one-half of a manager's time continues to support special projects in 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 1,100,000 pages being scanned, including over 125,000 documents in the City Clerk's office alone, is now in Phase III 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 2019 when three of the five seats on the City Council will be up for election.

	2015-2016	2016-2017	2017-2018
	Actual	Revised Estimate	Budget

**BUDGET DETAIL**

Salaries - Regular	98,234	101,400	116,400
Benefits	37,551	38,800	48,200
Vehicle Charges	1,980	2,000	3,700
Professional Services	24,522	197,000	30,000
Travel & Meeting Expense	2,361	2,500	2,800
Training	2,013	3,000	3,000
Dues & Subscriptions	75	700	700
Admin & Overhead	<u>17,800</u>	<u>19,100</u>	<u>17,000</u>
<b>TOTAL CITY CLERK</b>	<u><u>184,536</u></u>	<u><u>364,500</u></u>	<u><u>221,800</u></u>

**SOURCES OF FUNDING**

Interfund Charges	110,000	168,000	105,000
Miscellaneous Income	15,024	2,000	2,000
<b>Use of Discretionary Funds</b>	<u><b>59,512</b></u>	<u><b>194,500</b></u>	<u><b>114,800</b></u>
<b>TOTAL</b>	<u><u>184,536</u></u>	<u><u>364,500</u></u>	<u><u>221,800</u></u>

**DETAIL OF POSITIONS**

Assistant City Manager/City Clerk	0.30	0.30	0.30
Deputy City Manager	-	0.25	0.25
Housing Program Manager	0.25	-	-
Principal Office Assistant	<u>0.80</u>	<u>0.80</u>	<u>0.80</u>
<b>TOTAL</b>	<u><u>1.35</u></u>	<u><u>1.35</u></u>	<u><u>1.35</u></u>



### **2017-2018 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 2017-2018, 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.

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

- Continue to prioritize cyber security and other information technology security efforts.
- 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 that 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 maintain the City's telecommunications and network infrastructure to ensure secure and reliable access is available to city staff. 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.

	2015-2016	2016-2017	2017-2018
	Actual	Revised Estimate	Budget

**BUDGET DETAIL**

Salaries - Regular	1,091,077	1,066,300	1,316,100
Overtime	39,848	51,800	51,800
Extra Help	47,275	35,000	35,000
Benefits	348,850	361,300	451,500
Vehicle Charges	24,261	29,600	32,700
Communications	157,258	188,300	187,500
Professional Services	124,539	278,500	180,000
Repairs & Maintenance	618,229	564,900	570,000
Office Supplies	64,521	70,000	70,000
Travel & Meeting Expense	431	6,800	5,000
Training	48,374	50,000	50,000
Admin & Overhead	46,300	47,500	51,300
Capital Outlays - Computers	624,673	1,394,400	967,000
Capital Outlays - Safety	617,313	173,800	0
<b>TOTAL INFORMATION TECHNOLOGY</b>	<u>3,852,949</u>	<u>4,318,200</u>	<u>3,967,900</u>

**SOURCES OF FUNDING**

Interfund Charges	3,834,356	4,304,200	3,953,900
Project Participation	14,500	14,000	14,000
Miscellaneous Income	4,093	0	0
<b>TOTAL</b>	<u>3,852,949</u>	<u>4,318,200</u>	<u>3,967,900</u>

**DETAIL OF POSITIONS**

Assistant City Manager/City Clerk	0.20	0.20	0.20
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	5.00	6.00	7.00
<b>TOTAL</b>	<u>13.20</u>	<u>14.20</u>	<u>15.20</u>



# **CITY ATTORNEY DEPARTMENT SUMMARY**

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

## **Department Goals 2017-2018**

- 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.

# CITY ATTORNEY DEPARTMENT SUMMARY

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET DETAIL</b>			
Professional Services	487,283	665,000	725,000
Admin & Overhead	<u>12,600</u>	<u>11,700</u>	<u>13,300</u>
<b>TOTAL CITY ATTORNEY</b>	<u><u>499,883</u></u>	<u><u>676,700</u></u>	<u><u>738,300</u></u>

<b>SOURCES OF FUNDING</b>			
Interfund Charges	496,000	558,000	511,000
Miscellaneous Income	3,883	0	0
<b>Use of Discretionary Funds</b>	<u>0</u>	<u>118,700</u>	<u>227,300</u>
<b>TOTAL</b>	<u><u>499,883</u></u>	<u><u>676,700</u></u>	<u><u>738,300</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.

## **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 and City Clerk/Information Technology.

## **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.

## **Housing & Community Development**

## **Sections 42750/49210**

Housing & Community Development staff is responsible for the day-to-day operation of Clovis' allocation of federal Community Development Block Grant (CDBG) program funds. This includes oversight to ensure that all CDBG expenditures are made in accordance with the regulations of the funder, the U.S. Department of Housing and Urban Development (HUD). Staff in this section also administers all ongoing affordable housing programs. This includes Clovis' home loan rehabilitation program, home repair grant program, home paint grant program, first-time homebuyer loan program, and the mobile home replacement loan program. Staff in this section is also responsible for the assets and liabilities of Clovis' affordable housing programs. In addition, staff coordinates with county, state, and federal agencies to secure funding for ongoing and future affordable housing projects.

## **Department Goals 2017-2018**

- 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.
- Develop policies that support a sustainable community.
- Provide learning opportunities for the next generation of City leaders.
- Carry out the affordable housing function by managing the housing program assets and liabilities, improving existing housing and increasing the supply of affordable housing.
- Continue to pursue opportunities to expand the Fresno County Library and San Joaquin School of Law in the City's core.



# 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 implementation of the General Plan, 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.
- Implement marketing strategy to encourage the medical industry to locate in Clovis, leveraging the investments being made by Clovis Community Hospital, California Health Sciences University, and other medical businesses.
- Encourage private sector development in the community by working with property owners, brokers and developers to make Clovis competitive in attracting new businesses.
- Prepare Shaw Avenue to be a competitive commercial area by marketing the Shaw Corridor Pattern Book, creating a property-based improvement district and working with property owners to encourage investment in their properties.
- Continue to implement strategies of the Business Retention, Expansion and Attraction Program (Business REAP).
- 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.
- Marketing of the Dry Creek Business Park expansion and work with property owners and brokers to market the area.
- Continue the Economic Gardening Program to assist existing second stage companies with their growth.
- Begin design work for the extension of Owens Mountain Parkway from Temperance to Leonard Avenues including a bridge over the Enterprise Canal. This will allow for job generating development to occur on larger parcels in the third phase of the Research and Technology Park.
- Develop sites for future affordable housing projects.
- Provide funds to repair/rehabilitate/construct 100 affordable housing units.
- Provide funds to substantially rehabilitate or replace dilapidated mobile homes.



# CITY MANAGER

## DEPARTMENT PERFORMANCE MEASURES

- The department goal is to facilitate job growth in the City of Clovis and to continually improve the jobs/housing balance ratio until it is in balance. The jobs/housing balance is measured as the ratio between jobs and residents in the labor force. Communities with a job-to-housing ratio ranging from 0.8:1 to 1.25:1 are generally considered to be in balance.

	<u>2015-2016 (actual)</u>	<u>2016-2017 (estimated)</u>	<u>2017-2018 (proposed)</u>
Total Jobs	689	1,000	1,100
	<u>2015</u>	<u>2016</u>	<u>2017</u>
Jobs/Housing Balance Ratio	.83:1	.83:1	.85:1

- Increase retail sales by encouraging preoccupancy of vacant retail space, development of new commercial retail and ensuring that existing retail businesses are offered the opportunity to expand their operations.

	<u>2015-2016 (actual)</u>	<u>2016-2017 (estimated)</u>	<u>2017-2018 (proposed)</u>
Total Retail Sales	\$1,881,000,000	\$1,995,100,000	\$2,053,000,000
Percentage Increase/Decrease	6%	4%	5%

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

- Increase the supply of affordable housing: Prepare City-owned property in Stanford Addition for development of three new affordable housing units. Continue to apply for grant funding to continue the First-Time Homebuyer Program as it is available.
- Improve the supply of affordable housing: Provide housing rehabilitation and other services to at least 70 households to improve the quality of the housing stock and the neighborhoods in which that housing is located.

	<u>2015-2016 (actual)</u>	<u>2016-2017 (estimated)</u>	<u>2017-2018 (proposed)</u>
New Units Constructed	0	6	31
Rehabilitated Housing	64	75	70
Down Payment Assistance Program	8	6	6
Mobile Home Replacement	0	16	0

# CITY MANAGER DEPARTMENT SUMMARY

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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## BUDGET BY ACTIVITY

Administration	717,606	854,800	838,100
Community & Economic Development	858,212	1,058,600	939,900
Housing & Community Development	<u>179,231</u>	<u>398,300</u>	<u>146,800</u>
 TOTAL ALL ACTIVITIES	 <u><u>1,755,049</u></u>	 <u><u>2,311,700</u></u>	 <u><u>1,924,800</u></u>

## BUDGET BY FUND

General Fund	1,575,818	1,913,400	1,778,000
Housing & Community Dev Fund	<u>179,231</u>	<u>398,300</u>	<u>146,800</u>
 TOTAL ALL FUNDS	 <u><u>1,755,049</u></u>	 <u><u>2,311,700</u></u>	 <u><u>1,924,800</u></u>



### **2017-2018 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 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.
- Continue to pursue the Civic Center North project to allow for a new Fresno County Library, Senior Center, and Transit Hub and allowing San Joaquin School of Law in the City's core.

### **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 implementation of the General Plan 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 continues to make an investment into the community. The local economy has many positive signs of growth but increases to ongoing expenditures must be prudently considered. It is also critical that long term fiscal sustainability becomes an important priority by restoring the emergency reserve. Future increases to 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 implementation of the General Plan. This program is as much a land use plan as it is a financial plan for the future of the City. Sustainability of the character, appearance and quality of life in the community as it continues to grow in the future will be the challenge. Economic Development and job generation must remain a high priority for the City. Identifying and mentoring the next generation of City leaders will continue to be one of the major goals of the department.

2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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**BUDGET DETAIL**

Salaries - Regular	456,087	558,400	427,500
Benefits	136,508	127,400	157,800
Vehicle Charges	16,701	13,900	18,900
Professional Services	1,050	1,500	75,000
Travel & Meeting Expense	7,552	12,700	11,000
Dues & Subscriptions	508	1,000	2,500
Admin & Overhead	99,200	139,900	145,400
<b>TOTAL ADMINISTRATION</b>	<u>717,606</u>	<u>854,800</u>	<u>838,100</u>

**SOURCES OF FUNDING**

Interfund Charges	586,000	599,000	502,000
Miscellaneous Income	0	75,000	75,000
<b>Use of Discretionary Funds</b>	<u>131,606</u>	<u>180,800</u>	<u>261,100</u>
<b>TOTAL</b>	<u>717,606</u>	<u>854,800</u>	<u>838,100</u>

**DETAIL OF POSITIONS**

Assistant City Manager/City Clerk	0.50	0.50	0.50
City Manager	1.00	1.00	1.00
Deputy City Manager	0.75	0.75	0.75
Executive Assistant	0.85	0.85	0.85
Principal Office Assistant	0.20	0.20	0.20
<b>TOTAL</b>	<u>3.30</u>	<u>3.30</u>	<u>3.30</u>



The Community & Economic Development Department is aggressively pursuing private sector investment for job generation. The department will work toward 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 is responsible for marketing the Clovis Industrial Park and the Central Valley Research & Technology Business Park. In addition, the department markets 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 working with existing businesses to retain them in Clovis and to help them expand as necessary. The department is responsible for tourism activities to attract visitors to Clovis hotels and services. The Department also oversees the activities of the elimination of the Clovis Community Development Agency. All of this work is done in coordination between the City Departments 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, and Fresno Clovis Convention and Visitors Bureau.

### **2017-2018 Goals**

- Retain and expand existing Clovis businesses.
- 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 goals and objectives of the updated City of Clovis Economic Development Strategy.
- Implement the goals and objectives of the Business Retention, Expansion and Attraction Program (Business REAP).

### **Objectives to Meet the Goals**

- Develop and maintain relationships with existing Clovis businesses through business visitations and continuation of the Clovis Economic Gardening Program.
- Pursue Property Based Improvement Districts along Shaw Avenue and in parts of Old Town to bolster the vitality and attractiveness of the areas to retail and other commercial uses.
- Develop stronger relationships with commercial/industrial real estate brokers and assist them in marketing Clovis.
- Continue to develop strategies to make Clovis competitive in business attraction, including digital marketing tools and targeted trade show participation with special focus on the medical industry.
- 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, Fresno EDC, and Workforce Investment Board, to retain, expand and attract business.
- 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.

### **Five-Year Outlook**

The Community and Economic Development Department 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 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 marketing strategies to position the City of Clovis in the forefront of the medical, technology and agile manufacturing business community. The Department will complete work on the elimination of redevelopment and will continue the business development activities previously done by the Agency. The Department 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.



<b>City Manager Department</b>	<b>Community &amp; Economic Development Section 25200</b>		
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2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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#### BUDGET DETAIL

Salaries - Regular	217,385	267,200	275,000
Extra Help	17,505	25,000	28,000
Benefits	73,335	92,400	96,400
Vehicle Charges	11,010	12,700	12,700
Professional Services	456,676	597,100	455,400
Travel & Meeting Expense	10,857	15,000	15,000
Dues & Subscriptions	2,344	2,500	2,500
Admin & Overhead	69,100	46,700	54,900
<b>TOTAL COMMUNITY &amp; ECONOMIC DEVELOPMENT</b>	<u>858,212</u>	<u>1,058,600</u>	<u>939,900</u>

#### SOURCES OF FUNDING

Intergovernmental Charges	45,000	45,000	45,000
Interfund Charges	120,000	120,000	120,000
Miscellaneous Income	1,090	0	0
<b>Use of Discretionary Funds</b>	<u>692,122</u>	<u>893,600</u>	<u>774,900</u>
<b>TOTAL</b>	<u>858,212</u>	<u>1,058,600</u>	<u>939,900</u>

#### DETAIL OF POSITIONS

Business Development Manager	1.00	1.00	1.00
Community & Economic Development Dir	1.00	1.00	1.00
<b>TOTAL</b>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>



### **2017-2018 Goals**

- Administer the Community Development Block Grant (CDBG) program in accordance with federal regulations, and in a manner that improves the community by providing decent, affordable housing and a suitable living environment for low- to moderate-income residents of Clovis.
- Preserve and expand Clovis' supply of affordable housing.
- Implement the recently approved housing element.

### **Objectives to Meet the Goals**

- Utilize current federal and state funding to preserve the affordable housing supply.
- Improve street infrastructure in eligible low- to moderate-income neighborhoods.
- Provide funds for ADA improvements throughout Clovis.
- Assist with job creation for low- to moderate-income citizens of Clovis.
- Plan and execute projects for the development of additional affordable housing.
- Provide information to the public on affordable housing.
- Establish and maintain relationships with federal, state, surrounding local and non-profit housing agencies.
- In an effort to promote private investment in affordable housing development, act as an expert resource for affordable housing information for private developers.
- Provide funds to code enforcement in low- to moderate-income neighborhoods.
- Research funding opportunities for affordable housing and complete funding applications.

### **Five-Year Outlook**

Projects will be identified annually to preserve and expand Clovis' supply of affordable housing. In addition, projects will be identified annually to improve infrastructure and provide needed public services in low-to-moderate income neighborhoods in accordance with adopted policies. It is anticipated that the number of projects completed per year will be maintained. Staff in this division will continue to take advantage of all feasible opportunities to obtain funding for affordable housing, and will do so in accordance with the Housing Element and the General Plan. Staff will work with the private sector to encourage and incentivize the development of affordable housing.

<b>City Manager Department</b>	<b>Housing &amp; Community Development Administration Section 42750/49210</b>		
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	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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#### **BUDGET DETAIL**

Salaries - Regular	82,131	88,900	96,100
Benefits	18,491	21,100	22,700
Professional Services	540	2,000	2,000
Travel & Meeting Expense	907	4,000	4,000
Dues & Subscriptions	600	2,600	2,600
Admin & Overhead	4,830	11,700	11,900
Debt Service	<u>71,732</u>	<u>268,000</u>	<u>7,500</u>
Housing & Comm Dev Administration	<u><u>179,231</u></u>	<u><u>398,300</u></u>	<u><u>146,800</u></u>

#### **SOURCES OF FUNDING**

Federal Grants	75,210	398,300	146,800
Project Participation	29,780	0	0
Sale of Property	73,346	0	0
Miscellaneous Income	<u>895</u>	<u>0</u>	<u>0</u>
TOTAL	<u><u>179,231</u></u>	<u><u>398,300</u></u>	<u><u>146,800</u></u>

#### **DETAIL OF POSITIONS**

Housing Program Coordinator	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
TOTAL	<u><u>1.00</u></u>	<u><u>1.00</u></u>	<u><u>1.00</u></u>



# **GENERAL SERVICES DEPARTMENT SUMMARY**

The General Services Department is responsible for providing internal services to City departments and community services programs to the public. 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. Community services provided by the General Services Department include 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 is also 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 Activity 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 City of Clovis Recreation program including the Clovis Rotary Skatepark, the Clovis Batting Range and the Clovis Recreation Center.

## **Department Goals 2017-2018**

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

## **Budgetary Highlights**

- Complete position recruitments for all open positions.
- Continue to improve operating systems in City facilities as additional facilities are added.
- In cooperation with the City's employee bargaining units, implement strategies for containing costs related to employee benefit programs.
- Utilize additional Clovis Recreation Center building space to improve recreational services and expand youth programs.
- Continue strategic fundraising efforts to support construction of a new senior activity center building.



# 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>2015-2016 (actual)</u>	<u>2016-2017 (estimated)</u>	<u>2017-2018 (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.

Health Benefit Cost Containment	Increased Costs of 1.1%	Increased Costs of 10.99%	Increased Costs Estimated at 10.00%
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- The Risk Management Section will continue to emphasize the protection of the public, City employees, and City assets through training, risk identification, risk transfer, and insurance coverage procurement. As a benchmark, the number of annual work-related employee accidents resulting in the OSHA reporting 3+ lost workdays will be 20 or less, and safety/risk management training programs will be offered to all employees.

Injuries Involving 3+ Lost Work Days	9	15	15
Safety/Risk Management Training Programs	211	150	150

- 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	567	725	700
Response Time Within 24 Hours	90%	90%	95%



# 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>2015-2016 (actual)</u>	<u>2016-2017 (estimated)</u>	<u>2017-2018 (proposed)</u>
Number of Major Projects	13	16	14
Projects Completed within Established Budget and Time Frame	85%	85%	90%
Square Footage of Buildings/Facilities Maintained	399,400	399,400	399,400

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

Program Participants/Contact	212,282	259,734	272,721
Nutrition Meals Served (In-Center)	10,545	11,390	11,960
Nutrition Meals Served (Home-Delivered)	27,090	26,180	27,000
Number of Programs Offered	85	91	95

- City of Clovis Recreation will grow the number of recreation programs available to the community based on revenue generation from the additional 10,000 square feet of space at the Clovis Recreation Center.

Program Participants	154,760	177,660	185,000
Number of Programs Offered	99	110	120

- 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 96% of the time.

Clovis Destinations	97%	96%	98%
Fresno Destinations	97%	97%	98%
Maintain Scheduled Fixed-Route Headways	96%	95%	96%

# GENERAL SERVICES DEPARTMENT SUMMARY

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET BY ACTIVITY</b>			
Personnel	568,217	650,300	718,700
Employee Benefits	16,308,591	20,025,100	22,701,000
Liability and Property Insurance	1,859,479	1,864,500	2,171,900
Facilities Maintenance	6,110,354	4,791,200	4,653,500
Department Support	2,573,663	3,070,300	3,046,900
Senior Services	523,292	568,100	634,100
Recreation	517,178	655,600	716,400
Transit	<u>5,282,074</u>	<u>6,463,300</u>	<u>6,026,900</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>33,742,848</u></u>	<u><u>38,088,400</u></u>	<u><u>40,669,400</u></u>

<b>BUDGET BY FUND</b>			
General Fund	1,608,687	1,874,000	2,069,200
General Services Fund	8,684,017	7,861,500	7,700,400
Employee Benefits Fund	16,308,591	20,025,100	22,701,000
Liability and Property Insurance Fund	1,859,479	1,864,500	2,171,900
Transit Fund	<u>5,282,074</u>	<u>6,463,300</u>	<u>6,026,900</u>
<b>TOTAL ALL FUNDS</b>	<u><u>33,742,848</u></u>	<u><u>38,088,400</u></u>	<u><u>40,669,400</u></u>



### **2017-2018 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 modifications to the manner in which employee benefit programs are administered. Updated employee training programs will continue to be necessary in order to properly equip employees with the knowledge and skills to meet the requirements of the workplace.

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

<b>General Services Department</b>	<b>Personnel Section 30000</b>
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2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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#### BUDGET DETAIL

Salaries - Regular	260,861	300,300	301,200
Overtime	0	0	1,000
Extra Help	12,605	0	5,000
Benefits	80,869	100,300	115,000
Vehicle Charges	13,479	14,800	16,300
Professional Services	102,004	86,000	119,000
Travel & Meeting Expense	1,478	3,000	3,000
Training	13,020	12,000	20,000
Dues & Subscriptions	2,401	4,300	4,500
Admin & Overhead	81,500	129,600	133,700
<b>TOTAL PERSONNEL</b>	<b>568,217</b>	<b>650,300</b>	<b>718,700</b>

#### SOURCES OF FUNDING

Interfund Charges	275,000	271,000	270,000
Miscellaneous Income	979	0	0
<b>Use of Discretionary Funds</b>	<b>292,238</b>	<b>379,300</b>	<b>448,700</b>
<b>TOTAL</b>	<b>568,217</b>	<b>650,300</b>	<b>718,700</b>

#### 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	2.000	2.000
Principal Office Assistant	0.600	0.600	0.600
<b>TOTAL</b>	<b>3.000</b>	<b>4.000</b>	<b>4.000</b>



### **2017-2018 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 new regulations and 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**

Federal legislation concerning health care has required changes to the City's health benefits plans. 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. The City's membership in the CSAC EIA Insurance Authority has achieved savings in health costs through the combined purchasing power of the member agencies.

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, safety training, and efficient management of claims continue to be the focus of the City's efforts to contain worker's compensation costs. Access to improved safety/training modules that may be utilized interdepartmentally will continue to provide more effective employee training at reduced costs.

**General Services  
Department**

**Employee Benefits  
Section 31000**

	2015-2016	2016-2017	2017-2018
	Actual	Revised Estimate	Budget

**BUDGET DETAIL**

Salaries - Regular	241,659	269,500	285,300
Overtime	0	0	1,200
Benefits	82,870	97,200	110,600
Vehicle Charges	11,472	12,800	14,300
Professional Services	6,329	10,900	10,900
Special Events	70,842	78,000	82,000
Travel & Meeting Expense	413	1,200	1,200
Training	1,998	17,600	31,400
Dues & Subscriptions	95	300	500
Admin & Overhead	53,410	65,800	71,200
Health Insurance Program - ISF	7,203,320	7,848,000	8,924,900
Unemployment Charges - ISF	36,740	48,000	48,000
Workers Comp Program - ISF	2,034,135	2,782,700	3,191,000
Retirement Contribution - ISF	5,986,957	8,148,500	9,175,900
Deferred Compensation - ISF	558,351	592,600	672,600
Compensated Future Absences	20,000	30,000	30,000
Capital Outlays - Computers	0	22,000	50,000
<b>TOTAL EMPLOYEE BENEFITS</b>	<u>16,308,591</u>	<u>20,025,100</u>	<u>22,701,000</u>

**SOURCES OF FUNDING**

Employee Benefit Charges	<u>16,308,591</u>	<u>20,025,100</u>	<u>22,701,000</u>
<b>TOTAL</b>	<u>16,308,591</u>	<u>20,025,100</u>	<u>22,701,000</u>

**DETAIL OF POSITIONS**

General Services Director	0.125	0.125	0.125
Management Analyst	1.600	1.600	1.600
Personnel/Risk Manager	0.350	0.350	0.350
Principal Office Assistant	<u>0.700</u>	<u>0.700</u>	<u>0.700</u>
<b>TOTAL</b>	<u>2.775</u>	<u>2.775</u>	<u>2.775</u>



### **2017-2018 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 updated 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 participation and leadership 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.

<b>General Services Department</b>	<b>Liability and Property Insurance Section 32000</b>		
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	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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#### BUDGET DETAIL

Salaries - Regular	147,027	123,700	148,100
Overtime	0	0	1,200
Benefits	44,136	46,100	56,000
Vehicle Charges	5,771	4,600	5,800
Supplies - Safety	2,479	1,700	2,000
Travel & Meeting Expense	137	900	3,700
Training	15,924	14,400	17,900
Dues & Subscriptions	150	400	900
Admin & Overhead	34,800	44,000	44,500
Liability Insurance	<u>1,609,055</u>	<u>1,628,700</u>	<u>1,891,800</u>
TOTAL LIABILITY & PROPERTY INSURANCE	<u><u>1,859,479</u></u>	<u><u>1,864,500</u></u>	<u><u>2,171,900</u></u>

#### SOURCES OF FUNDING

Liability and Property Charges	<u>1,859,479</u>	<u>1,864,500</u>	<u>2,171,900</u>
TOTAL	<u><u>1,859,479</u></u>	<u><u>1,864,500</u></u>	<u><u>2,171,900</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>0.700</u>	<u>0.700</u>	<u>0.700</u>
TOTAL	<u><u>1.750</u></u>	<u><u>1.750</u></u>	<u><u>1.750</u></u>



### **2017-2018 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 and/or enhance existing mechanical systems with energy efficient replacements or modifications.

### **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 cost of energy continues to rise each year, prompting the need to explore alternative long-term energy strategies to lower facility operating costs. 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 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 41 years of age, and will require on-going preventative 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**

	2015-2016	2016-2017	2017-2018
	Actual	Revised Estimate	Budget

**BUDGET DETAIL**

Salaries - Regular	493,420	584,600	576,400
Overtime	3,288	7,000	7,000
Benefits	158,997	198,200	246,500
Vehicle Charges	71,291	118,700	121,900
Communications	4,637	5,300	6,000
Professional Services	176,036	169,600	171,800
Repairs & Maintenance	840,055	1,338,600	1,270,800
Building & Equipment Rental	1,396	2,000	2,000
Materials & Supplies	46,598	53,000	56,500
Supplies - Safety	6,585	14,000	14,000
Supplies - Shop	8,725	9,600	6,000
Travel & Meeting Expense	1,062	1,800	1,800
Training	1,289	3,500	3,500
Dues & Subscriptions	108	800	1,000
Admin & Overhead	99,754	41,800	41,400
Debt Service	1,978,426	1,980,500	1,978,900
Lease Purchases	110,770	115,300	120,000
Capital Outlays - Public Works	2,101,926	113,900	17,000
Capital Outlays - Government Facilities	5,991	33,000	11,000
<b>TOTAL FACILITIES MAINTENANCE</b>	<b>6,110,354</b>	<b>4,791,200</b>	<b>4,653,500</b>

**SOURCES OF FUNDING**

Rents & Concessions	6,043	17,000	17,000
Facility Reimb - County	29,875	30,000	30,000
Miscellaneous Income	80,800	73,000	73,000
General Services Charges	5,993,636	4,671,200	4,533,500
<b>TOTAL</b>	<b>6,110,354</b>	<b>4,791,200</b>	<b>4,653,500</b>

**DETAIL OF POSITIONS**

Administrative Assistant	0.500	0.500	0.500
Assistant Building Technician	3.000	3.000	3.000
Building Maintenance Leadworker	1.000	1.000	1.000
Building Maintenance Worker	1.000	1.000	1.000
Department Support Manager	0.600	0.600	0.600
Facilities Maintenance Supervisor	-	1.000	1.000
General Services Director	0.250	0.250	0.250
Senior Custodian	1.000	1.000	1.000
<b>TOTAL</b>	<b>7.350</b>	<b>8.350</b>	<b>8.350</b>



### **2017-2018 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, 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 overall value in the purchase of goods and services.

### **Objectives to Meet the Goals**

- Continue to utilize cooperative purchasing arrangements for the acquisition of goods and services in order to maximize City purchasing power.
- Improve professional procurement processes through attainment of nationally recognized purchasing certification(s).
- Transition the City's procurement function into a fully electronic process.
- 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.

### **Five-Year Outlook**

As the City's purchasing and procurement processes become more automated, additional staff training throughout City departments will be necessary in order to maintain skill levels with the attendant technology. The use of cooperative purchasing agreements and the expanded use of electronic technology as a purchasing strategy will 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.

	2015-2016	2016-2017	2017-2018
	Actual	Revised Estimate	Budget

**BUDGET DETAIL**

Salaries - Regular	120,408	148,400	120,700
Overtime	0	200	200
Benefits	27,821	34,800	38,800
Vehicle Charges	3,834	3,900	3,900
Energy	874,314	904,500	946,000
Professional Services	28,719	89,000	90,000
Repairs & Maintenance	64,241	77,000	77,600
Office Supplies	324,911	432,000	428,100
Materials & Supplies	6,826	9,500	9,500
Travel & Meeting Expense	1,471	1,500	2,000
Training	1,724	2,000	3,000
Dues & Subscriptions	940	1,000	1,300
Admin & Overhead	215,700	213,000	207,600
Debt Service	449,705	489,900	487,800
Lease Purchases	401,316	570,500	545,000
Capital Outlays - Office Equip/Furn	51,733	93,100	85,400
<b>TOTAL DEPARTMENT SUPPORT</b>	<u>2,573,663</u>	<u>3,070,300</u>	<u>3,046,900</u>

**SOURCES OF FUNDING**

Interfund Charges	<u>2,573,663</u>	<u>3,070,300</u>	<u>3,046,900</u>
<b>TOTAL</b>	<u>2,573,663</u>	<u>3,070,300</u>	<u>3,046,900</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>
<b>TOTAL</b>	<u>1.150</u>	<u>1.150</u>	<u>1.150</u>



### **2017-2018 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. The Senior Services Section continues to evaluate funding alternatives and creative methods of delivering services to seniors at a low cost.

Specific goals include the following:

- Administer a comprehensive Senior Citizen program to help older citizens, support their independence, improve their health, and encourage their involvement in the community.
- Purchase software that will track participation and activity at the Senior Center.
- Begin outreach to the community requesting input regarding the new Senior Activity Center.
- Continue networking with local volunteers, community service groups and merchants to provide support for Senior Activity Center programs.
- Coordinate program opportunities for disabled and home-bound seniors.
- Offer a variety of programs for ages 50 to 100+.

### **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.
- Evaluate new potential programs for their popularity and ability to be financially self-supporting.
- Continue to promote the Clovis Senior Activity Center as the place where local seniors meet to learn, laugh and enjoy longevity.

### **Five-Year Outlook**

The aging population continues to increase and with it comes additional demands for senior-oriented services, programs and activities as seen over the past year. As the aging population grows, there will be additional requests for service and programs for both active and frail seniors. Staff will be involved in the planning, design and program development for the new Senior Activity Center which is expected to be completed in 2019. Many new programs will be offered with a new fee structure that will meet the needs of various senior ages, income levels and abilities. The new Senior Activity Center will allow for added community and business partnerships in addition to strengthening its current community partnerships with the Clovis Veterans Memorial District, Fresno County Social and Supportive Services, the Fresno Madera Area Agency on Aging, the San Joaquin College of Law and the many civic and service organizations that supplement the programs offered by the City of Clovis.

2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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**BUDGET DETAIL**

Salaries - Regular	98,888	109,100	139,300
Extra Help	173,997	165,000	175,000
Benefits	57,366	71,500	76,400
Communications	0	0	100
Professional Services	27,905	27,100	27,600
Office Supplies	16,802	23,000	24,000
Travel & Meeting Expense	812	0	2,500
Training	497	10,000	15,000
Dues & Subscriptions	25	100	800
Admin & Overhead	147,000	162,300	173,400
<b>TOTAL SENIOR SERVICES</b>	<b>523,292</b>	<b>568,100</b>	<b>634,100</b>

**SOURCES OF FUNDING**

Rents and Concessions	35,863	44,000	38,000
State Grants	16,000	22,000	16,000
Project Participation - Other Govt	40,000	40,000	40,000
User Fees	79,828	79,000	88,000
Senior Service Charges	52,420	47,000	49,000
Taxable Sales	82	0	0
Miscellaneous Income	7,618	10,000	8,000
<b>Use of Discretionary Funds</b>	<b>291,481</b>	<b>326,100</b>	<b>395,100</b>
<b>TOTAL</b>	<b>523,292</b>	<b>568,100</b>	<b>634,100</b>

**DETAIL OF POSITIONS**

Administrative Assistant	0.800	0.800	0.800
Recreation Specialist	1.000	1.000	1.000
Senior Center Nutrition Svs Worker	1.000	1.000	1.000
<b>TOTAL</b>	<b>2.800</b>	<b>2.800</b>	<b>2.800</b>



### **2017-2018 Goals**

The Recreation 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 pursue 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.
- Utilize part-time clerical staffing to ensure the public is assisted during posted office hours.
- Recreation staff will coordinate with Parks Division staff to provide outdoor facilities and programs.
- Expand the use of Recreation Section volunteers to administer services.
- Analyze opportunities to secure stable funding for community recreation services.
- Expand youth recreation programs to the community by increasing community outreach.
- Maximize the use of additional 10,000 square feet of space at the existing Recreation Center for community programs and revenue generation.
- Continue annual community recreation programs.

### **Five-Year Outlook**

As the City grows, the demands for community recreation and leisure activities will continue to increase. The addition of new recreation space adjacent to the Recreation Center has helped address those needs and provide opportunity for additional revenue generation to support youth programs. The City's ability to provide adequate community recreation and leisure services in the future will continue to require creative solutions and joint efforts between the City, the public, the business community and other local public agencies. The City will continue to research additional opportunities to expand outdoor recreational facilities including the addition of much-needed sports fields.

2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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**BUDGET DETAIL**

Salaries - Regular	162,621	174,900	183,000
Extra Help	90,437	119,000	145,500
Benefits	78,473	88,800	96,200
Vehicle Charges	20,672	29,100	23,500
Communications	16	200	200
Professional Services	56,872	81,500	84,500
Repairs & Maintenance	0	1,000	1,000
Office Supplies	2,819	6,500	6,500
Materials & Supplies	182	0	0
Travel & Meeting Expense	2,311	3,100	3,100
Dues & Subscriptions	2,079	2,500	2,500
Admin & Overhead	86,400	131,900	152,300
Capital Outlays - Public Works	8,885	10,000	10,000
Capital Outlays - Miscellaneous	5,411	7,100	8,100
<b>TOTAL RECREATION</b>	<b>517,178</b>	<b>655,600</b>	<b>716,400</b>

**SOURCES OF FUNDING**

User Fees	193,184	206,000	226,000
Taxable Sales	0	500	1,000
Miscellaneous Income	102	0	0
<b>Use of Discretionary Funds</b>	<b>323,892</b>	<b>449,100</b>	<b>489,400</b>
<b>TOTAL</b>	<b>517,178</b>	<b>655,600</b>	<b>716,400</b>

**DETAIL OF POSITIONS**

Recreation Leader	1.000	1.000	1.000
Recreation Specialist	1.000	1.000	1.000
Recreation Supervisor	1.000	1.000	1.000
<b>TOTAL</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>



### **2017-2018 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.
- Finalize installation and programming of new electronic fare box system, and begin use on fixed-route and paratransit buses and vans.
- Utilize additional features and upgrades to the new Round Up dispatch software program and mobile terminals to improve efficiency on Round Up service.
- Maintain services to levels within budgetary constraints and review fees for possible increase to meet farebox requirements.
- Advertise and promote the emergency registration system for people who would require transportation during an emergency evacuation.
- Coordinate with Planning and Development Services Department on the design and building of a new transit hub facility near the new library and Senior Activity Center.

### **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. Clovis will continue coordination with transit providers in the Clovis-Fresno Metropolitan area in order to meet the demand for inter-city transportation including implementing a county-wide farebox system. The addition of a centrally located Clovis Transit center in late 2018 or early 2019 will allow for better customer contact, easier transfers, and much needed training and office space. The new facility will also allow adequate space for travel training to increase ridership and shift some Round Up passengers to the Stageline service.

2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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**BUDGET DETAIL**

Salaries - Regular	1,230,973	1,301,000	1,393,100
Overtime	72,207	59,000	70,500
Extra Help	721,873	830,000	855,000
Benefits	641,420	757,000	878,800
Vehicle Charges	945,771	954,100	1,020,300
Communications	47,299	60,000	85,000
Professional Services	315,128	309,800	386,700
Travel & Meeting Expense	8,901	8,500	8,500
Training	5,122	13,900	36,800
Dues & Subscriptions	715	800	800
Admin & Overhead	720,100	842,900	847,400
Capital Outlays - Office Equip/Furn	572,014	133,300	0
Capital Outlays - Computer Equipment	391	0	0
Capital Outlays - Public Works	0	161,000	0
Capital Outlays - Vehicles	160	1,032,000	444,000
<b>TOTAL TRANSIT</b>	<b>5,282,074</b>	<b>6,463,300</b>	<b>6,026,900</b>

**SOURCES OF FUNDING**

Rents & Concessions	24,409	26,000	26,000
Taxes	1,385,442	1,440,000	1,512,000
Transit Fares	196,302	201,000	200,000
State Grants	391,984	225,000	50,000
Local Transportation	3,283,937	4,571,300	4,238,900
<b>TOTAL</b>	<b>5,282,074</b>	<b>6,463,300</b>	<b>6,026,900</b>

**DETAIL OF POSITIONS**

Administrative Assistant	0.200	0.200	0.200
Bus Driver	16.000	16.000	16.000
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
Management Analyst	1.000	1.000	1.000
Principal Office Assistant	1.000	1.000	1.000
Transit Dispatcher	2.000	2.000	2.000
Transit Supervisor	1.000	1.000	1.000
<b>TOTAL</b>	<b>25.325</b>	<b>25.325</b>	<b>25.325</b>



# 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 also responsible for arranging all long-term financing.

### **Department Goals 2017-2018**

- Provide support to other operating departments.
- Enhance training for key departmental personnel.
- Obtain long-term financing as needed.
- Refund existing bonds as appropriate.
- Perform a major upgrade to the city-wide financial accounting system.
- Upgrade the Business License software system.
- At year end, recommend to Council the allocation of one-time revenue and expenditure savings to continue to grow the reserve to meet our minimum goal of 20%-25% of expenditures.
- Implement a blend of on-line utility billing with paper billing to move toward a paperless office.
- Continue to utilize volunteers where appropriate to have both community involvement and shared responsibility.
- Provide accurate and timely financial information to facilitate a fair and equitable wage and benefit package for employees.
- Continue succession planning for key staff positions to make sure all major sections of the Finance Department have documented processes and procedures in place.
- Cross-train in key Finance positions.

# FINANCE

## DEPARTMENT SUMMARY

### Budgetary Highlights

- Review and audit revenues and departmental budgets.
- Work with SunGard on a major upgrade of our Financial Accounting System Software.
- 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.
- Continue to implement investment strategies to take advantage of safe investments and maximize yields within cash flow constraints.
- Annually 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 city-wide department staff on more efficient methods of entering and researching financial information in the financial accounting system.
- Continue to implement a process to scan accounting documentation to continue progress on the Finance "Go Green" efforts.
- Obtain long-term financing for capital acquisitions as needed.
- In 2017-2018 increase reserve to 17.7% of budgeted expenditures from 17.1% in last year's budget.
- Limit overtime in Finance with the use of more efficient work processes.
- Attract top qualified candidates to Finance positions with the Clovis culture of excellent employment opportunities.
- Implement new Governmental Accounting Standards Board (GASB) pronouncements as applicable to the City.



# 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 continue to 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>2015-2016 (actual)</u>	<u>2016-2017 (estimated)</u>	<u>2017-2018 (proposed)</u>
City Rate of Return	.63%	.88%	1.20%
Greater than 120% of Treasury rate	329%	194%	205%

- On an annual basis, complete a Comprehensive Annual Financial Report (CAFR) 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
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- Submit for consideration a CAFR and receive a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).

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

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

On-time	98.6%	98.8%	98.9%
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# FINANCE

## DEPARTMENT SUMMARY

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET BY ACTIVITY</b>			
Administration	<u>2,511,347</u>	<u>3,107,100</u>	<u>2,947,800</u>
TOTAL ALL ACTIVITIES	<u><u>2,511,347</u></u>	<u><u>3,107,100</u></u>	<u><u>2,947,800</u></u>
<b>BUDGET BY FUND</b>			
General Fund	<u>2,511,347</u>	<u>3,107,100</u>	<u>2,947,800</u>
TOTAL ALL FUNDS	<u><u>2,511,347</u></u>	<u><u>3,107,100</u></u>	<u><u>2,947,800</u></u>



### **2017-2018 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 safeguard 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 as needed.
- Perform major upgrade to the Financial Accounting System.

### **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 utility 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.
- Work with SunGard to complete the upgrade to One Solution and commit staff resources for testing and implementation.
- Use temporary staffing and volunteers to maintain current with all financial activities.

### **Five-Year Outlook**

New building construction continues to move in a positive direction. For the 2017-2018 year, we expect normal non-residential building construction and an overall increase in residential building construction. Purchases for automobiles and housing related goods continue to improve and we expect a moderate increase in sales tax revenues. Overall property tax revenues should reflect the prior year's assessed value increase along with the Prop 13 maximum rate as commercial and individual properties continue to show signs of an upward trend. Revenue and expenditure monitoring continues to be a high priority including the continuous review of financial trends in City-associated businesses. 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 the City's capital needs. The Finance Department will also assist in monitoring capital projects and the various assessment districts within the City. Revenue enhancements will be a top priority.

<b>Finance Department</b>	<b>Administration Section 35100</b>
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	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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#### BUDGET DETAIL

Salaries - Regular	1,383,100	1,551,500	1,587,200
Overtime	33,422	25,000	30,000
Extra Help	94,958	92,000	116,000
Benefits	498,123	544,500	591,000
Vehicle Charges	20,235	24,000	25,400
Professional Services	136,624	400,500	155,500
Office Supplies	2,270	12,000	2,000
Travel & Meeting Expense	1,740	10,000	8,000
Training	24,970	65,000	30,000
Dues & Subscriptions	1,330	3,500	3,800
Admin & Overhead	310,700	379,100	398,900
Capital Outlays -Computer Equipment	3,875	0	0
<b>TOTAL FINANCE ADMINISTRATION</b>	<b>2,511,347</b>	<b>3,107,100</b>	<b>2,947,800</b>

#### SOURCES OF FUNDING

Licenses	71,000	71,000	71,000
Annexation Processing Fee	30,000	30,000	30,000
Capital Development - Streets	60,000	60,000	60,000
User Fees	246,979	224,000	225,000
Interfund Charges	2,187,605	2,262,000	2,201,000
Miscellaneous Income	19,265	20,000	15,000
<b>Use of Discretionary Funds</b>	<b>(103,502)</b>	<b>440,100</b>	<b>345,800</b>
<b>TOTAL</b>	<b>2,511,347</b>	<b>3,107,100</b>	<b>2,947,800</b>

#### DETAIL OF POSITIONS

Accountant/Senior/Principal	3.00	3.00	3.00
Accounting Supervisor	1.00	1.00	1.00
Acctg Systems Tech/Senior/Principal	4.00	4.00	4.00
Assistant Finance Director	1.00	1.00	1.00
Deputy Finance Director	1.00	1.00	1.00
Finance Director/Treasurer	1.00	1.00	1.00
Principal Office Assistant	1.00	1.00	1.00
Senior Account Clerk/Principal	8.00	8.00	8.00
<b>TOTAL</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>



# 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 74100**

The mission of the Planning Division is to provide courteous and timely service to the citizens and clients of the City of Clovis to assure a safe and well-planned community. The Planning Division is responsible for the development and implementation of the General Plan and the analysis of development requests to ensure consistency with the General Plan, various Specific Plans, and the Development Code. Planning Staff is also responsible for preparing policies to carry out the goals and objectives of the General Plan, Specific Plans, Master Plans, and policy documents, while assuring a thorough environmental analysis of each project.

### **Building Division**

### **Section 74200**

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 74500-74550**

The mission of the Engineering Division is to provide the City of Clovis with professional engineering services that ensures short and long range plans are implemented in an efficient and cost effective manner. The Engineering Division continually strives to provide the highest level of quality services with the least impact in all project development cycles. The main focus of the division is to provide solution oriented services that facilitate sustainable growth in the local economy, enhance the quality of life for Clovis citizens, and that offer secure and reliable infrastructure throughout our City. Of utmost importance to the division is management of the City's Community Investments, and ensuring private development adheres to all City requirements, standards, and conditions. Through careful planning, funding, and delivery of streets, sewer, water, parks, refuse, and general government projects, as well as private development projects, this division ensures the safety and usability of all the City's investments.

### **Department Goals 2017-2018**

- Complete masterplan facilities planning for land uses identified under the newly adopted General Plan.
- Complete the Agriculture Preserve Policy, Shaw Avenue Corridor Overlay Zoning, and Implement the recently approved Central Clovis Specific Plan.
- Maintain effective and problem solving 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, and ADA requirements.
- Deliver approved projects in the Community Investment Program.
- Plan for long-term fiscal strategies that sustain the Department under an "enterprise" form of budget accounting.
- Complete select major street alignment studies in the Heritage Grove growth area, including Clovis Avenue, Behymer Avenue, and Copper Avenue.

### **Budgetary Highlights**

- Completion and implementation of the Housing Element for Clovis' new General Plan.
- Expand and fully utilize the capabilities of the electronic permit submittal system allowing our customers easy access to P&DS from the comforts of their computer or office.
- Deliver Community Investment projects in a timely and cost-efficient manner.



# 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. 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>2015-2016 (actual)</u>	<u>2016-2017 (estimated)</u>	<u>2017-2018 (proposed)</u>
% of CIP projects Final Design	77%	80%	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	280 hours	330 hours	360 hours
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- 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, energy, 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
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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, responding to a high degree of development requests, the Department is providing 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<br>4 weeks commercial |
| 7. Perform building inspections from time of notification -    | Within 8 working hours of request         |

Due to the economic downturn in the fiscal year of 08-09, a significant reduction in staffing in both planning and clerical staff led to processing limitations and constraints in review of entitlement applications. Since that time, workload has steadily increased while the addition of new positions has been slow and cautious. For the coming fiscal year the increase in staffing to meet the needs will continue with the addition of positions in the department. P&DS Planning Commission public hearings have remained at once per month and will continue on that schedule for the time being. 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. The result is that flexibility and convenience for project applicants is limited and, on occasion, has an effect on the processing times.

\* 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. As of July 2015, a new Assembly Bill (AB52) requires all discretionary projects to be included in the Native American Heritage Commission process. AB52 is expected to add an additional 30 days to the processing time for entitlements requiring the filing of a Notice of Determination. This will require a modification of the processing timeline for all projects.

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

	<u>2015-2016 (actual)</u>	<u>2016-2017 (estimated)</u>	<u>2017-2018 (proposed)</u>
Applications processed to			
Planning Commission within goal	81%	70%	80%
Applications processed to			
City Council within target time	84%	75%	85%
Site Plan Reviews processed			
within target time	68%	91%	90%
First submittal engineering			
plan checks within target time	75%	75%	85%
Subsequent submittal engineering			
plan checks within target time	75%	90%	90%
Building permit plan checks			
processed within target time	82%	80%	85%
Inspections performed within			
target time	90%	85%	90%

# PLANNING AND DEVELOPMENT SERVICES DEPARTMENT SUMMARY

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET BY ACTIVITY</b>			
Planning	1,412,413	1,566,100	1,686,800
Building	1,820,618	1,998,300	2,359,600
Engineering	<u>4,736,054</u>	<u>4,984,000</u>	<u>5,131,100</u>
TOTAL ALL ACTIVITIES	<u><u>7,969,085</u></u>	<u><u>8,548,400</u></u>	<u><u>9,177,500</u></u>
<b>BUDGET BY FUND</b>			
Planning & Development Services Fund	<u>7,969,085</u>	<u>8,548,400</u>	<u>9,177,500</u>
TOTAL ALL FUNDS	<u><u>7,969,085</u></u>	<u><u>8,548,400</u></u>	<u><u>9,177,500</u></u>



### **2017-2018 Goals**

The goals of the Planning Division are to implement the current Clovis General Plan; to manage the Planning Program activities that support the General Plan; to ensure that all public and private development is consistent with the General Plan, the Development 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.
- Complete the Shaw Avenue Corridor Zoning Overlay.
- Implement the recently adopted Central Clovis Specific Plan.
- Complete a local Agriculture Preservation Policy Plan to address agriculture mitigation.
- Implement a paperless filing system including electronic storage of legacy permits.
- 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:
  - Implement the Development Code Update and continue to make modifications as necessary.
  - Implement the recently adopted Central Clovis Specific Plan by creating pedestrian/bike facilities and creating opportunity for alley homes.
  - Focus on completion of submitted planning applications by utilizing an electronic application process.
  - Provide high quality, non-funded citizen services.
  - Provide code enforcement support for the Police Department.
  - Continue development of the Geographic Information System (GIS) that is integrated with the Fresno County regional system.

### **Five-Year Outlook**

The completion of the General Plan and Development Code update is facilitating new development in the community. Implementation of these future projects will be the major focus of the Planning Division's work during the next year, particularly as Loma Vista reaches its 60% entitlement and annexation mark which will then open up the northwest growth area (Heritage Grove). Future growth will center on exploring water reduction measures for both private and public landscaping. Planning & Development Services will also facilitate work on major infrastructure planning in response to the General Plan program to ensure timely community development.

Economic indicators point toward a continued stable economy. Residential development is anticipated to surpass the 25-year average of 750 dwelling units annually. The Clovis Medical Center is constructing their fourth medical office building which will house the valley's cancer center in addition to anticipation of their next bed tower addition, central plant expansion and parking garage. The hospital EIR is currently being updated to address future phasing. North of the Clovis Medical Center campus, the California Health Sciences University is securing zoning permits which has spurred interest in the Research and Technology Business Campus and surrounding mixed use areas. Industrial development in Clovis is at an all-time high with projects occurring along Herndon Avenue, Gettysburg Industrial Park, and the Clovis Industrial Park.

In the interim, evolving state regulations largely but not exclusively related to greenhouse gas reduction and the recent Assembly Bill AB52 (Native American Heritage Commission) review and create timing challenges for entitlement applications. Planning staff will be seeking methods of increasing efficiency in the upcoming year and will begin a reorganization of staff and their functions. Planning staff involvement in neighborhood meetings has increased and remains high, continuing to be impacted by staffing limitations, overtime allowances and restrictions. Management staff will continue to be relied upon to attend evening meetings to address community needs.



	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	426,202	520,100	661,500
Overtime	10,395	4,100	10,000
Extra Help	55,527	10,000	35,000
Benefits	166,067	196,000	255,600
Vehicle Charges	16,569	19,800	22,100
Communications	2,546	2,500	2,500
Professional Services	270,252	216,500	185,000
Special Events	0	500	500
Office Supplies	1,311	1,800	1,000
Travel & Meeting Expense	2,963	3,500	3,500
Training	804	1,200	1,200
Dues & Subscriptions	1,580	1,500	1,500
Admin & Overhead	455,300	587,600	506,400
Capital Outlays - Computers	2,897	1,000	1,000
<b>TOTAL PLANNING</b>	<b>1,412,413</b>	<b>1,566,100</b>	<b>1,686,800</b>

<b>SOURCES OF FUNDING</b>			
State Grants	67,787	43,000	0
User Fees	1,344,001	1,521,100	1,654,800
Interfund Charges	625	2,000	2,000
<b>Use of Discretionary Funds</b>	<b>0</b>	<b>0</b>	<b>30,000</b>
<b>TOTAL</b>	<b>1,412,413</b>	<b>1,566,100</b>	<b>1,686,800</b>

<b>DETAIL OF POSITIONS</b>			
Administrative Assistant	0.40	0.40	0.40
Assistant/Associate Planner	2.00	2.00	2.00
Assistant Dir of Planning & Development Serv	-	-	0.40
City Planner	1.00	1.00	1.00
Deputy City Planner	1.00	-	-
Dir of Planning & Development Services	0.40	0.40	0.40
Permit Technician	0.50	0.50	0.50
Planning Technician I/II	-	1.00	1.00
Principal Office Assistant	1.00	1.00	1.00
Senior Planner	1.00	1.00	1.00
<b>TOTAL</b>	<b>7.30</b>	<b>7.30</b>	<b>7.70</b>



### **2017-2018 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**

- Provide expertise on the 2016 California Energy, Building, Electrical, Plumbing, and Mechanical Codes along with new state-mandated programs. Continue to work with both the state and stakeholders on the implementation of the new California Green Building codes and complete the implementation of the new energy codes with new building permits.
- Expand the electronic services provided to our citizens and developers by allowing plans to be submitted, reviewed, and issued through our Citizen Self Service (CSS) portal. This expansion will make it possible for our customers to apply, submit, render payment, and receive their approved documents from their own home or place of business. 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 construction within the City of Clovis has stabilized since the last downturn in construction activity. Since 2012, there has been an average of 227 commercial permits issued each year. This represents on average approximately \$32 million dollars in valuation each year. This year, 2017, commercial activity could reach \$50 million in valuation if we continue with activity as represented by the first three months of the year.

Residential development activity and solar equipment permitting are currently the foundation of our activity and has maintained significant activity over the last 48 months. Robust activity is expected to continue into the following year. New Single Family Dwelling Permits are expected to be over 750, above the 25-year average. In light of this increased demand on building services, we are working to improve our performance times and reduce our reliance on outside service providers. While the fundamental work to be performed is not expected to change, several new code requirements and state mandates will significantly affect the time inspectors spend on site, the continuing upgrade of the Building Division's permitting and e-mail system. Computerization of the fieldwork will improve the overall service provided to the community.

	2015-2016	2016-2017	2017-2018
	Actual	Revised Estimate	Budget

**BUDGET DETAIL**

Salaries - Regular	817,728	801,300	945,500
Overtime	33,111	35,100	35,000
Extra Help	164,171	180,000	317,000
Benefits	347,237	364,800	446,300
Vehicle Charges	48,575	48,800	49,100
Communications	18,059	15,000	15,000
Professional Services	110,518	132,000	170,000
Office Supplies	2,982	5,000	5,000
Materials & Supplies	0	100	0
Supplies - Shop	281	500	500
Travel & Meeting Expense	6,137	100	6,000
Training	25,094	31,000	10,000
Dues & Subscriptions	15,473	5,500	5,500
Admin & Overhead	225,300	370,600	352,700
Liability Insurance Prog - ISF	0	1,000	0
Capital Outlays - Office Equip/Furn	0	2,500	0
Capital Outlay - Computers	5,952	5,000	2,000
<b>TOTAL BUILDING</b>	<b>1,820,618</b>	<b>1,998,300</b>	<b>2,359,600</b>

**SOURCES OF FUNDING**

User Fees	1,813,853	1,983,300	2,354,600
Miscellaneous Income	6,765	15,000	5,000
<b>TOTAL</b>	<b>1,820,618</b>	<b>1,998,300</b>	<b>2,359,600</b>

**DETAIL OF POSITIONS**

Administrative Assistant	0.30	0.30	0.30
Assistant Dir of Planning & Development Serv	0.25	-	0.30
Building Inspector/Senior Bldg Inspector	4.00	4.00	4.00
Building Official	1.00	1.00	1.00
Business Workflow Analyst	1.00	1.00	1.00
Deputy Building Official/Plan Checker	1.00	-	-
Dir of Planning & Development Services	0.30	0.30	0.30
Permit Technician	1.50	1.50	1.50
Plans Examiner	2.00	3.00	3.00
<b>TOTAL</b>	<b>11.35</b>	<b>11.10</b>	<b>11.40</b>



### **2017-2018 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. The quality inspection program assures that public and private developments are being constructed in accordance with established City standards. The focus will be to ensure that future maintenance costs are held to a minimum and through proper design of the infrastructure projects, the quality of life for the citizens of Clovis will be enhanced. In addition, the Division is committed to providing and maintaining infrastructure that will ensure the health and safety of our citizens.

Engineering goals for 2017-2018 include:

- Utilizing the best available technology and equipment for the design, review, and improvement of public infrastructure.
- Striving to maintain the highest level of customer service by actively responding to service requests.
- Ensuring that private development activities within the City meet all City requirements, conditions, and standards.
- Implementing a fair and cost-effective impact fee program that funds necessary infrastructure to accommodate new development.
- Aggressively seeking and obtaining competitive funding for the maintenance of existing infrastructure as well as constructing new infrastructure.
- Providing knowledgeable inspection services that assure quality construction and protects the City's interests.
- Maintaining an active traffic management program in cooperation with the Clovis Police Department that ensures transportation safety, and that supports traffic enforcement.
- Establishing an updated and fiscally sound annual five-year Community Investment Program to provide for appropriate infrastructure repair and enhancements.
- Completing the citywide infrastructure masterplan updates for Sewer, Water and Recycled Water.
- Ensuring that public safety and convenience are major considerations with all new development.

### **Objectives to Meet the Goals**

- Implement streamlined procedures for design and review of projects.
- Implement appropriate public safety and convenience through design review measures.
- Evaluate division costs and update as necessary in order to ensure that the development processing fees charged are fair, equitable, and representative of the actual costs for the services provided.
- Employ and train professional engineering staff that can handle dynamic workload levels and fluctuating market demands.

### **Five-Year Outlook**

The City's Engineering Division will continue its work on several major community service and public facilities plans in support of the General Plan update and subsequent community master plans. This includes updating the Recycled Water Master Plan, the Sewer and Water Master Plans, and transportation plans for the new growth areas. Strategizing on how to fund growth in the northwest area will be a major part of these efforts.

As the City grows, constant efforts are made to keep up with the preservation of our increasing inventory of aging streets. At the same time, we are facilitating expanded connections to the City of Fresno and County of Fresno by building-out regional corridors such as Willow, Herndon, and Shaw Avenues to the outreaches of our city limits ahead of development.

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 streamline and reduce cost for development, and delivering projects in a timely manner.



	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	2,258,326	2,244,600	2,519,600
Overtime	74,010	70,000	70,000
Extra Help	383,325	367,500	319,500
Benefits	800,700	848,800	977,100
Vehicle Charges	123,697	137,200	136,900
Communications	39,661	30,200	29,600
Professional Services	183,013	255,000	91,500
Special Events	0	500	500
Office Supplies	7,948	5,700	4,500
Supplies - Safety	1,432	1,100	2,100
Supplies - Shop	2,523	3,500	3,000
Travel & Meeting Expense	10,837	3,100	4,500
Training	45,167	13,500	22,000
Dues & Subscriptions	7,860	6,000	7,500
Admin & Overhead	766,600	981,300	926,800
Capital Outlays - Office Equip/Furn	0	1,000	0
Capital Outlays - Computers	30,955	10,000	11,000
Capital Outlays - Public Utilities	0	5,000	5,000
<b>TOTAL ENGINEERING</b>	<b>4,736,054</b>	<b>4,984,000</b>	<b>5,131,100</b>

**SOURCES OF FUNDING**

Taxes	10,000	10,000	10,000
State Grants	19,500	17,000	17,000
User Fees	4,385,880	4,652,000	4,829,100
Miscellaneous Income	20,674	5,000	5,000
<b>Use of Discretionary Funds</b>	<b>300,000</b>	<b>300,000</b>	<b>270,000</b>
<b>TOTAL</b>	<b>4,736,054</b>	<b>4,984,000</b>	<b>5,131,100</b>

**DETAIL OF POSITIONS**

Administrative Assistant	0.30	0.30	0.30
Assistant Engineer	7.00	7.00	7.00
Assistant Dir of Planning & Development Serv	0.75	-	0.30
Associate Civil Engineer	2.00	2.00	2.00
City Engineer	-	1.00	1.00
Dir of Planning & Development Services	0.30	0.30	0.30
Engineering Inspector	4.00	4.00	4.00
Engineering Program Supervisor	1.00	1.00	1.00
Engineering Tech/Senior Engineering Tech	2.00	2.00	3.00
Geographic Information Systems Specialist	1.00	1.00	1.00
Junior Engineer	6.00	6.00	6.00
Management Analyst	1.00	1.00	1.00
Senior Engineering Inspector	1.00	1.00	1.00
<b>TOTAL</b>	<b>26.35</b>	<b>26.60</b>	<b>27.90</b>



# **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.

## **Patrol**

### **Section 51000**

The Patrol section is the most highly visible section of the Police Department. It is overseen by a Captain and Lieutenants. Each shift or team is directly supervised by a Sergeant. Uniformed Patrol and Community Service Officers respond to calls for service, enforce all laws including City municipal codes, provide for safety and security of the public 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 and businesses. Together they issue alcohol and entertainment permits within the City. They also work closely with the Planning Division on new development in the City. The Community Liaison works closely with the rental management 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 Traffic Division focuses on traffic safety, education, enforcement of traffic laws and implements DUI check points and DUI saturations. The Patrol Division's effective and proactive approach toward eliminating criminal activity and protecting its citizens has helped create a safe community for the citizens of Clovis. Specialty units within the Department such as SWAT, Crisis Negotiations, Bike Unit and Jail operations fall under the Patrol Division as well.

## **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. Dispatch receives calls from citizens and businesses and assists by answering questions. They provide the appropriate resources, and dispatch police response when appropriate. They serve as a resource to Police Officers and Investigators, and provide information as necessary to officers in the field.

## **Investigations**

### **Section 52000**

The Investigations section is overseen by a Police Lieutenant and 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 three main components: general investigations, narcotics investigations and gang 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, missing persons 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 on mid-level and street-level drug dealers, and dealers and users causing blight in our City. The unit will also partner with other local, state and federal agencies for larger scale investigations where more detectives are needed for a safe and successful outcome. They will also partner with the gang enforcement unit for cases involving gang members and narcotics trafficking. The gang unit focuses their investigations on those who are actively engaged in the gang lifestyle and committing crimes in our City. One officer is assigned to the F.B.I. Joint Terrorist Task Force or JTTF. This multi-agency unit is tasked with the gathering and dissemination of intelligence related to terrorists and terrorist activity.

## **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 are also currently working toward developing a drug education and awareness program to be implemented with the Clovis Unified School District. 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.



# POLICE

## DEPARTMENT SUMMARY

### **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; equipment and supplies, report typing, court liaison, service of subpoenas, records requests, distribution of records and reports to allied agencies. They also manage the department's safe drug drop off box. The Property and Evidence unit processes, catalogues, 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.

### **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, internal investigations, Homeland Security, grant administration, public information officer duties, hiring, 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.

### **2017-2018 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 as lowest in the valley - "Safest City in the Valley".
- Increase our efforts at combating gang and drug activity.
- Conduct effective Traffic Safety programs and reduce traffic collisions and injury rates through effective enforcement practices.
- Develop future leaders in the department.
- Continue to communicate with citizens through social media and Clovis PD App.
- Deploy Body Cameras to the Patrol Division.
- Provide continuous and developmental training for all officers.
- Continue to refine the use of the new CAD system for the Police Department.
- Actively pursue state and federal grants for sworn officers and technology enhancements.
- Increase community outreach through planned events in neighborhoods, parks, and schools.

### **Budgetary Highlights**

- Enhance training programs department wide. Enhance mental and physical fitness training.
- Expand Body Camera Program.
- Provide safety service to major special events.
- Improve and maintain citywide camera program.
- Deploy EOD Robot for both Explosives Division and SWAT.
- Deploy K-9 Units back to 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>2015-2016 (actual)</u>	<u>2016-2017 (actual)</u>	<u>2017-2018 (estimate)</u>
Priority I Average Response Times	4.35 Min	4.43 Min	5 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)	94%	95.7%	90%
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- The comparative crime rate is a good indicator of how well the prevention and protection efforts are in addressing the criminal challenges to the community. Rates for both Fresno County and state-wide are not available for comparison purposes.

### California Crime Index (Crimes/100,000 Population)

	<u>2016 (actual)</u>	<u>2017 (estimated)</u>	<u>2018 (proposed)</u>
Clovis	855	826	1200

# POLICE DEPARTMENT SUMMARY

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET BY ACTIVITY</b>			
Patrol	16,685,917	18,277,400	18,803,200
Communications	2,247,391	2,554,700	2,618,400
Investigations	2,959,127	3,164,400	3,416,200
Youth Services	781,961	756,000	796,700
Support Services	2,794,992	3,232,400	3,550,900
Administration	2,798,810	2,958,400	2,728,200
Animal Shelter	<u>1,262,558</u>	<u>1,537,200</u>	<u>1,652,000</u>
<b>TOTAL ALL ACTIVITIES</b>	<u><u>29,530,756</u></u>	<u><u>32,480,500</u></u>	<u><u>33,565,600</u></u>
<b>BUDGET BY FUND</b>			
General Fund	<u>29,530,756</u>	<u>32,480,500</u>	<u>33,565,600</u>
<b>TOTAL ALL FUNDS</b>	<u><u>29,530,756</u></u>	<u><u>32,480,500</u></u>	<u><u>33,565,600</u></u>



### **2017-2018 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 and comprehension of the seriousness of DUI.
- Continue aggressive traffic enforcement to reduce collisions and injuries related to collisions.
- Evaluate and respond to neighborhood quality of life issues. Work with other City departments to ensure that CSO's enforcement efforts have the greatest impact.
- Analyze property crime data and develop special enforcement plans, including stakeouts, forecasted crime patterns, saturation patrol, and parole/probation searches.
- 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' programs to enhance relationships between students of all ages and the Police Department.
- Continue to provide Community Outreach Events (i.e., Clovis Night Out, Cops and Kids Camp, etc.).
- Continue to address impact of Proposition 47 and AB109.
- Deploy K-9 Unit back to the field.

### **Five-Year Outlook**

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 communities. It will also be crucial for the Police Department to remain engaged in the development process to assist in creation of safe neighborhoods and commercial development. We will also address challenges posed in existing neighborhoods to ensure safety and well-being for all of the citizens of Clovis.

<b>Police</b>	<b>Patrol</b>	
<b>Department</b>	<b>Section 51000</b>	

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	8,478,579	9,092,200	9,372,800
Overtime	889,398	879,700	964,000
Extra Help	204,138	216,000	195,000
Benefits	4,710,064	5,526,000	5,552,700
Vehicle Charges	600	700	0
Communications	93,139	90,000	93,000
Professional Services	88,937	278,600	250,500
Repairs & Maintenance	55,258	6,000	2,000
Materials & Supplies	55,122	65,400	69,500
Supplies - Safety	55,922	41,900	41,000
Travel & Meeting Expense	16,004	31,200	29,000
Training	162,539	155,500	130,900
Dues & Subscriptions	5,557	6,400	6,000
Admin & Overhead	1,783,700	1,770,300	1,929,000
Capital Outlays - Computers	2,885	5,500	5,000
Capital Outlays - Police Equipment	84,075	107,000	157,800
Capital Outlays - Communications	0	5,000	5,000
<b>TOTAL PATROL</b>	<b>16,685,917</b>	<b>18,277,400</b>	<b>18,803,200</b>

<b>SOURCES OF FUNDING</b>			
Taxes	912,616	991,000	1,107,000
Other Permits	11,250	14,000	12,000
Fines & Fees	227,868	206,000	206,000
State Grants	232,317	240,000	243,000
Federal Grants	475	0	0
State Subventions	26,819	0	0
Program Participation	0	1,000	1,000
Mandated Claims	189,283	180,000	183,000
Planning & Processing Fees	17,562	12,000	12,000
User Fees	49,713	62,000	33,000
Miscellaneous Income	6,549	27,500	9,000
<b>Use of Discretionary Funds</b>	<b>15,011,465</b>	<b>16,543,900</b>	<b>16,997,200</b>
<b>TOTAL</b>	<b>16,685,917</b>	<b>18,277,400</b>	<b>18,803,200</b>

<b>DETAIL OF POSITIONS</b>			
Community Service Officer	13.00	13.00	13.00
Deputy Police Chief	1.00	1.00	1.00
Police Captain	2.00	2.00	2.00
Police Corporal	13.00	13.00	13.00
Police Lieutenant	5.00	5.00	5.00
Police Officer/Recruit	57.00	60.00	60.00
Police Sergeant	9.00	9.00	9.00
Police Service Officer	1.00	1.00	1.00
<b>TOTAL</b>	<b>101.00</b>	<b>104.00</b>	<b>104.00</b>



**2017-2018 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.
- Strategize with statewide and local agencies to implement and refine agency inter-operability of radio and data systems.
- Explore options for increasing the City camera system and monitoring that system.

**Objectives to Meet the Goals**

- Continue hiring and training of qualified communications personnel.
- Continue to refine the use and workflow related to the New World CAD system.
- Continue to add radio receiver sites to enhance coverage in the metropolitan and adjacent rural areas.
- Continue working with the I.T. 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.
- 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.

Communications will continue to refine the use of the new CAD system during this next fiscal year.

	2015-2016	2016-2017	
	Actual	Revised Estimate	2017-2018 Budget

**BUDGET DETAIL**

Salaries - Regular	1,159,317	1,273,700	1,371,900
Overtime	211,684	232,000	196,000
Extra Help	13,694	17,200	21,000
Benefits	527,461	642,600	653,800
Vehicle Charges	5,460	5,500	5,500
Communications	60,727	57,100	48,000
Professional Services	27,610	28,000	20,000
Repairs & Maintenance	14,456	18,500	18,500
Office Supplies	6,646	13,000	9,000
Materials & Supplies	2,694	2,000	1,000
Travel & Meeting Expense	210	1,300	1,500
Training	17,757	12,000	23,000
Dues & Subscriptions	75	1,300	1,300
Admin & Overhead	199,600	238,500	247,900
Capital Outlays - Communications	0	12,000	0
<b>TOTAL COMMUNICATION</b>	<u>2,247,391</u>	<u>2,554,700</u>	<u>2,618,400</u>

**SOURCES OF FUNDING**

<b>Use of Discretionary Funds</b>	<u>2,247,391</u>	<u>2,554,700</u>	<u>2,618,400</u>
<b>TOTAL</b>	<u>2,247,391</u>	<u>2,554,700</u>	<u>2,618,400</u>

**DETAIL OF POSITIONS**

Communication Supervisor	1.00	1.00	1.00
Lead Police Service Officer	3.00	3.00	3.00
Police Service Officer	14.00	16.00	16.00
<b>TOTAL</b>	<u>18.00</u>	<u>20.00</u>	<u>20.00</u>



### **2017-2018 Goals**

- Continue to explore new technology to enhance the functions and goals of investigations.
- Continue using crime analysis to find crime trends, and attack those issues.
- Monitor and analyze criminals associated with AB 109.
- 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 Narcotics, Gangs and General Investigations.
- Increase the number of investigators with high technology investigative experience.
- Utilize forensic analysts.
- Work with other agencies to attack the issues related to street gangs within our City.
- Utilize narcotics K-9.

### **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.
- Create a full time Computer Forensic Analyst position dedicated to processing computer and high technology evidence.
- 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.
- Continue the partnership with the U.S. Marshal's Service, the A.T.F., the F.B.I. and allied units such as MAGEC and ACT to track and arrest more criminals.
- Continue to aggressively seek out opportunities to seize assets obtained from the illegal sales of narcotics.
- Train with other units to provide a cohesive base of tactical knowledge for improved officer safety.

### **Five-Year Outlook**

The General Investigations, Gang and Narcotics unit will need to continue to build expertise and investigative preparedness to meet the challenge of tomorrow.

The use of advanced technology by suspects to commit criminal acts is exploding. 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.

Gang activity has increased. Much of this has to do with AB 109, prison re-alignment, and overcrowding issues at the local level. The Gang Unit will be focusing on preventing gangs from overtaking neighborhoods and gaining strength or influence in any specific area.

As Domestic Terrorism continues to rise, JTTF investigations, event pre-planning and threat assessments will grow and become a necessary part of routine law enforcement.

	2015-2016	2016-2017	
	Actual	Revised Estimate	2017-2018 Budget

**BUDGET DETAIL**

Salaries - Regular	1,487,515	1,597,700	1,746,000
Overtime	210,179	160,100	157,000
Extra Help	35,655	35,000	40,000
Benefits	827,849	983,900	1,023,100
Vehicle Charges	0	0	600
Communications	22,722	20,000	23,000
Professional Services	108,045	96,100	119,500
Materials & Supplies	4,463	2,000	4,500
Supplies - Police	10,162	5,000	10,000
Supplies - Safety	1,721	2,100	5,000
Travel & Meeting Expense	6,440	7,700	6,000
Training	16,845	29,000	26,000
Dues & Subscriptions	1,166	1,000	1,800
Admin & Overhead	222,500	222,800	251,700
Capital Outlays - Police Equipment	3,865	2,000	2,000
<b>TOTAL INVESTIGATIONS</b>	<u>2,959,127</u>	<u>3,164,400</u>	<u>3,416,200</u>

**SOURCES OF FUNDING**

Federal Grants	3,184	5,000	0
User Fees	9,401	15,000	15,000
<b>Use of Discretionary Funds</b>	<u>2,946,542</u>	<u>3,144,400</u>	<u>3,401,200</u>
<b>TOTAL</b>	<u>2,959,127</u>	<u>3,164,400</u>	<u>3,416,200</u>

**DETAIL OF POSITIONS**

Digital Forensic Analyst	0.00	1.00	1.00
Police Corporal	1.00	1.00	1.00
Police Officer/Recruit	12.00	12.00	12.00
Police Sergeant	2.00	2.00	2.00
Police Service Officer	1.00	1.00	1.00
Principal Office Assistant	1.00	1.00	1.00
<b>TOTAL</b>	<u>17.00</u>	<u>18.00</u>	<u>18.00</u>



**2017-2018 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.
- Provide opportunities for youth to get involved in positive activities.

**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**

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. Youth Services is focused and dedicated to the delivery of meaningful crime prevention and crime reduction services for the next five years.

<b>Police Department</b>	<b>Youth Services Section 53000</b>
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	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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#### BUDGET DETAIL

Salaries - Regular	321,610	324,900	344,700
Overtime	31,209	22,200	27,000
Extra Help	94,519	90,000	90,000
Benefits	153,491	158,900	170,700
Vehicle Charges	6,060	6,100	6,100
Communications	1,787	2,000	2,000
Professional Services	10,531	12,000	10,000
Office Supplies	1,247	1,200	1,000
Materials & Supplies	3,473	3,700	3,700
Supplies - Police	4,542	600	2,000
Supplies - Shop	11,667	15,000	10,000
Travel & Meeting Expense	3,230	1,800	2,500
Training	3,503	3,300	5,000
Dues & Subscriptions	375	700	1,000
Admin & Overhead	126,400	105,600	113,000
Capital Outlays - Computers	7,717	8,000	8,000
Capital Outlays - Equipment	600	0	0
<b>TOTAL YOUTH SERVICES</b>	<b>781,961</b>	<b>756,000</b>	<b>796,700</b>

#### SOURCES OF FUNDING

User Fees	2,280	3,000	3,000
<b>Use of Discretionary Funds</b>	<b>779,681</b>	<b>753,000</b>	<b>793,700</b>
<b>TOTAL</b>	<b>781,961</b>	<b>756,000</b>	<b>796,700</b>

#### DETAIL OF POSITIONS

Community Service Officer	1.00	1.00	1.00
Office Assistant	1.00	2.00	2.00
Police Service Manager	1.00	1.00	1.00
Police Service Officer	2.00	1.00	1.00
<b>TOTAL</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>



### **2017-2018 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 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 data entry.

### **Objectives to Meet the Goals**

- Continue to obtain POST certification for both skills and knowledge training and perishable skills training.
- Utilize the Leads software program to create efficiencies and analyze data related to Fleet, Records and Training goals.
- Train department personnel on new technology.
- Redeploy personnel as necessary to carry out functions of the records division.
- Improve our services to the public under the requirements of the Public Records Act.
- Work with staff to update and create the Department's website for access to public 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.
- Continue to improve workflow and keep UCR reporting timely.
- Continue to work toward an E-filing system with the District Attorney's Office for criminal complaints.

### **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 work with the New World 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 assist the Patrol and Investigative Divisions with criminal investigations and neighborhood blight issues that are often products of the economy.

The Community Liaison Corporal will work with beat corporals, officers and CSOs to address blight issues, problem tenants and criminals who try to make Clovis their home.

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	539,943	625,100	694,400
Overtime	17,942	15,000	22,500
Extra Help	207,685	250,000	225,000
Benefits	221,258	285,800	316,200
Vehicle Charges	1,322,309	1,555,100	1,738,300
Communications	5,548	7,000	6,000
Professional Services	77,652	95,200	71,700
Repairs & Maintenance	15,839	17,500	37,500
Office Supplies	3,460	2,800	2,000
Materials & Supplies	8,640	9,500	6,000
Supplies - Police	100,645	88,500	94,000
Travel & Meeting Expense	2,547	3,000	2,000
Training	13,350	13,000	17,000
Dues & Subscriptions	8,632	1,600	5,700
Admin & Overhead	188,600	206,300	231,600
Capital Outlays - Computers	1,608	0	0
Capital Outlays - Police Equipment	59,334	57,000	81,000
<b>TOTAL SUPPORT SERVICES</b>	<b>2,794,992</b>	<b>3,232,400</b>	<b>3,550,900</b>

<b>SOURCES OF FUNDING</b>			
Other Permits	40,807	36,000	37,000
Mandated Claims	2,702	0	0
User Fees	56,948	50,000	50,000
Miscellaneous Income	23,229	45,000	25,000
<b>Use of Discretionary Funds</b>	<b>2,671,306</b>	<b>3,101,400</b>	<b>3,438,900</b>
<b>TOTAL</b>	<b>2,794,992</b>	<b>3,232,400</b>	<b>3,550,900</b>

<b>DETAIL OF POSITIONS</b>			
Administrative Assistant	1.00	1.00	1.00
Office Assistant	3.00	4.00	4.00
Principal Office Assistant	5.00	6.00	6.00
Property & Evidence Technician	2.00	2.00	2.00
Records Supervisor	1.00	1.00	1.00
Senior Systems Video Analyst	1.00	1.00	1.00
Systems Video Technician	1.00	1.00	1.00
<b>TOTAL</b>	<b>14.00</b>	<b>16.00</b>	<b>16.00</b>



### **2017-2018 Goals**

- Seek ways to minimize overtime department wide.
- Look for solutions to minimize on-duty injuries through effective fitness programs and training.
- Encourage new physical fitness activities for Police Department employees.
- Continue to work with and establish public-based relationships, to deter and detect crime.
- Utilize the social media and main stream media to promote the Police Department mission to all segments of the community.
- Prepare and implement a new three year forecast to address growth and strategies within the city.
- Encourage, support and strive for creative ways to do police work.
- Continue to build working relationships and partnerships with Clovis Unified School District.
- Develop leaders within the Police Department.
- Continue the development of body cameras for officers.
- Continue to build trust and working relationships with citizens and the business community.

### **Objectives to Meet the Goals**

- Restructure staffing department wide.
- Through the promotion of leadership training and succession planning within the supervisor ranks.
- 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.
- Utilize data from our New World CAD/RMS system to examine and evaluate all aspects of our Department's functions.

### **Five-Year Outlook**

Administrative Services Division is essentially the Office of Chief of Police and all of 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. The goal of this office is to encourage and support the employees of the Police Department to find and implement creative solutions to police work and problem solving.

<b>Police</b>	<b>Administration</b>
<b>Department</b>	<b>Section 56000/56300</b>

	2015-2016	2016-2017	2017-2018
	Actual	Revised Estimate	Budget

#### BUDGET DETAIL

Salaries - Regular	560,675	580,700	598,900
Overtime	732,525	800,300	630,900
Extra Help	0	13,800	0
Benefits	341,715	392,200	439,900
Vehicle Charges	10,920	11,000	11,000
Communications	3,699	7,900	6,900
Professional Services	249,222	102,900	43,800
Materials & Supplies	7,325	10,500	7,000
Travel & Meeting Expense	3,874	26,500	23,000
Training	147,337	97,500	66,000
Dues & Subscriptions	1,522	2,900	3,300
Admin & Overhead	621,400	675,100	788,300
Capital Outlays - Office Equip/Furn	0	63,000	0
Capital Outlays - Police Equipment	105,908	132,100	109,200
Capital Outlays - Fire Equipment	12,688	0	0
Capital Outlays - Vehicles	0	42,000	0
<b>TOTAL ADMINISTRATION</b>	<b>2,798,810</b>	<b>2,958,400</b>	<b>2,728,200</b>

#### SOURCES OF FUNDING

State Grants	123,102	191,000	37,000
Federal Grants	350,579	165,000	109,000
Mandated Claims	118,663	111,000	30,000
User Fees	44,058	146,000	102,000
Miscellaneous Income	42	5,000	0
<b>Use of Discretionary Funds</b>	<b>2,162,366</b>	<b>2,340,400</b>	<b>2,450,200</b>
<b>TOTAL</b>	<b>2,798,810</b>	<b>2,958,400</b>	<b>2,728,200</b>

#### DETAIL OF POSITIONS

Administrative Assistant	1.00	1.00	1.00
Crime Specialist	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00
Office Assistant	1.00	-	-
Police Chief	1.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00
<b>TOTAL</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>



**2017-2018 Goals**

- Continue marketing to increase the public awareness of the Miss Winkles Clovis Pet Adoption Center and Clovis Animal Services in general.
- Continue to provide opportunities for citizens to support Clovis Animal Services and the Miss Winkles Pet Adoption Center by volunteering.

**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.
- Continue to provide volunteer opportunities for citizens.
- Develop multiple fundraising opportunities for citizens and businesses.
- Continue to provide high quality animal care and adoptions.
- Continue to educate the public about proper animal care.

**Five-Year Outlook**

Clovis Animal Services will work toward increasing our community's understanding about proper care for animals and to increase the number of public-private partnerships to raise money for animal care, and to pay for and complete the Miss Winkles Pet Adoption Center.

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	385,217	513,900	611,100
Overtime	18,361	34,700	17,900
Extra Help	116,867	120,000	135,000
Benefits	172,911	239,300	265,300
Vehicle Charges	7,880	6,100	6,100
Communications	7,096	7,000	7,000
Professional Services	128,563	134,700	112,000
Repairs & Maintenance	2,542	8,200	2,200
Materials & Supplies	19,295	12,500	12,500
Supplies - Safety	65,819	68,000	63,000
Travel & Meeting Expense	1,098	500	1,000
Training	1,421	1,100	1,000
Dues & Subscriptions	1,388	1,700	1,500
Admin & Overhead	334,100	389,500	416,400
<b>TOTAL ANIMAL SHELTER</b>	<b><u>1,262,558</u></b>	<b><u>1,537,200</u></b>	<b><u>1,652,000</u></b>

<b>SOURCES OF FUNDING</b>			
Licenses	84,367	89,000	89,000
Fines & Fees	19,245	10,000	10,000
Miscellaneous Income	3,845	29,000	3,000
<b>Use of Discretionary Funds</b>	<b><u>1,155,101</u></b>	<b><u>1,409,200</u></b>	<b><u>1,550,000</u></b>
<b>TOTAL</b>	<b><u>1,262,558</u></b>	<b><u>1,537,200</u></b>	<b><u>1,652,000</u></b>

<b>DETAIL OF POSITIONS</b>			
Animal Control Officer	3.00	3.00	3.00
Community Service Officer	2.00	2.00	2.00
Management Analyst	1.00	1.00	1.00
Supervisor of Animal Services	1.00	1.00	1.00
<b>TOTAL</b>	<b><u>7.00</u></b>	<b><u>7.00</u></b>	<b><u>7.00</u></b>



# **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 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 activities include coordination of recruitment, testing and training of new employees, in-service training for all department employees and coordinated use of the Fire Training Center. Support Services Division activities include: 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 the Fresno County Emergency Medical Services Division. 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 is responsible for providing community risk reduction activities through two divisions: Fire Prevention and Emergency Preparedness. The Fire Prevention Division assists local businesses and building development through activities such as inspections and plan review to ensure safe occupancies comply with fire codes, standards and local ordinances. Additional risk reduction is performed through public education where citizens learn about actions they can take to reduce their fire risk and learn emergency preparedness skills essential during times of crisis. Within the Bureau, the Investigations Team has the responsibility to investigate all fires for cause and origin, and enforce minimum standards to safeguard life, health, property and public welfare.

## **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), ensuring policies and procedures are compliant with the National Incident Management System (NIMS) guidelines and exercises are conducted to evaluate system effectiveness. Within the Emergency Preparedness section are the Hazardous Materials Team and Urban Search and Rescue Team. These teams are capable of responding to emergency incidents that require specialized tools, equipment and personnel.

## **Fire Administration**

## **Section 64000**

The Fire Administration Division is responsible for supporting all department operations, administering the Accreditation program, and the development and administration of the Fire Department Budget. Fire Administration provides administrative analysis, report preparation, coordination of programs, incident response data management, timekeeping, and other routine duties performed daily that support the delivery of emergency and non-emergency services. Fire Administration also identifies, writes and manages grants to supplement funding for all Department programs.



# FIRE

## DEPARTMENT SUMMARY

### 2017-2018 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, prevent loss of tax revenue, and damage to the environment;
- Continue to make community risk reduction efforts 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 an Accredited status through the Center for Public Safety Excellence (CPSE); and
- Continue to explore all applicable grant sources and private partnerships to fund programs, services, equipment and personnel.

### Budgetary Highlights

- Purchase a new fire engine as part of the Department's overall fleet replacement plan;
- Start the process for our five-year accreditation renewal. This will include updating the Department's Standard of Cover and Strategic Plan;
- Continue working on the public/private partnership for required facility improvements of the Fire Department Logistics Center and a potential to lease;
- Purchase the property and start architectural design for a new Fire Station #6 in the Loma Vista Area (South of Bullard/East of Locan);
- Continue emergency preparedness activities and training with other departments and community stakeholders within the region to ensure our City is as prepared as possible to respond, mitigate, and recover from both human-caused and natural disasters; and
- 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. Therefore, the Fire Department response goal is: *"Provide emergency response of 6 minutes and 30 seconds or less, 90% of the time, measured from the first hello to arrival of the first fire unit at the emergency incident."*

	<u>2015 (actual)</u>	<u>2016 (actual)</u>	<u>2017 (estimated)</u>
First Unit Arrival in under 6:30	7:01	7:07	7:14
Total Number of Calls for Service	10,252	9,813	10,396
Total Number of EMS Calls	6,185	5,925	6,247

- 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%
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### 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. The 2011 requirement for residential sprinklers in new homes is an example of how a simple requirement can have a major impact on community risk reduction. Combined, public education and engineering further reduce the impact for additional emergency services required in a growing municipality. Maintaining the standard of all commercial and industrial buildings over 2,500 square feet equipped with automatic sprinkler systems not only reduces fire loss, but sustains the local economy through continued employment and sales of goods.

Total Dollar Loss	\$ 1,300,000	\$ 1,300,000	\$ 2,196,000
Number of Children Receiving Life Safety Training	9,000	9,000	9,000
Number of Adults Receiving Life Safety Information	900	900	900

# FIRE DEPARTMENT SUMMARY

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET BY ACTIVITY</b>			
Emergency Services	12,111,501	12,502,300	12,751,600
Life Safety and Enforcement	782,298	849,800	852,500
Emergency Preparedness	119,983	104,200	92,300
Fire Administration	<u>592,299</u>	<u>740,700</u>	<u>772,500</u>
TOTAL ALL ACTIVITIES	<u>13,606,081</u>	<u>14,197,000</u>	<u>14,468,900</u>
<b>BUDGET BY FUND</b>			
General Fund	<u>13,606,081</u>	<u>14,197,000</u>	<u>14,468,900</u>
TOTAL ALL FUNDS	<u>13,606,081</u>	<u>14,197,000</u>	<u>14,468,900</u>



### **2017-2018 Goals**

- Provide the first unit on the scene of an emergency medical call, following dispatch, within five minutes (5:00) 90% of the time, or a Total Response Time of six minutes and thirty seconds (6:30) 90% of the time.
- Provide the first unit on the scene of a fire call, following dispatch, within five minutes and thirty seconds (5:30) 90% of the time, or a Total Response Time of seven minutes (7:00) 90% of the time.
- Provide an Effective Response Force (currently 16 to 19 firefighters) on scene of a fire call within a Total Response Time of ten minutes and thirty seconds (10:30) 90% of the time.
- Continue to implement recommendations within the adopted Standards of Cover Plan regarding distribution, concentration and staffing of emergency response resources.
- 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 two minutes (2:00) of receiving the 911 call 90% of the time. Clovis PD Dispatch to EMS Dispatch: 40 seconds, EMS Dispatch to station alert: 120 seconds.
- Continue to save property and contents at a value greater than the Department's total annual budget.
- Continue with site improvements to the Training Center necessary to enhance its use and provide for public-private partnerships when the opportunity is presented.
- Continue to focus on attaining a 90% or higher excellent rating on customer service satisfaction surveys through the delivery of professional emergency and non-emergency services to the citizens of Clovis.

### **Objectives to Meet the Goals**

- Maintain minimum staffing of emergency response resources distributed to meet community needs. Provide quality service to the community.
- Confine fires to room of origin for 95% of incidents.
- Lower demand for fire services from above average service users through code amendment processes and other enforcement strategies.
- Reduce/prioritize activities that pull fire apparatus out of first due response districts.
- 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 qualified/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.
- Maintain the current hours for front counter assistance to citizens and business community.

### **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 for public safety services is important for the continued provision of effective service, but equally important is seeking ways to improve efficiencies such as regional fire protection agreements and shared services.

As growth continues in the southeast and northwest, there will be the need to begin site planning for two additional fire stations. Additional staffing will be required for the opening of Station 6 in the southeast. It is the current goal of the Fire Department to open this station in July of 2020. As of December 2016, the southeast area already has 3,770 homes, 326 calls for service and a response time for first unit at 8:04.



2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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**BUDGET DETAIL**

Salaries - Regular	5,536,000	5,676,100	6,039,000
Overtime	1,707,351	1,534,600	1,211,500
Extra Help	20,632	23,400	25,000
Benefits	2,653,939	2,910,000	3,179,300
Vehicle Charges	451,845	583,500	593,100
Communications	24,048	20,000	20,000
Professional Services	371,392	369,500	373,500
Repairs & Maintenance	28,070	45,800	42,800
Special Events	2,908	1,500	1,500
Office Supplies	1,619	3,800	3,800
Materials & Supplies	14,384	20,700	21,300
Supplies - Safety	85,756	90,500	89,000
Supplies - Shop	1,309	1,500	1,500
Travel & Meeting Expense	18,168	27,000	25,000
Training	68,113	77,000	83,000
Dues & Subscriptions	4,450	4,300	5,100
Admin & Overhead	1,051,300	1,032,100	974,200
Capital Outlays - Fire Equipment	42,475	71,000	53,000
Capital Outlays - Communications	26,690	6,000	6,000
Capital Outlays - Vehicles	1,052	4,000	4,000
<b>TOTAL EMERGENCY SERVICES</b>	<u>12,111,501</u>	<u>12,502,300</u>	<u>12,751,600</u>

**SOURCES OF FUNDING**

Taxes	307,220	345,000	393,000
State Grants	1,062,316	733,000	300,000
Project Participation	47,415	14,000	16,000
User Fees	28,118	28,000	28,000
Miscellaneous Income	1,039	1,000	1,000
<b>Use of Discretionary Funds</b>	<u>10,665,393</u>	<u>11,381,300</u>	<u>12,013,600</u>
	<u>12,111,501</u>	<u>12,502,300</u>	<u>12,751,600</u>

**DETAIL OF POSITIONS**

Battalion Chief	3.00	4.00	4.00
Deputy Fire Chief	1.00	-	-
Fire Captain	15.00	15.00	15.00
Fire Engineer	15.00	15.00	15.00
Firefighters	24.00	24.00	24.00
Training Officer (Captain)	1.00	1.00	1.00
<b>TOTAL</b>	<u>59.00</u>	<u>59.00</u>	<u>59.00</u>



### **2017-2018 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 homeowners.
- Inspect high life hazard occupancies, economically important occupancies, and state mandated facilities.
- Improve workflow for new development plan checking and inspection services.
- Establish a metrics and data maintenance system to target public education efforts and community risk reduction activities.
- Ensure all plan checks are completed within ten (10) days 90% of the time.
- Ensure new construction and tenant improvement inspections are completed within one day of the initial request 90% of the time.
- Provide a 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 with favorable cost/benefit ratios.
- Participate in 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**

- Return all fire protection system plans for permit issuance within ten (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 alternative methods to ensure high risk occupancies and low-income populations 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 increased enforcement of illegal fireworks possession and use.
- Implement approved Master Fee Schedule for specific activities provided for users that place inordinate or unnecessary demand for service on the public safety system.

### **Five-Year Outlook**

New development plan checks and inspections will continue to be a priority for the Life Safety and Enforcement Division. After analyzing annual inspection results for the past three years, it is clear our focus should be to make sure existing fire protection systems operate properly when needed and the public is able to safely exit any buildings in our community. Our focus for the near-term will be working with businesses and finding opportunities to install early warning/alerting systems to reduce business and City tax revenue losses. Continue our public education program in conjunction with the Alisa Ann Ruch Burn Foundation and the Clovis Unified School District. This program will allow us to reach approximately 9,000 K-6<sup>th</sup> graders annually, which have a measurable impact on one of our most at risk populations. By conducting thorough fire cause investigations, prosecuting for suspected arson crimes, and providing juvenile fire setter intervention programs are additional functions to maintaining a fire-safe community.

<b>Fire Department</b>	<b>Life Safety and Enforcement Section 62000</b>
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	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	401,202	414,300	437,300
Overtime	46,101	35,800	40,000
Extra Help	4,752	0	0
Benefits	164,541	176,500	189,600
Vehicle Charges	65,998	70,700	75,100
Professional Services	12,646	64,300	25,300
Repairs & Maintenance	49	600	600
Office Supplies	1,356	3,000	3,000
Material & Supplies	0	1,000	1,000
Supplies - Safety	2,344	1,000	1,000
Supplies - Shop	0	500	500
Travel & Meeting Expense	5,006	7,000	7,000
Training	9,921	12,100	10,000
Dues & Subscriptions	5,072	5,400	5,000
Admin & Overhead	62,700	55,600	55,100
Capital Outlays - Vehicles	610	2,000	2,000
<b>TOTAL LIFE SAFETY AND ENFORCEMENT</b>	<b>782,298</b>	<b>849,800</b>	<b>852,500</b>

<b>SOURCES OF FUNDING</b>			
Other Permits	11,060	11,000	11,000
Planning & Processing Fees	108,576	101,000	99,000
User Fees	18,691	7,000	17,000
Miscellaneous Income	7,936	3,500	4,000
<b>Use of Discretionary Funds</b>	<b>636,035</b>	<b>727,300</b>	<b>721,500</b>
<b>TOTAL</b>	<b>782,298</b>	<b>849,800</b>	<b>852,500</b>

<b>DETAIL OF POSITIONS</b>			
Deputy Fire Marshall (Captain)	1.00	1.00	1.00
Fire Code Compliance Officer	1.00	1.00	1.00
Fire Prevention Officer	1.00	-	-
Senior Fire Prevention Officer	-	1.00	1.00
Special Proj/Life Safety Enforce Mgr	1.00	1.00	1.00
<b>TOTAL</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>



### **2017-2018 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 responses.
- Ensure local hazard mitigation and emergency operations plans are effective and represent current capabilities. Mitigation and emergency operation 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 California OES Type 1 Hazardous Materials Response Team and California OES 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 interdepartmental 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.
- Expand the use of GIS/FireView data layers to include prevention data, expanded access to all Battalion Chiefs for planning and response analysis, continued use in all-risk assessments and 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. 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. Expanded use of Fire/RMS and FireView software will centralize data collection and assist in measuring outputs against performance level objectives for a majority of department responsibilities.

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET DETAIL</b>			
Overtime	26,184	16,500	29,500
Benefits	380	800	500
Professional Services	6,264	6,500	6,500
Repairs & Maintenance	4,266	3,500	4,000
Materials & Supplies	127	1,000	1,000
Supplies - Safety	890	3,500	2,000
Travel & Meeting Expense	3,234	8,500	6,500
Training	12,993	6,000	15,500
Dues & Subscriptions	617	300	500
Admin & Overhead	5,000	3,600	1,300
Capital Outlays - Fire Equip	59,713	52,500	23,500
Capital Outlays - Vehicles	315	1,500	1,500
<b>TOTAL EMERGENCY PREPAREDNESS</b>	<b>119,983</b>	<b>104,200</b>	<b>92,300</b>

<b>SOURCES OF FUNDING</b>			
Federal Grants	38,938	32,500	0
Miscellaneous Income	677	0	0
<b>Use of Discretionary Funds</b>	<b>80,368</b>	<b>71,700</b>	<b>92,300</b>
<b>TOTAL</b>	<b>119,983</b>	<b>104,200</b>	<b>92,300</b>



The Fire Administration 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 Strategic Plan. Other administrative activities include: coordination of recruitment activities, succession planning, incident response data management, time-keeping, data analysis, recordkeeping, revenue and expenditure accounting, special projects, as well as other routine duties performed daily that support the delivery of emergency and non-emergency services.

### **2017-2018 Goals**

- Maintain Accreditation through the CPSE for the years 2017-2021.
- Maintain an ISO rating of Class 2.
- Maintain a cost per capita ratio of less than \$140 per year.
- 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.
- Attain and manage grants to support all Department activities.
- Assist and monitor the Emergency Services and Life Safety and Enforcement Bureaus with program development and implementation of priority goals and target actions.
- Provide administrative support for the Emergency Services and Life Safety and Enforcement Bureaus.

### **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 Compliance Report to the CPSE to maintain Accreditation status.
- Maintain the Fire Department planning documents including the Self-Assessment document, Strategic Plan, and the Standards of Coverage, Life Safety Services Plan.
- 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 with limited resources will be the Administration Division's greatest challenge. Developing efficiencies in how the Fire Department provides service is a key factor in mitigating the challenges of increase service demands and increases in new development areas. Pursuit and management of technology and workflow tools to support Fire Department activities will be a key administrative function.

	2015-2016	2016-2017	2017-2018
	Actual	Revised Estimate	Budget

**BUDGET DETAIL**

Salaries - Regular	264,484	333,600	340,800
Overtime	8,108	10,800	8,000
Extra Help	56,125	55,000	33,000
Benefits	140,715	156,300	178,700
Vehicle Charges	63,600	89,700	110,000
Professional Services	4,055	14,500	14,000
Repairs & Maintenance	666	500	500
Special Events	1,447	1,500	1,500
Office Supplies	4,644	4,300	4,300
Materials & Supplies	608	700	700
Travel & Meeting Expense	11,045	10,500	12,500
Dues & Subscriptions	778	1,500	2,700
Admin & Overhead	35,000	60,300	64,300
Capital Outlays - Fire Equip	1,024	1,500	1,500
<b>TOTAL FIRE ADMINISTRATION</b>	<u>592,299</u>	<u>740,700</u>	<u>772,500</u>

**SOURCES OF FUNDING**

<b>Use of Discretionary Funds</b>	<u>592,299</u>	<u>740,700</u>	<u>772,500</u>
	<u>592,299</u>	<u>740,700</u>	<u>772,500</u>

**DETAIL OF POSITIONS**

Fire Chief	1.00	1.00	1.00
Principal Office Assistant	<u>2.00</u>	<u>3.00</u>	<u>3.00</u>
<b>TOTAL</b>	<u>3.00</u>	<u>4.00</u>	<u>4.00</u>



# **PUBLIC UTILITIES DEPARTMENT SUMMARY**

The Public Utilities Department is a service and maintenance organization with the principal duty of providing essential municipal services and maintaining the City's investment in infrastructure. These services include water supply, wastewater collection and treatment, solid waste collection and disposal, and street cleaning. The infrastructure maintained by the Department includes 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 budget 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 operating and 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 preventative and corrective maintenance on City streets, sidewalks, and alleys. The unit also maintains pavement markings such as lane lines, legends, crosswalks, and limit lines as well as regulatory, warning, information, and street name signs.

### **Parks**

#### **Section 73000**

Responsible for providing maintenance to City parks, trails and trail lighting, 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. Some of these areas are maintained by Parks personnel, while others are maintained through contracts administered by the Parks Section. 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 municipal solid waste generated by residential and commercial customers located within City limits. 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 municipal waste at the City's landfill in accordance with county, state, and federal requirements.

### **Refuse Contracts**

#### **Section 76300**

Provides an account for municipal 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**

## **2017-2018 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 in an effective, efficient and safe manner to conserve landfill space and comply with federal and state regulations.
- Enhance recycling programs to maintain the City's diversion rate above the state required minimums and employ new programs and processes to increase municipal solid waste diversion.
- Actively replace missing and expired plant material, and increase the inspection rate of City landscaped areas; maintain the current level of service in the General Fund areas. Maintain City landscape at an acceptable level balancing water usage, potential drought restrictions and available resources.
- Expand operation of the recycled water distribution system.
- Protect the City's investment in infrastructure by maximizing 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**

- Maximize the use of available surface water supply at the surface water treatment plant and in the City owned recharge facility and flood control basins for groundwater replenishment.
- Continue contracting of services for street-side and median landscaping, focusing in-house staff on maintenance of City Parks, Old Town, Civic Center, tree hazard mitigation, and landscape restoration. Utilize LMD funds to replace plant material lost due to the drought. Utilize available resources to meet peak maintenance seasonal demands.
- Utilize more efficient compactions methods to increase the lifespan of the Landfill. Acquire and utilize additional cover material for the active phase of the landfill by continuing import of suitable soil, and sorting and refining of on-site material through a contractual agreement.
- Increase the level of service provided by the Community Cleanup section to address growth in the City through the addition of one Senior Sanitation Operator position. Implement a routing software program to maximize customer service for residential, commercial and street sweeping operations.
- Begin preparations for the addition of treatment facilities for the removal of TCP from the groundwater.



# 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 11,083+ 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 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>2015-2016 (actual)</u>	<u>2016-2017 (estimated)</u>	<u>2017-2018 (proposed)</u>
• Fleet Availability	95.2%	94.3%	95%
• Preventative maintenance % of work	31.5%	43.5%	40%

#### Wastewater - 76500

• Clean all City sewers every two years	184%	165%	175%
• Provide high-level of customer satisfaction by keeping system complaints (stoppages) below 2 per 1000 population	0.00	0.01	0.00

#### Water Service - 77000

• Meet all demands for water consumption (Acre-feet delivered)	18,965	23,000	23,700
• Monitor system costs for unusual fluctuations (\$/acre foot delivered)	\$582	\$548	\$574
• Provide high level of customer satisfaction by keeping complaints under 2 per 1000 population	1.7	2.3	2.0



# PUBLIC UTILITIES

## DEPARTMENT PERFORMANCE MEASURES

### STREET MAINTENANCE, SANITATION AND PARKS DIVISION

<u>Street Maintenance – 71000</u>	<u>2015-2016 (actual)</u>	<u>2016-2017 (estimated)</u>	<u>2017-2018 (proposed)</u>
• Weighted Average PCI	77	76	76
• Prepare streets for slurry/cape seal	2,034,000 sf	3,474,000 sf	2,500,000 sf
• Repair AC pavement as needed	173 tons	200 tons	175 tons
• Repair concrete sidewalks as needed	78 cu. yds.	80 cu. yds.	75 cu. yds.
• Repaint all lane striping each year	100%	100%	100%
• Replace/repair/install signs	394 signs	400 signs	400 signs
<b><u>Parks/Landscape Maintenance- 73000/73200</u></b>			
(Includes Landscape Maintenance District)			
• Efficiently use City resources and contract services to maintain an increasing inventory and intensity of parks/landscaping:			
– Total acres maintained (as of July 1)	436	452	458
– Maintenance cost/acre/year	\$10,324	\$10,473	\$11,074
– Gen. Fund acres maintained	209	207	207
– Maintenance cost/acre/year	\$7,486	\$7,950	\$7,705
– LMD acres maintained	227	245	251
– Maintenance cost/acre/year	\$12,937	\$12,604	\$13,853
<b><u>Refuse Collection – 76100</u></b>			
• Perform refuse pickup (exclude CCU: tons collected, % achieved)	45,567 tons 100%	46,000 tons 100%	47,000 tons 100%
• Monitor system costs for unusual fluctuations (\$/ton)	\$152.34	\$158.03	\$169.09
<b><u>Refuse Landfill – 76200</u></b>			
• Landfill refuse received daily (include CCU: tons landfilled, % compliance)	52,012 tons 100%	53,000 tons 100%	54,000 tons 100%
• Monitor system cost for unusual fluctuations (\$/ton)	\$71.07	\$78.64	\$82.71
<b><u>Recycling Contracts - 76300</u></b>			
• Total tons recycled through private vendor contracts for curbside recycling greenwaste programs (does not include all waste diverted from City's landfill)	24,499 tons	26,000 tons	27,000 tons
• Monitor costs for unusual fluctuations (\$/ton)	\$169.44	\$168.74	\$168.05
• City AB939, AB341 & AB1826 Diversion Compliance	Yes	Yes	Yes
<b><u>Street Cleaning - 77500</u></b>			
• Sweep 100% of residential streets twice monthly, major street sweeping weekly (total miles swept, % achieved)	68,969 mi 100%	69,000 mi 100%	69,000 mi 100%
• Monitor service costs for unusual fluctuations (\$/mile)	\$19.41	\$20.34	\$21.81

# PUBLIC UTILITIES DEPARTMENT SUMMARY

	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET BY CATEGORY</b>			
Street Maintenance	2,061,961	2,186,300	2,247,800
Street Lighting	1,747,477	1,920,400	2,083,500
Storm Drain	19,182	35,100	37,500
Parks	4,501,439	4,733,700	5,071,700
Landscape Maintenance District	2,766,000	2,837,000	3,311,000
Fleet Maintenance	9,179,300	10,985,300	9,387,600
Community Sanitation	17,576,727	18,343,400	19,743,000
Wastewater	10,358,476	11,141,700	12,041,400
Water	11,038,723	12,614,200	13,616,900
<b>TOTAL ALL ACTIVITIES</b>	<u><u>59,249,285</u></u>	<u><u>64,797,100</u></u>	<u><u>67,540,400</u></u>

<b>BUDGET BY FUND</b>			
General Fund	8,330,059	8,875,500	9,440,500
Landscape Maintenance District	2,766,000	2,837,000	3,311,000
Community Sanitation Fund	17,576,727	18,343,400	19,743,000
Sewer Service Fund	10,358,476	11,141,700	12,041,400
Fleet Maintenance Fund	9,179,300	10,985,300	9,387,600
Water Service Fund	11,038,723	12,614,200	13,616,900
<b>TOTAL ALL FUNDS</b>	<u><u>59,249,285</u></u>	<u><u>64,797,100</u></u>	<u><u>67,540,400</u></u>



### **2017-2018 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 computerize the data to manage sign replacement.
- Provide landscape maintenance along street right-of-ways through contract services.
- 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, 70's and 80's and while preventative 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. The City will continue to use preventative maintenance methods such as rubberized asphalt cape seals to keep the overall Pavement Condition Index as high as possible and to maximize the limited funds available.

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 is exploring additional funding methods in order to maintain the existing system as well as the expansion of the system as laid out in the General Plan.

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

<b>Public Utilities Department</b>	<b>Street Maintenance Section 71000</b>		
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	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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#### BUDGET DETAIL

Salaries - Regular	860,405	854,600	884,700
Overtime	18,229	21,000	15,200
Extra Help	482	10,000	5,000
Benefits	356,224	384,800	444,000
Vehicle Charges	264,383	265,200	261,600
Communications	3,440	3,500	3,500
Professional Services	153,601	160,000	164,500
Repairs & Maintenance	6,763	6,300	6,300
Building & Equipment Rental	0	1,000	1,000
Office Supplies	476	300	300
Materials & Supplies	205,854	227,300	227,300
Supplies - Shop	5,262	6,000	6,000
Travel & Meeting Expense	2,427	3,000	3,000
Training	2,968	3,800	3,800
Dues & Subscriptions	291	500	500
Admin & Overhead	161,673	165,100	170,600
Capital Outlays - Office Equip/Furn	0	3,000	3,000
Capital Outlays - Public Utilities	8,544	29,000	29,000
Capital Outlays - Vehicles	2,939	33,900	10,000
Capital Outlays -Miscellaneous	8,000	8,000	8,500
<b>TOTAL STREET MAINTENANCE</b>	<b>2,061,961</b>	<b>2,186,300</b>	<b>2,247,800</b>

#### SOURCES OF FUNDING

Taxes	602,571	555,000	568,000
Planning & Processing Fees	2,878	3,000	3,000
Engineering Processing Fees	54,851	27,000	27,000
Interfund Charges	1,447,000	1,511,000	1,568,000
Miscellaneous Income	22,358	36,000	33,000
<b>Use of Discretionary Funds</b>	<b>(67,697)</b>	<b>54,300</b>	<b>48,800</b>
<b>TOTAL</b>	<b>2,061,961</b>	<b>2,186,300</b>	<b>2,247,800</b>

#### DETAIL OF POSITIONS

Assistant Engineer	0.15	0.15	0.15
Assistant Public Utilities Director	0.10	0.10	0.05
Construction Manager	0.35	-	-
Maintenance Leadworker	2.00	2.00	2.00
Maintenance Worker/Senior Maint Worker	9.00	9.00	9.00
Management Analyst	0.10	0.10	0.09
Office Assistant	0.05	0.15	0.15
Principal Office Assistant	0.20	0.15	0.15
Senior Engineering Inspector	-	0.35	0.35
Street Maintenance Manager	1.00	1.00	1.00
<b>TOTAL</b>	<b>12.95</b>	<b>13.00</b>	<b>12.94</b>



### **2017-2018 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.

### **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. Most City-owned streetlights have been retrofitted with LED fixtures to reduce energy costs and maintenance but they are a small percentage of the total number of lights. New PG&E lights that are not thematic are going in as LEDs to reduce long term costs. Existing PG&E lights were retrofitted to LED during 2016-17 which results in no cost savings in the near term due to the costs of the retrofit being included in the rate schedules. It however will improve the lighting in the City due to the longer life of the LED bulbs requiring less maintenance. Traffic signal maintenance costs will continue to increase with the addition of new signals as the City expands.

	2015-2016	2016-2017	2017-2018
	Actual	Revised Estimate	Budget

**BUDGET DETAIL**

Salaries - Regular	58,302	79,000	101,100
Overtime	1,256	6,400	6,300
Benefits	15,665	25,500	35,300
Vehicle Charges	45,886	34,000	37,500
Energy	1,495,854	1,645,000	1,743,700
Repairs & Maintenance	87,105	66,800	89,000
Materials & Supplies	6,437	13,300	13,800
Supplies - Safety	0	0	1,000
Training	972	1,200	1,000
Admin & Overhead	36,000	49,200	54,800
<b>TOTAL STREET LIGHTING</b>	<u><u>1,747,477</u></u>	<u><u>1,920,400</u></u>	<u><u>2,083,500</u></u>

**SOURCES OF FUNDING**

Taxes	511,000	664,000	682,000
User Fees	10,900	17,000	17,000
Miscellaneous Income	6,648	9,900	6,000
<b>Use of Discretionary Funds</b>	<u><u>1,218,929</u></u>	<u><u>1,229,500</u></u>	<u><u>1,378,500</u></u>
<b>TOTAL</b>	<u><u>1,747,477</u></u>	<u><u>1,920,400</u></u>	<u><u>2,083,500</u></u>

**DETAIL OF POSITIONS**

Assistant Public Utilities Director	0.00	0.00	0.10
Electrician	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
<b>TOTAL</b>	1.00	1.00	1.10



### **2017-2018 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. A new permit was adopted during 2013. Implementation of the new permit requires additional staff time and resources to deal with increased requirements. The City's role under the permit 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
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	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET DETAIL</b>			
Overtime	1,747	7,500	7,500
Benefits	212	800	900
Vehicle Charges	5,941	5,000	5,100
Professional Services	3,920	9,800	9,800
Repairs & Maintenance	0	300	500
Office Supplies	8	100	100
Materials & Supplies	5,754	9,500	12,000
Admin & Overhead	1,600	600	600
Capital Outlays - Public Utilities	<u>0</u>	<u>1,500</u>	<u>1,000</u>
<b>TOTAL STORM DRAIN</b>	<u><u>19,182</u></u>	<u><u>35,100</u></u>	<u><u>37,500</u></u>

<b>SOURCES OF FUNDING</b>			
<b>Use of Discretionary Funds</b>	<u><u>19,182</u></u>	<u><u>35,100</u></u>	<u><u>37,500</u></u>
<b>TOTAL</b>	<u><u>19,182</u></u>	<u><u>35,100</u></u>	<u><u>37,500</u></u>



**2017-2018 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 the best possible condition commensurate with available funding.
- Maintain 452 acres consisting of:
  - 63 parks totaling 171 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. Ten are medium size parks that include picnic areas, play lots, restrooms and open spaces. The remaining 51 parks are passive neighborhood and mini-parks, most with tot lots that are scattered throughout the community.
  - 263 acres of green belts and street gardens, trails, paseos, and landscaped median islands.
  - Architectural neighborhood entry lighting and structural features.
  - 6 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.
  - 12 acres of undeveloped park land, and miscellaneous public right-of-way property.
  - Approximately 40,000 City street trees.
- Participate in landscape plan review and landscape construction inspection services to ensure quality landscapes at reasonable maintenance costs.
- Participate in master planning for future growth and infill areas to implement sustainable and maintainable landscape that is consistent with operational constraints and limited budgets.
- Coordinate and schedule park facility use for picnics, and special park events.

**Objectives to Meet the Goals**

- Continue to implement productivity-enhancing landscape design standards.
- Continue contracting for maintenance services for street-side and median landscaping, focusing in-house staff on maintenance of City Parks, Old Town, Civic Center and Tree Hazard Pruning.
- 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.
- 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 irrigation systems.
- Develop and implement new landscape designs to comply with water efficient landscape standards.
- Develop and implement a refurbishing plan for deferred areas within the General Fund parks and grounds.

**Five-Year Outlook**

City parks and recreational facilities will continue to be heavily used by the public creating a demand for additional facilities. 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 noticeable difference between the level of service in the LMD areas and the General Fund areas. Cost savings measures are no longer adequate for maintenance and capital replacement cost within certain benefit zones in the LMD. An LMD election will need to occur in the benefit zones that do not have an automatic escalation adjustment in order to maintain sufficient funding levels. Grant funding will continue to be sought for the conversion of older irrigation systems to more efficient drip systems.



<b>Public Utilities Department</b>	<b>Parks Section 73000</b>		
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	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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#### BUDGET DETAIL

Salaries - Regular	1,055,068	1,013,400	1,146,300
Overtime	75,808	59,500	51,600
Extra Help	25,415	40,000	50,000
Benefits	484,010	539,300	667,500
Vehicle Charges	332,240	343,200	365,700
Energy	684,343	663,900	699,000
Communications	4,713	5,000	3,500
Professional Services	1,253,821	1,395,800	1,474,500
Repairs & Maintenance	18,449	18,500	21,500
Building & Equipment Rental	713	0	0
Office Supplies	210	600	600
Materials & Supplies	194,075	288,000	239,000
Supplies - Safety	5,862	5,500	5,500
Supplies - Shop	3,709	4,500	4,500
Travel & Meeting Expense	776	2,000	2,000
Training	31,170	19,000	15,500
Dues & Subscriptions	1,338	1,500	1,500
Admin & Overhead	299,312	327,200	308,000
Capital Outlays - Office Equip/Furn	650	500	500
Capital Outlays - Public Utilities	29,757	6,300	15,000
<b>TOTAL PARKS</b>	<b>4,501,439</b>	<b>4,733,700</b>	<b>5,071,700</b>

#### SOURCES OF FUNDING

Facility Reimbursements	68,145	68,000	69,000
Planning & Processing Fees	28,364	30,000	30,000
Engineering Processing Fees	17,723	16,000	16,000
User Fees	2,806,339	2,870,000	3,350,000
Miscellaneous Income	16,234	23,000	12,000
<b>Use of Discretionary Funds</b>	<b>1,564,634</b>	<b>1,726,700</b>	<b>1,594,700</b>
<b>TOTAL</b>	<b>4,501,439</b>	<b>4,733,700</b>	<b>5,071,700</b>

#### DETAIL OF POSITIONS

Assistant Engineer	0.10	0.10	0.10
Assistant Public Utilities Director	0.10	0.10	0.10
Maintenance Worker/Senior Maint Worker	8.40	8.40	9.40
Management Analyst	0.25	0.25	0.13
Office Assistant	1.20	0.65	0.65
Parks Maintenance Leadworker	3.00	3.00	3.00
Parks Manager	1.00	1.00	1.00
Principal Office Assistant	0.15	0.45	0.45
Utility Worker	6.00	6.00	6.00
<b>TOTAL</b>	<b>20.20</b>	<b>19.95</b>	<b>20.83</b>



### **2017-2018 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 54% 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.
- Monitor water use on public open spaces through deployment of water-wise landscape plans and drought tolerant plantings and irrigation delivery technology.

### **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, affect 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 street-side and median landscaping, focusing in-house staff on maintenance of City Parks, Old Town, Civic Center and Tree Hazard Pruning.

### **Five-Year Outlook**

Development activity is increasing due to the improved economy and the Loma Vista area is showing growth with new housing tracts springing up around the future planned Loma Vista City Center. The Landscape Maintenance District will continue to grow at a corresponding rate. Several of the benefit zones have accumulated sufficient reserves and are adjusted annually, if needed, to coincide with maintenance costs. A few of the benefit zones still need to build reserves.

The LMD as a whole continues to have adequate reserves to carry it through 2018. However, service levels in two zones have been reduced to match revenues. An assessment increase election will need to take place in order to increase funding sufficient to restore service levels in these zones. Another zone is approaching the point where an increase will be necessary in order to maintain the current level of service. All of these benefit zones will need increases in 2018.

Public Utilities Department	Landscape Maintenance District Section 73200
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	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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#### BUDGET DETAIL

Professional Services	<u>2,766,000</u>	<u>2,837,000</u>	<u>3,311,000</u>
TOTAL LANDSCAPE MAINTENANCE DISTRICT	<u><u>2,766,000</u></u>	<u><u>2,837,000</u></u>	<u><u>3,311,000</u></u>

#### SOURCES OF FUNDING

User Fees	<u>2,766,000</u>	<u>2,837,000</u>	<u>3,311,000</u>
TOTAL	<u><u>2,766,000</u></u>	<u><u>2,837,000</u></u>	<u><u>3,311,000</u></u>



### **2017-2018 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 is being tasked with installing new emission control devices or replacing vehicles with new vehicles with compliant engines. This means that vehicles are occasionally replaced earlier than normal.

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.

The Police and Fire Departments did not contribute funds to the vehicle renewal account between 2006-2007 and 2014-2015. In recent years these departments have replaced vehicles utilizing lease purchase financing. This year they will continue to replace vehicles utilizing lease purchase financing but also will be making small transfers to the fund to start building up a replacement reserve. In future years when lease purchasing is no longer financially viable, vehicles can be replaced with the reserve funds.

<b>Public Utilities Department</b>	<b>Fleet Maintenance Section 75000</b>		
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	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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#### BUDGET DETAIL

Salaries - Regular	1,008,399	1,070,900	1,190,300
Overtime	8,782	15,000	15,000
Extra Help	50,292	42,000	71,000
Benefits	408,293	482,200	613,300
Vehicle Charges	55,617	54,300	60,800
Communications	43	100	100
Professional Services	59,211	63,000	76,000
Repairs & Maintenance	592,893	767,000	727,000
State Mandates	4,029	7,000	9,000
Office Supplies	857	1,000	1,000
Materials & Supplies	1,977	2,700	2,700
Supplies - Safety	8,507	10,000	10,000
Supplies - Shop	2,470,865	2,227,800	2,455,000
Travel & Meeting Expense	889	4,500	4,500
Training	2,006	6,800	18,200
Dues and Subscriptions	285	1,000	1,100
Admin & Overhead	891,200	892,200	894,200
Liability Insurance Program - ISF	500	0	0
Debt Service	59,423	68,900	65,400
Lease Purchases	647,353	653,500	707,000
Capital Outlays - Office Equip/Furn	1,993	1,000	1,000
Capital Outlays - Public Utilities	99,736	163,700	156,000
Capital Outlays - Vehicles	2,806,150	4,450,700	2,309,000
<b>TOTAL FLEET MAINTENANCE</b>	<b>9,179,300</b>	<b>10,985,300</b>	<b>9,387,600</b>

#### SOURCES OF FUNDING

State Grants	0	40,000	0
Long-Term Proceeds	1,460,000	593,000	1,125,000
Fleet Maintenance Charges	7,682,367	10,300,300	8,262,600
Miscellaneous Income	36,933	52,000	0
<b>TOTAL</b>	<b>9,179,300</b>	<b>10,985,300</b>	<b>9,387,600</b>

#### DETAIL OF POSITIONS

Assistant Mechanic/Service Worker	4.00	4.00	4.00
Assistant Public Utilities Director	0.10	0.10	0.10
Equipment Mechanic	6.00	6.00	6.00
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	0.11
Office Assistant	1.00	0.95	0.95
Parts Clerk	2.00	2.00	2.00
Principal Office Assistant	-	0.05	0.05
<b>TOTAL</b>	<b>17.20</b>	<b>17.20</b>	<b>17.21</b>



### **2017-2018 Goals**

- Provide a clean and healthy environment for the community by efficiently collecting municipal 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 municipal refuse in compliance with county/state/federal regulations.
- Increase the City's waste diversion rate.
- Maintain accurate records and monitor all outsourced services contracts (commercial compactor, and curbside recycling and greenwaste).
- 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 municipal 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.
- Meet financial test requirements established by the State of California, Title 27.

### **Five-Year Outlook**

The current landfill cell being used to place waste was completed in spring of 2013. The cell is anticipated to provide disposal capacity for the City until the year 2027. Implementation of new effective techniques in operations may extend the timeline by a few years. Current projections of the five-year funding outlook indicate that all known operational and environmental compliance issues can be managed with an adjustment in rates below the current 4% annual increase approved by a Proposition 218 election in 2004 and incorporated into the Clovis Municipal Code. The five-year forecast shows a projected 2% increase in rates annually for the five year horizon that will maintain the costs of current operations and offset future costs related to growth and diversion requirements. Solid waste operations will continue to require the services of professional consultants/vendors, as many facets of solid waste industry require expertise and resources not available in-house. This will particularly be true for state regulation compliance and the use of specialized contract services to refine unsuitable stockpiled material to use as cover on the active phase of the landfill. 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 continue to be pursued. The City continues to comply with the state's waste diversion goals including an outreach program to notify businesses of the state's mandatory commercial recycling requirements. Solid waste revenues have not declined significantly as a result of these new regulations, but it is possible that they could decline in the future if more businesses begin recycling and subsequently 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. Street Sweeping operations are managed under a separate budget section for accountability and control.



<b>Public Utilities Department</b>	<b>Community Sanitation Section 76000/77500</b>		
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	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	3,090,927	3,123,900	3,457,300
Overtime	230,459	239,800	250,300
Extra Help	43,422	85,500	115,000
Benefits	1,317,827	1,477,500	1,788,200
Vehicle Charges	3,817,188	3,845,700	4,011,400
Energy	15,332	18,000	18,000
Communications	9,422	9,000	13,500
Professional Services	3,953,820	4,344,500	4,516,000
Repairs & Maintenance	22,369	39,100	49,200
State Mandates	837,476	985,500	1,050,500
Building & Equipment Rental	0	5,000	10,000
Office Supplies	35,067	68,000	68,000
Materials & Supplies	101,271	91,000	98,300
Supplies - Safety	26,212	24,900	24,900
Supplies - Shop	8,663	15,100	16,100
Travel & Meeting Expense	19,837	20,000	15,000
Training	18,728	13,300	31,500
Dues & Subscriptions	13,388	10,000	11,000
Admin & Overhead	2,458,300	2,588,300	2,619,400
Debt Service	780,943	793,800	794,400
Capital Outlays - Public Utilities	355,922	420,500	460,000
Capital Outlays - Vehicles	420,154	125,000	325,000
<b>TOTAL COMMUNITY SANITATION</b>	<b>17,576,727</b>	<b>18,343,400</b>	<b>19,743,000</b>

#### **SOURCES OF FUNDING**

User Fees	17,576,727	18,343,400	19,743,000
<b>TOTAL</b>	<b>17,576,727</b>	<b>18,343,400</b>	<b>19,743,000</b>

#### **DETAIL OF POSITIONS**

Assistant Engineer	0.75	0.75	0.75
Assistant Public Utilities Director	0.90	0.90	0.85
Associate Civil Engineer	0.25	0.25	0.25
Construction Manager	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	1.00
Management Analyst	0.25	0.25	0.35
Office Assistant	1.35	1.35	1.35
Principal Office Assistant	1.00	0.65	0.65
Public Utilities Director	0.50	0.50	0.50
Sanitation Operator/Sr Sanitation Operator	21.00	21.00	23.00
Senior Engineering Inspector	-	0.10	0.10
Solid Waste Manager	1.00	1.00	1.00
Street Sweeper Operator	6.00	6.00	6.00
Utility Worker	10.00	10.00	10.00
<b>TOTAL</b>	<b>51.10</b>	<b>50.75</b>	<b>51.80</b>



### **2017-2018 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 383 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 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 Water Reuse Facility to the recycled water use areas, and the NPDES permitted discharge points.
- Operate the sewer lift stations and the recycled water pump station and distribution system constructed to serve the new growth areas of the City.
- Work with consultants on the Wastewater System Master Plan and the Recycled Water Master Plan Updates to evaluate service delivery to future growth associated with the new General Plan.

### **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 Clovis Water Reuse Facility. This facility provides water that is reused in the City as an additional source of non-potable water. The NPDES permit for the facility was renewed in early 2014. Additional monitoring and studies will occur during the five-year permit term and may result in additional requirements in the next permit term.

<b>Public Utilities Department</b>	<b>Wastewater Section 76500</b>
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2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
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#### BUDGET DETAIL

Salaries - Regular	719,419	693,300	774,500
Overtime	8,407	13,000	14,100
Extra Help	241	1,200	10,000
Benefits	294,777	298,600	379,200
Vehicle Charges	236,094	214,300	276,300
Energy	947,053	905,000	950,000
Communications	1,466	2,000	2,500
Professional Services	4,392,348	4,703,500	4,794,500
Repairs & Maintenance	27,325	59,200	88,100
Office Supplies	613	4,000	10,000
Materials & Supplies	20,473	53,300	71,700
Supplies - Shop	5,317	4,500	7,500
Travel & Meeting Expense	1,163	2,000	3,000
Training	7,778	8,700	5,200
Dues and Subscriptions	3,432	2,000	2,000
Admin & Overhead	2,069,000	2,123,700	2,233,600
Debt Service	1,228,935	1,241,900	1,241,700
Capital Outlays - Office Equip/Furn	0	2,500	2,500
Capital Outlays - Public Utilities	46,203	29,000	50,000
Capital Outlays - Vehicles	23	0	425,000
Capital Impr - Sewer	348,409	780,000	700,000
<b>TOTAL SEWER</b>	<b>10,358,476</b>	<b>11,141,700</b>	<b>12,041,400</b>

#### SOURCES OF FUNDING

User Fees	10,358,476	11,141,700	12,041,400
<b>TOTAL</b>	<b>10,358,476</b>	<b>11,141,700</b>	<b>12,041,400</b>

#### 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	-	-
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	0.08
Office Assistant	0.15	0.20	0.20
Principal Office Assistant	0.20	0.15	0.15
Public Utilities Director	0.20	0.20	0.20
Senior Engineering Inspector	-	0.25	0.25
Utility Manager	0.50	0.50	0.50
Utility Worker	1.25	1.25	2.25
<b>TOTAL</b>	<b>11.25</b>	<b>11.25</b>	<b>12.23</b>



### **2017-2018 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:

- Produce and efficiently deliver enough water to serve our customers and ensure that the water delivered meets or exceeds all state and federal standards.
- Provide a high-level of customer satisfaction with regard to complaint response and meter reading; maintain a level of system pressure for adequate fire flow and meet peak customer demands.
- Preserve and manage 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; maintain and update the Surface Water Treatment Plant; 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.
- Work with consultants on the Water System Master Plan Update to evaluate service delivery to future growth associated with the new General Plan.
- Work with other agencies in the Kings Basin as a member of the North Kings Groundwater Sustainability Agency to implement the Sustainable Groundwater Management Act.

### **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. Unregulated Contaminant Monitoring Rule Phase 4 and 1,2,3 TCP monitoring will begin during 2017/18. The results of this monitoring or previous monitoring will likely result in additional water quality standards that the City's sources may not meet without additional treatment. Due to the recent drought conditions and recent court decisions related to water rates, revised rates were adopted during 2015/16. The rate schedules include a normal schedule and a schedule that may be utilized when drought or mandated reductions in water sales are required. These rate structures will allow the enterprise fund to better weather reduced demand conditions.

<b>Public Utilities Department</b>	<b>Water Section 77000</b>		
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	2015-2016 Actual	2016-2017 Revised Estimate	2017-2018 Budget
<b>BUDGET DETAIL</b>			
Salaries - Regular	2,202,010	2,254,400	2,578,800
Overtime	90,496	89,700	100,100
Extra Help	21,610	2,000	25,000
Benefits	933,576	1,046,300	1,308,000
Vehicle Charges	442,126	423,500	469,800
Energy	1,907,555	2,400,000	2,600,000
Communications	6,962	7,000	16,000
Professional Services	1,263,622	1,841,900	1,402,400
Repairs & Maintenance	279,888	330,700	541,200
Office Supplies	25,157	102,000	23,000
Materials & Supplies	807,977	837,700	973,200
Supplies - Shop	19,022	26,500	28,000
Travel & Meeting Expense	778	4,000	5,000
Training	22,041	23,100	29,500
Dues and Subscriptions	5,171	5,100	5,500
Admin & Overhead	2,398,621	2,461,300	2,467,900
Capital Outlays - Office Equip/Furn	2,320	3,000	3,000
Capital Outlays - Public Utilities	543,404	673,000	800,500
Capital Outlays - Vehicles	66,387	83,000	240,000
<b>TOTAL WATER</b>	<b>11,038,723</b>	<b>12,614,200</b>	<b>13,616,900</b>

#### **SOURCES OF FUNDING**

User Fees	11,038,723	12,614,200	13,616,900
<b>TOTAL</b>	<b>11,038,723</b>	<b>12,614,200</b>	<b>13,616,900</b>

#### **DETAIL OF POSITIONS**

Assistant Public Utilities Director	0.45	0.45	0.45
Assistant Water Systems Technician	4.00	4.00	4.00
Associate Civil Engineer	0.25	0.25	0.25
Construction Manager	0.30	-	-
Electrician	1.00	1.00	1.00
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	10.60	10.60	11.60
Management Analyst	0.20	0.20	0.24
Meter Reader	4.00	4.00	4.00
Office Assistant	0.25	0.70	0.70
Principal Office Assistant	0.45	0.55	0.55
Senior Engineering Inspector	-	0.30	0.30
Public Utilities Director	0.30	0.30	0.30
Utility Manager	0.50	0.50	0.50
Utility Worker	2.75	3.75	3.75
Water Production Manager	1.00	1.00	1.00
Water System Technician	1.00	1.00	1.00
Water Treatment Plant Operator	3.00	3.00	3.00
<b>TOTAL</b>	<b>35.30</b>	<b>36.85</b>	<b>37.89</b>



# CLOVIS SUCCESSOR AGENCIES TRUST FUND SUMMARY

The purpose of the Clovis Successor Agencies is to wind down the activities of the former Redevelopment Agency. The Successor Agencies' activities are reported as a trust fund and are therefore not included in the City of Clovis' budget. These schedules are presented for informational purposes.

In April 2008 the former 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 former 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 City is acting as the Successor Agency. The City has completed the necessary requirements, and applied to the State Department of Finance for the "finding of completion". Upon award of the finding of completion from the Department of Finance, the remaining bond proceeds will be used for the original intended purposes. The last debt service payment is scheduled for the fiscal year 2037/38. Included in the 2017/18 budget is \$710,000 for principal and \$636,000 for interest.

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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
17/18	\$710,000	\$635,891	\$1,345,891
18/19	735,000	603,379	1,338,379
19/20	770,000	569,901	1,339,901
20/21	805,000	535,251	1,340,251
21/22	845,000	498,951	1,343,951
22/23	880,000	461,001	1,341,001
23/24	915,000	421,511	1,336,511
24/25	960,000	379,181	1,339,181
25/26	995,000	333,972	1,328,972
26/27	1,050,000	286,681	1,336,681
27/28	1,095,000	237,078	1,332,078
28/29	1,150,000	185,163	1,335,163
29/30	1,205,000	130,703	1,335,703
30/31	230,000	97,375	327,375
31/32	240,000	86,213	326,213
32/33	250,000	74,575	324,575
33/34	265,000	62,344	327,344
34/35	275,000	49,519	324,519
35/36	290,000	36,100	326,100
36/37	300,000	22,088	322,088
37/38	315,000	7,481	322,481
Total	<u>\$14,280,000</u>	<u>\$5,714,358</u>	<u>\$19,994,358</u>

# CLOVIS SUCCESSOR AGENCIES TRUST FUND SUMMARY

Per AB 1X26, the City of Clovis became the Successor Agency for the purpose of winding down the activities of the former Redevelopment Agency. The operational activities are limited to administering the housing and urban development loans, a tax sharing agreement with Sierra Vista Mall, and the administrative costs associated with the oversight of the elimination of the former Redevelopment Agency.

	2015-2016 Actual	2016-2017 Estimated	2017-2018 Projected
<b>ADDITIONS</b>			
Redevelopment Property Tax Trust Fund	2,378,175	1,698,600	1,702,900
Miscellaneous Income	24	0	0
<b>TOTAL SUCCESSOR AGENCIES</b>	<u><u>2,378,199</u></u>	<u><u>1,698,600</u></u>	<u><u>1,702,900</u></u>
<b>DEDUCTIONS</b>			
Admin & Overhead	7,088	500	400
Professional Services	251,139	350,000	350,000
Debt Service	2,119,972	1,348,100	1,352,500
<b>TOTAL SUCCESSOR AGENCIES</b>	<u><u>2,378,199</u></u>	<u><u>1,698,600</u></u>	<u><u>1,702,900</u></u>



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## COMMUNITY INVESTMENT PROGRAM

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



The new Centennial Plaza in the SoFi (South of Fifth) district of Old Town was built on the site of the original Clovis Police Department offices.



# **COMMUNITY INVESTMENT PROGRAM BUDGET SUMMARY**

The 2017-2018 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 2017-2018 Community Investment Program are:

- Ongoing American with Disabilities Act (ADA) improvements throughout the City of Clovis.
- Design and development of the Landmark Commons site including the new Transit Station.
- Design and construction of Shaw Avenue widening from DeWolf to McCall Avenues.
- Design and construction of Willow Avenue widening from Shepherd to Copper 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 2017 - 2018 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.

<b>2017 - 2018 COMMUNITY INVESTMENT PROGRAM GENERAL GOVERNMENT FACILITIES</b>
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The capital projects for the General Government Services Facilities Program are comprised of acquisition and development 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 2017 - 2018 are:

- Design and development of the Landmark Commons Campus.
- Design and construction of a new Transit Station.
- Roof repairs to the Police/Fire Headquarters buildings.
- Roof beam repairs at the existing Senior Center.
- Accessibility, irrigation and landscape improvements for the Civic Center Campus and City Hall area.
- Rehabilitation of existing City facilities for compliancy with ADA.
- Upgrades and repairs to Fire Station Facilities.

The proposed government facilities projects increase in square footage will increase the cost of general services and other departmental operations by approximately 25%.



**SUMMARY****2017 - 2018 COMMUNITY INVESTMENT PROGRAM****GENERAL GOVERNMENT FACILITIES**

<u>General Government Facilities:</u> <u>Section 90000</u>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Public Safety Services</i>			
Fire Stations Security/Surveillance	40,000	25,000	0
Fire Station 3 Modifications	223,000	35,000	0
Fire Station 4 Modifications	0	60,000	0
Fire Station 6	235,000	500,000	4,600,000
Fire/Police Headquarters	137,000	265,000	225,000
Fire Logistics Building	50,000	100,000	0
Downtown Security Bollards	0	110,000	725,000
<i>Public Services and Utilities</i>			
ADA Master Planning	30,000	10,000	80,000
Civic Center Plaza	110,000	20,000	390,000
Civic Center ADA Improvements	109,000	10,000	240,000
Winery Property Demolition/Development	660,000	185,000	0
Current Senior Center	0	165,000	50,000
Fiber Security/Fiber Optics	25,000	65,000	603,000
<b>TOTAL</b>	<b>1,619,000</b>	<b>1,550,000</b>	<b>6,913,000</b>

Budget Year Revenues:

General Fund	<u>1,550,000</u>
<b>TOTAL</b>	<b><u>1,550,000</u></b>

<p><b>2017 – 2018 COMMUNITY INVESTMENT PROGRAM</b> <b>SEWER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER</b></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 2013 Wastewater Revenue Bond, and the 2015 Wastewater Revenue Bond. 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 2017 – 2018 include:

- Design and reconstruction of sanitary sewer mains in various streets.
- Work on the Sewer and Recycled Water Master Plans.
- Design and construction for the Recycled Water System transmission pipelines.

The sewer main improvement projects for 2017 - 2018 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****2017 - 2018 COMMUNITY INVESTMENT PROGRAM****SEWER PROJECTS**

	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<u>Sewer Capital Projects - Enterprise:</u>			
<i>Section 91000</i>			
<i>Preventative Maintenance</i>	0	353,000	0
Subtotal	<u>0</u>	<u>353,000</u>	<u>0</u>
 <u>Sewer Capital Projects - Developer:</u>			
<i>Section 92000</i>			
<i>Extensions</i>			
Miscellaneous Extensions	35,000	50,000	200,000
<i>Master Planning</i>			
Wastewater Master Plan	120,000	25,000	100,000
Recycled Water System Improvements			
Recycled Water Mains	0	470,000	0
Sewer System Improvements			
Sewer Mains	0	1,200,000	0
<i>Debt Services</i>			
Bond Handling Charges	139,500	146,300	200,000
2007 Sewer Revenue Bond	4,355,400	4,340,000	93,744,000
2013 Wastewater Revenue Bond	1,021,900	1,018,000	14,267,000
2015 Wastewater Revenue Bond	1,042,700	1,049,000	32,682,000
Subtotal	<u>6,714,500</u>	<u>8,298,300</u>	<u>141,193,000</u>
 TOTAL	<u>6,714,500</u>	<u>8,651,300</u>	<u>141,193,000</u>

Budget Year Revenues:

Major Sewer Fees	8,641,300
Sewer Connections	<u>10,000</u>
TOTAL	<u>8,651,300</u>

<b>2017 - 2018 COMMUNITY INVESTMENT PROGRAM PARK IMPROVEMENTS</b>
---

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 2017 - 2018 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 in the Northeast.
- Design of a pedestrian bridge over State Route 168 at the Enterprise Canal.
- Construction of the Sierra Gateway trail from Shepherd to DeWolf.

The addition of the proposed improvements to the Park's inventory will increase the annual maintenance and operations budget. Maintenance of acquired land for future parks and the construction of a newly paved trail will have a minimal effect initially on the annual operational costs to Parks and the General Fund account. Upon the build out of these facilities, funding should be increased to meet the additional burden placed on the maintenance and operations budget. The proposed 2017-2018 Parks maintenance and operational budget is balanced to meet the level of service expected by the Community.

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



## SUMMARY

### 2017 - 2018 COMMUNITY INVESTMENT PROGRAM

#### PARK IMPROVEMENT PROJECTS

<u>Park Improvements:</u> <u>Section 93000</u>	<u>PRIOR</u> <u>YEARS</u>	<u>BUDGET</u> <u>YEAR</u>	<u>FUTURE</u> <u>YEARS</u>
<i>Park Improvements</i>			
Park Property Acquisition	1,000,000	1,000,000	4,000,000
Miscellaneous Park Improvements	50,000	100,000	400,000
Sierra/Temperance Park	15,000	50,000	900,000
Regional Sports Complex	525,000	35,000	4,175,000
Regional Park Master Planning	1,000	0	0
Trail System Survey	15,000	15,000	60,000
Trail System Survey	0	50,000	25,000
Sierra Gateway Regional Trail	5,000	870,000	830,000
SR168/Enterprise Canal Bridge	190,000	1,220,000	7,250,000
<b>TOTAL</b>	<b>1,801,000</b>	<b>3,340,000</b>	<b>17,640,000</b>

#### Budget Year Revenues:

Measure "C" Extension	252,000
Park Fees	3,088,000
<b>TOTAL</b>	<b>3,340,000</b>

<b>2017 – 2018 COMMUNITY INVESTMENT PROGRAM STREET IMPROVEMENTS</b>
---

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 2017 - 2018 include:

- 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

### 2017 - 2018 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	261,000	250,000	1,000,000
<i>Surveys</i>			
Lane Reduction Study	0	25,000	0
Plan Lines	0	40,000	0
<i>Preventative Maintenance</i>			
Slurry Seals and Reclamite	945,000	530,000	2,220,000
<i>Bridge and Stream Crossings</i>			
Bridge Maintenance Plan	2,000	5,000	5,000
<i>Pedestrian Facilities</i>			
Bicycle, Pedestrian and Handicap Facilities	555,000	1,736,000	860,000
ADA Survey and Projects	594,000	180,000	1,310,000
<i>Traffic Signal/Intersection Improvements</i>			
Owens Mountain/Temperance Roundabout	115,000	1,314,000	0
Shepherd/Minnewawa Traffic Signal	285,000	430,000	0
Ashlan/DeWolf Traffic Signal	0	60,000	0
<i>Reconstruction, Overlay and Widening Projects</i>			
Miscellaneous Repairs & Alleys	75,000	190,000	497,000
Armstrong Avenue Improvements	0	50,000	2,529,000
Bullard Avenue Improvements	0	25,000	523,000
Fowler Avenue Improvements	375,000	590,000	618,000
Herndon Avenue Improvements	1,250,000	4,250,000	7,195,000
Minnewawa Avenue Improvements	390,000	150,000	2,941,000
Nees Avenue Improvements	0	240,000	4,226,000
Owens Mountain Parkway	100,000	1,450,000	0
Peach Avenue Improvements	15,000	212,000	886,000
Shaw Avenue Improvements	5,890,000	13,500,000	2,020,000
Temperance Avenue Improvements	0	50,000	1,188,000
Willow Avenue Improvements	2,470,000	7,800,000	295,000
Local Streets and ADA Ramps	2,430,000	1,075,000	4,300,000
<b>TOTAL</b>	<b>15,752,000</b>	<b>34,152,000</b>	<b>32,613,000</b>

#### Budget Year Revenues:

Proposition 111	4,765,500
Proposition 42 Replacement	4,570,500
Measure "C" Extension	21,309,000
Federal/State/Other Agency Grants	3,507,000
<b>TOTAL</b>	<b>34,152,000</b>

<p style="text-align: center;"><b>2017 - 2018 COMMUNITY INVESTMENT PROGRAM</b> <b>WATER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER</b></p>
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The proposed Water Capital Projects budget for 2017 - 2018 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 2017 - 2018 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.
- Design and construction of the Northern Water Intertie.
- Continued examination and development for new well sites throughout the City of Clovis.
- Property acquisition in the north area of town for a new water facility.
- Construction of granular activated carbon treatment facilities for removal of 1,2,3-Trichloropropane (TCP) from groundwater wells.

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 2017 - 2018 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, which are anticipated to be approximately \$50,000 in the first year of operation.



<p style="text-align: center;"><b>SUMMARY</b></p> <p style="text-align: center;"><b>2017 - 2018 COMMUNITY INVESTMENT PROGRAM</b></p> <p style="text-align: center;"><b>WATER PROJECTS</b></p>
---

	PRIOR YEARS	BUDGET YEAR	FUTURE YEARS
<u>Water Capital Projects - Enterprise Fund:</u>			
<i>Section 96000</i>			
<i>Water Mains</i>			
Various Water Main Replacement	25,000	25,000	100,000
Sierra Avenue Water Main Replacement	30,000	140,000	0
Well 1 Water Main Replacement	20,000	35,000	0
<i>Well Site Improvements</i>			
Well 11 Replacement	470,000	398,500	0
Well 12 GAC	0	590,000	0
Well 18 GAC	0	750,000	0
Well Panel Upgrades	20,000	440,000	0
Subtotal	565,000	2,378,500	100,000
<u>Water Capital Projects - Developer:</u>			
<i>Section 97000</i>			
<i>Extensions</i>			
Miscellaneous Extensions	50,000	50,000	200,000
<i>Surface Water Treatment Plant Improvements</i>			
Nees Transmission Main	200,000	200,000	200,000
Water Facility	0	2,600,000	0
<i>Water Storage Facilities</i>			
Water Revenue Bond - Debt Service	3,042,200	3,056,600	30,139,000
Water Development	500,000	500,000	800,000
<i>Water Mains</i>			
Shaw Water Main	0	830,000	0
Willow Water Main	0	450,000	0
Northern Water Intertie	0	425,000	0
<i>Water Well Improvements</i>			
Well No. 35	0	375,000	511,300
Well 34 - Auxiliary Power	0	85,000	0
Various Well Site Development	0	60,000	215,000
Subtotal	3,792,200	8,631,600	32,065,300
TOTAL	4,357,200	11,010,100	32,165,300

Budget Year Revenues:

Water Enterprise	7,755,100
Water Major Facilities	3,250,000
Water Connections	5,000
TOTAL	11,010,100

<b>2017 - 2018 COMMUNITY INVESTMENT PROGRAM COMMUNITY SANITATION</b>
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The capital projects for the Community Sanitation Program consist of improvements to the existing landfill site as mandated by state law, and expansion of the landfill.

The projects proposed for 2017 - 2018 are:

- There are no new projects proposed for 2017 – 2018.



## SUMMARY

### 2017 -2018 COMMUNITY INVESTMENT PROGRAM

#### COMMUNITY SANITATION PROJECTS

<u>Community Sanitation Improvements:</u> <i>Section 99500</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Community Sanitation Improvements</i>	<u>3,511,000</u>	<u>0</u>	<u>15,755,000</u>
TOTAL	<u>0</u>	<u>0</u>	<u>0</u>

#### Budget Year Revenues:

Community Sanitation Enterprise Fund	<u>0</u>
TOTAL	<u>0</u>

<b>2017 - 2018 COMMUNITY INVESTMENT PROGRAM HOUSING AND COMMUNITY DEVELOPMENT</b>
---

The Housing and Community Development budget consists of projects related to self-help and low to moderate income home building.

Major expenses for 2017 - 2018 include:

- Assistance in the repair and rehabilitation of affordable housing.
- Assist Low-Moderate income families with first home purchase.

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

### 2017 - 2018 COMMUNITY INVESTMENT PROGRAM

#### HOUSING & COMMUNITY DEVELOPMENT

<u>Housing and Community Development:</u> <i>Section 42750/49210</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
Home Repair Loans	800,000	631,000	320,000
Home Improvement Grants	202,000	285,000	600,000
First Time Homebuyer Loans	920,000	650,000	400,000
Affordable Housing Project	0	976,000	600,000
TOTAL	<u>2,842,000</u>	<u>2,542,000</u>	<u>1,920,000</u>

#### Budget Year Revenues

Federal/State/Other Agency Grants	<u>2,542,000</u>
TOTAL	<u>2,542,000</u>

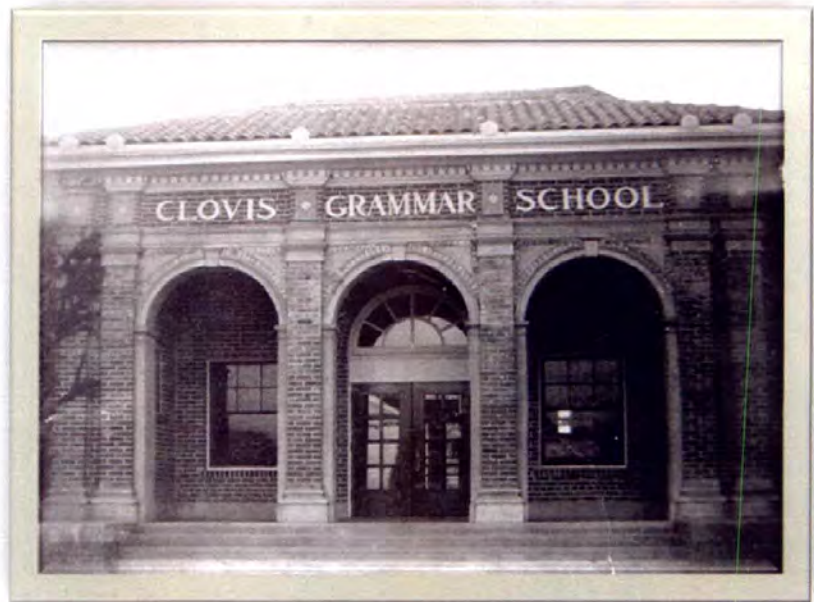
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## FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

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



Fire Station 1 is located at the corner of Pollasky Avenue and Seventh Street. The fire station was designed to reflect the architecture of the original Clovis Grammar School.

# 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. The Capital Program will continue to provide major investments into the community within the identified funding. Most of the funding for these projects will come from grants, development fees and tax revenues. The implementation of the parks and open space master plan is contingent on obtaining new funding sources.

Major projects include:

- Accessibility, irrigation and landscape improvements for the Civic Center Campus and City Hall area.
- Design and development of the Landmark Commons site, including a new transit building.
- 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:
  - Willow Avenue Widening from Shepherd to Copper.
  - Shaw Avenue Widening from DeWolf to McCall.
  - Herndon Avenue Widening from Temperance to DeWolf
  - Design and construction of various traffic signals throughout the City.
  - Construction of bike lanes on various streets throughout the City.

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

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

## SUMMARY OF FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

<u>Projects</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022 or Later</u>
General Services	1,550,000	8,680,000	3,355,000	835,000	19,780,000
Sewer	8,651,300	6,544,000	6,710,000	6,539,000	228,951,000
Parks	3,340,000	1,305,000	8,390,000	3,475,000	9,770,000
Streets	34,152,000	20,263,000	4,459,000	5,699,000	14,715,000
Water	11,010,100	4,969,300	4,795,000	4,042,500	44,076,800
Community Sanitation	0	0	75,000	0	15,680,000
Housing and Community Development	2,542,000	480,000	480,000	480,000	480,000
TOTAL	<u>61,245,400</u>	<u>42,241,300</u>	<u>28,264,000</u>	<u>21,070,500</u>	<u>333,452,800</u>

### Sources of Funding

Fund Balance	5,372,600	10,224,000	3,016,500	4,007,500	12,241,100
Revenue from Agencies	28,607,000	16,971,600	5,067,000	2,581,900	636,495
Developer Capital Fees	19,233,300	11,811,400	13,247,000	11,896,088	14,926,000
Enterprise Revenues	8,032,500	1,434,300	979,500	1,538,912	1,539,269
Long-Term Financing	0	0	0	0	0
Property Sale Proceeds	0	0	0	0	0
*Unfunded	0	1,800,000	5,954,000	1,046,100	304,109,936
TOTAL	<u>61,245,400</u>	<u>42,241,300</u>	<u>28,264,000</u>	<u>21,070,500</u>	<u>333,452,800</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	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>PUBLIC SAFETY SERVICES</u></b>							
71057	<b>Facilities Administration Master Plan</b>					80,000 d	Master plan for relocation of Fire Administration headquarters. (General Fund)
71096	<b>Clovis Explorers/Youth Leadership Facility Improvements</b>			5,000 d 75,000 c			Building improvements for the Clovis PD Explorer/Youth Leadership facility. (General Fund)
71457	<b>Fire Station Security Video Surveillance</b>	25,000 c					Install camera system at all fire facilities. (General Fund)
71075	<b>Fire Station 2 Minnewawa, S/O Shaw Rebuild Fire Station</b>					250,000 d 2,000,000 c 50,000 s	Demolish and rebuild or refurbish fire station to meet new construction standards. (General Fund)
71076	<b>Fire Station 3 Herndon and Villa Remodel Kitchen</b>	10,000 d 25,000 c					Remodel needed for ongoing maintenance and the health and safety of occupants. (General Fund)
71079	<b>Fire Station 4 Armstrong and Gettysburg Remodel Kitchen</b>	15,000 d 45,000 c					Remodel needed for ongoing maintenance and the health and safety of occupants. (General Fund)
71435	<b>Fire Station 6 Southeast Area Leonard/Loma Vista</b>	300,000 a 200,000 d	250,000 d 2,000,000 c	2,250,000 c 100,000 f			Design and construction of a new fire station in the southeast area. (General 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	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
71440	<b>Fire Station 7 Northwest Area</b>			350,000 a		500,000 d 5,000,000 c 100,000 f	Design and construction of a new fire station in the northwest area. Adjacent to a major street. (Developer Fees)
	<b>Downtown Special Event Street Bollards</b>						
71341	Phase I	15,000 d					Install removable bollards at downtown intersections for public safety during downtown events. Phase I: Pollasky from Third to Fifth, Phase II: Pollasky from Fifth to Eighth, Phase III: Remaining parade route. (General Fund)
	Phase II	95,000 c	25,000 d				
	Phase III		165,000 c		35,000 d 500,000 c		
	<b>Fire Logistics Building</b>						
71458	Building Remodel	100,000 c					Remodel logistics building including office, living room, bedrooms and ADA bathrooms. (General Fund)
	<b>Fire / Police Training Site Phase 2</b>						
71434	Continued site improvements, training props & classrooms					150,000 d 2,500,000 c	Continue design and civil improvements for multi-discipline training facility. Includes confined space and trench rescue props, driving course, tower, and pump test pit, security cameras and fiber optics. Construct Classrooms. (General 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	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b>Police/Fire Headquarters</b>							
71437	Security Fencing					5,000 d 55,000 c	Install 2 feet (additional height) of wrought iron fencing to existing police and fire administration yard for security purposes. (General Fund)
71456	Gym Patio Cover		20,000 d 115,000 c				Install permanent cover over the outdoor area next to the gym to expand the exercise area. Approximately 30'x100'. (General Fund)
71459	Reroof Public Safety Facility Phase III	230,000 c					Install new roof covering assembly under existing tile roof. Phase I - Dispatch area, Phase II - North side of facility, Phase III - South side of facility (General Fund)
71431	EV Charging Station	15,000 d 20,000 c					Install a Electrical Vehicle charging station in the parking lot for city vehicles. (General Fund)
	Atrium Water Feature Replacement		10,000 d 20,000 c				Replace water feature located in the atrium with a low maintenance rock wall. (General 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	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
71380	<b>Shooting Range</b>						
	Locate Site					10,000 d	Conduct a feasibility study for a shooting
						250,000 a	range and acquire land. (General 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 Fund)
	<b><u>Villa Yard Reorganization</u></b>						
	<b>Police Storage Facilities</b>					120,000 d	Design and construction of facilities for
						1,200,000 c	impounding and storage of evidence including an area for the Community Service Work Program. (General Fund)
	<b><u>PUBLIC SERVICES AND UTILITIES</u></b>						
71359	<b>Civic Center Expansion</b>						
	Acquire State Facility		250,000 a				Acquisition of State courthouse for office expansion and structural repairs to the building. (General Fund)
	<b>Civic Center Expansion</b>						
	Tenant Improvement to			25,000 d			Tenant Improvement to County Facility to
	County Facility			250,000 c			provide for City use. (General 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	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b>Civic Center Plaza</b>							
71361	Landscape/Irrigation Replacement Phase Approach	15,000 d	10,000 d 75,000 c	10,000 d 75,000 c	10,000 d 75,000 c		Develop master plan, design and install replacement irrigation and landscaping for the Civic Center including the Courthouse, Senior Center, PDS, City Hall and Library. (General Fund)
71362	Bollard Replacement Phase Approach	5,000 d	5,000 d 40,000 c	5,000 d 40,000 c	5,000 d 40,000 c		Remove/replace all existing pedestrian light bollards w/higher density & efficiency for night security. (General Fund)
71392	ADA Improvements Phase Approach	10,000 d	10,000 d 50,000 c	10,000 d 50,000 c	10,000 d 50,000 c	10,000 d 50,000 c	Address ADA compliancy standards in the Civic Center campus. (General Fund)
71363	Tree Planter Rehabilitation Parking Lot				5,000 d 70,000 c		Rehabilitate parking lot tree planters between the library and I.S. building. (General Fund)
<b>Corporation Yard</b>							
	Parking Improvement					1,300,000 a 150,000 d	Improvements to Public Utilities parking facilities. (Sewer, Water, and Refuse Fund)
71417	Yard lighting, safety and security		70,000 c				Improve the lighting for the transit bus area for safety and security purposes. (Proposition 1B funded)
71397	<b>ADA Master Planning</b>	10,000 c	20,000 c	20,000 c	20,000 c	20,000 c	Continue ADA Master Plan compliance and upgrades. (General Fund)

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## GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b>Senior Center</b>							
71419	Parking Lot		5,000 d 45,000 c				Repair Senior Center parking lot area including asphalt, curb, sidewalk and irrigation/landscaping. (General Fund)
71342	Exterior Beam Replacement	15,000 d 150,000 c					Repair and/or replace exterior beams that are in poor condition. (General Fund)
<b>Winery Property</b>							
71530	Property Development	185,000 d					Replace temporary power with a new PG&E service. (General Fund)
<b>Landmark Commons</b>							
71325	Build New Senior Center & Onsite Improvements		5,000,000 c				Build new Senior Center & Construct Civic Center North site improvements. (General Fund)
<b>Landscape Improvements</b>							
	Willow - Shaw to Ashlan & Ashlan - Willow to Winery		35,000 d 315,000 c				Install landscape and irrigation in the median island. (Contingent on CalFire Grant)
<b><u>Park Maintenance</u></b>							
<b>Sierra Bicentennial Park Sunnyside and Sierra</b>							
75031	Accessibility Improvements			5,000 d 70,000 c			ADA Master Plan Improvements. (Contingent on CDBG Grant)

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## GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
	<b>Sierra Bicentennial Park Sunnyside and Sierra</b>						
	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 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 Fund)	
	Parking Lot Lighting					8,000 d Install additional lights to improve security. 30,000 c (Contingent upon a future grant and General Fund)	
	Stadium Lighting					4,000 d Install additional lighting to existing poles to 40,000 c increase visibility on the playing field. (General Fund)	
	<b>Kiwanis Park Tenth and DeWitt</b>						
75540	Irrigation and Lighting					5,000 d Remove and replace irrigation system and 35,000 c install security lighting. (Community Donations)	
	<b>Temperance/Gettysburg</b>						
	Northwest Corner-Greenbelt					15,000 d Remove and replace existing landscape 125,000 c and irrigation of greenbelt. (Contingent Upon Funding)	

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## GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>Fiber Optics/Communications</u></b>							
71408	Citywide Public Safety Fiber Optics System		10,000 d 75,000 c			10,000 d 100,000 c	Installation of fiber and hubs for Public Safety connection throughout the City. (General Fund)
71450	Miscellaneous Fiber Optic Installation	15,000 c	10,000 c	10,000 c	10,000 c	10,000 c	Miscellaneous fiber optic repair and installation. (General Fund)
71401	Fiber Documentation	50,000 c	50,000 c	5,000 c	5,000 c	5,000 c	Develop and implement a fiber labeling and documentation system for new and existing fiber optic lines. (General 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. (Contingent Upon Funding)
	Shaw Avenue - Clovis to Fowler Clovis Avenue - Shaw to Fourth					19,000 d 183,000 c	Current system is limited due to all lines being used, a link is needed to Sierra Vista Mall Camera's for public safety. (Contingent Upon Funding)
<b>TOTAL- GENERAL GOVERNMENT FACILITIES</b>		<u><u>1,550,000</u></u>	<u><u>8,680,000</u></u>	<u><u>3,355,000</u></u>	<u><u>835,000</u></u>	<u><u>19,780,000</u></u>	

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# SEWER CAPITAL PROJECTS - ENTERPRISE FUND

91000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<u>SEWER FACILITY IMPROVEMENTS</u>							
72629	Lift Station #3	10,000 d					Upgrade lift station electrical and controls at the Gettysburg and Phillip Lift Station.
	Upgrade	25,000 c					
<u>STREET LOCATIONS</u>							
72623	Homsy Avenue	10,000 d					Replace 6 inch clay sewer main with 8 inch PVC from manhole 33-50 to manhole 33-52.
	Holland to Ashcroft	80,000 c					
72624	Crescent Avenue	10,000 d					Replace 6 inch clay sewer main with 8 inch PVC from manhole 27-46 to manhole 27-66.
	North of Gettysburg	93,000 c					
72626	San Gabriel Avenue	10,000 d					Replace 6 inch clay sewer main with 8 inch PVC from manhole 29-37 to manhole 30-25.
	East of Willow	50,000 c					
72627	Beverly Avenue	10,000 d					Replace 6 inch clay sewer main with 8 inch PVC from manhole 22-45 to manhole 22-46.
	East of Minnewawa	30,000 c					
72628	Alamos Avenue	5,000 d					Repair base of manhole 38-33 and replace 20 feet of damaged pipe at the inlet and outlet.
	Intersection with Burgan	20,000 c					
TOTAL - SEWER CAPITAL PROJECTS - ENTERPRISE		353,000	0	0	0	0	

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## SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>EXTENSIONS</u></b>							
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.
<b><u>MASTER PLANNING</u></b>							
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 for new General Plan update. (Development & GPA Consultant Fees)
<b><u>SEWAGE TREATMENT - WATER REUSE FACILITY</u></b>							
<b>Sewage Treatment - Water Reuse Facility</b>							
	Phase 2					1,500,000 d 22,000,000 c	Increase plant capacity from 2.84 MGD to 5.68 MGD. (Development Fees)
	Phase 3					2,500,000 d 32,500,000 c	Increase plant capacity from 5.68 MGD to 8.34 MGD. (Development Fees)
<b>Clovis Sewage Treatment - Water Reuse Facility - Offsite Improvements</b>							
73205	Shepherd Pump Station W/Force Main, DeWolf Sewer					1,000,000 d 14,500,000 c	Needed to serve the Northwest area. (Development Fees)

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## SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>RECYCLED WATER SYSTEM IMPROVEMENTS</u></b>							
	<b>Pump Station No. 1</b> Phase 2					100,000 d 700,000 c	Construct pump station at ST-WRF. Upgrade plant capacity. (Development Fees)
73320	<b>Pump Station No. 2</b> Temperance/Sierra					1,500,000 d 8,500,000 c	Construct pump station at Temperance and Sierra Avenues. (Development Fees)
73225	<b>Pump Station No. 3</b> DeWolf/Owens Mountain					40,000 d 285,000 c	Construct pump station at DeWolf Avenue and Owens Mountain Parkway. (Pending Grant Funding)
<b><u>Recycled Water Mains</u></b>							
73370	<b>Sierra Avenue</b> Temperance to Peach					3,000,000 d 18,500,000 c	Install recycled water transmission main in Sierra Avenue. (Development Fees)
73376	<b>Shaw Avenue</b> E/O DeWolf					470,000 c	Install master planned recycled water main with street project. (Development Fees)

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## SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>SEWER SYSTEM IMPROVEMENTS</u></b>							
	<b>Wastewater Pump Station</b> Herndon/Clovis					100,000 d 266,000 c	Partial construction of pump station and related connection to sewer main. (Development Fees)
<b><u>SEWER MAINS</u></b>							
	<b>Nees Avenue</b> 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.
	<b>Heritage Avenue</b> E/O Temperance					15,000 d 180,000 c	Install new 8 inch PVC sewer main and services. (Reimbursement from property owners)
	<b>Enterprise Avenue</b> W/O Locan					15,000 d 180,000 c	Install new 8 inch PVC sewer main and services. (Reimbursement from property owners)
72141	<b>Shaw Avenue</b> E/O DeWolf		300,000 c				Install master planned sewer main with street project. (Development Fees)
72142	<b>Willow Avenue</b> Shepherd to International		900,000 c				Install master planned sewer main with street project. (Development Fees)

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## SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>DEBT SERVICES</u></b>							
67201	<b>Bond Handling Charges</b>	146,300	50,000	50,000	50,000	50,000	Handling Charges.
<b><u>2007 Sewer Revenue Bond</u></b>							
67735	<b>Principal</b>	1,535,000	1,620,000	1,700,000	1,785,000	54,515,000	Debt Service Principal.
67835	<b>Interest</b>	2,805,000	2,731,000	2,648,000	2,565,000	26,180,000	Debt Service Interest.
<b><u>2013 Wastewater Revenue Bonds</u></b>							
67750	<b>Principal</b>	495,000	515,000	535,000	555,000	9,000,000	Debt Service Principal.
67850	<b>Interest</b>	523,000	503,000	482,000	459,000	2,218,000	Debt Service Interest.
<b><u>2015 Wastewater Revenue Bonds</u></b>							
67757	<b>Principal</b>	155,000	160,000	165,000	170,000	20,805,000	Debt Service Principal.
67857	<b>Interest</b>	894,000	890,000	885,000	880,000	8,727,000	Debt Service Interest.
<b>TOTAL - SEWER CAPITAL PROJECTS - DEVELOPER</b>		<b><u>8,298,300</u></b>	<b><u>6,544,000</u></b>	<b><u>6,710,000</u></b>	<b><u>6,539,000</u></b>	<b><u>228,951,000</u></b>	

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## PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
75600	<b>Park Property Acquisition</b>	1,000,000 a	1,000,000 a	1,000,000 a	1,000,000 a	1,000,000 a	Acquire property for the future development of City park sites and trails. (Development Fees)
75015	<b>Misc. Park Improvements</b>	100,000 c	100,000 c	100,000 c	100,000 c	100,000 c	City participation in miscellaneous projects and unforeseen expenses that are development related.
<b><u>COMMUNITY PARKS (15 acres or greater)</u></b>							
<b>Sierra Bicentennial Park</b>							
<b>Sunnyside and Sierra</b>							
	Sports Field Area Modifications					25,000 d 160,000 c	Modification and improvement of existing sports field per Master Plan. (Contingent Upon Funding)
<b>Sierra and Temperance</b>							
	Security Lighting, Landscaping				60,000 d		Continued site grading and installation of turf, trees, irrigation, security lighting, hardscape and structures. (Contingent upon Grant Funding and Community Contributions)
	Irrigation, Hardscape, Structures				500,000 c		
76071	Playlot	50,000 c					Construct playlot with play equipment. (Development Fees)
	Amphitheater				40,000 d 300,000 c		Construct cover over stage. (Contingent upon Grant Funding and FMFCD Participation)

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## PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b>Regional Park Northeast area</b>							
75065	Master Plan			25,000	d		Continue development of master plan for a City of Clovis regional park site. (Development Fees)
	Sports Complex Located within Regional Park					65,000 1,250,000 1,000,000	d Develop facilities, including lighting, for a soccer fields and baseball diamonds. c (Contingent Upon Funding)
<b>Clovis Regional Sports Complex - South</b>							
	Parking lot, Trail Relocation, Sports Fields, Lighting					175,000 4,000,000	d Construction of parking lot, sports fields, c site and field lighting, and realign existing trail at the old winery site. (Contingent upon Grant Funding)
71530	Property Development	35,000	d				One-half of feasibility study for property development. (See General Government Services for other half.) (Development Fees)
<b><u>BASIN PARKS</u></b>							
<b>Basin 1E Ashlan and Gould Canal</b>							
75122	Landscaping and Play Fields				40,000 450,000	d c	Construction of baseball and soccer facilities, irrigation, trees, and turf. (Development Fees and FMFCD Participation)

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## PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b>Basin 1E</b>							
<b>Ashlan and Gould Canal</b>							
75123	Recreation Facilities					17,000 d 114,000 c	Install recreation fields, parking lot ramps. (Development Fees and FMFCD Participation)
75124	Restroom				15,000 d 125,000 c		Construct restroom. (Contingent upon Grant Funding)
75125	Field "Sports" Lighting					25,000 d 208,000 c	Construct sports lighting.(Contingent upon Grant Funding)
<b><u>TRAILS</u></b>							
75591	<b>Trail System Survey</b>	15,000 d	15,000 d	15,000 d	15,000 d	15,000 d	Bike and pedestrian survey and counting data for Clovis trail system. (Measure C Funded)
75592	<b>Trail Counter Display</b>	50,000 d	25,000 d				Install bike and pedestrian counting display on the Clovis trail system. (Measure C Funded)
<b>Clovis Old Town Trail</b>							
71415	Restroom		15,000 d 150,000 c				Construct a handicap unisex restroom adjacent to Fire Station 3 for trail users to alleviate use of Station restrooms. (Contingent on a Clovis Community Foundation Grant and Development Fees)
<b>Dry Creek Trail</b>							
	Willow to Old Town Trail					83,000 d 455,000 a 828,000 c	Complete unfinished portion of trail. (Contingent upon Grant Funding)

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## PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
	<b>Gould Canal Trail</b>						
75580	Fowler to DeWolf					250,000 a	Purchase property for the future development of the Gould Canal Trail. (Development Fees)
	<b>Sierra Gateway Regional Trail</b>						
	Shepherd to DeWolf						
75630	Phase I	20,000 d					Construct paved trail. (ATP Funded)
		850,000 c					
	Phase II				830,000 c		Construct landscaping and lighting. (Contingent upon Grant Funding)
	<b>SR168/Enterprise Canal Pedestrian Bridge</b>						
74980	Phase II - Design & Construction	1,220,000 d		250,000 a			Construct pedestrian bridge over SR168 east of Temperance along the Enterprise Canal Trail. (Contingent upon Funding)
				7,000,000 c			
<b>TOTAL - PARKS</b>		<u><u>3,340,000</u></u>	<u><u>1,305,000</u></u>	<u><u>8,390,000</u></u>	<u><u>3,475,000</u></u>	<u><u>9,770,000</u></u>	

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>REIMBURSEMENTS</u></b>							
74010	<b>Misc. Street Widening</b>	250,000 c	250,000 c	250,000 c	250,000 c	250,000 c	City participation in miscellaneous projects and provisions for unforeseen expenses. (Proposition 111 and Proposition 42 Funded)
<b><u>SURVEYS</u></b>							
74019	<b>Lane Reduction Study</b> Sunnyside Avenue - Herndon to Shaw Avenues Gettysburg Avenue - Willow to Minnewawa Avenues	25,000 d					Prepare studies for the impacts of reducing vehicle lanes for a continuous left turn lane and/or bike lanes. (Proposition 111 Funded)
74007	<b><u>PLAN LINES</u></b>						
	<b>Nees Avenue</b> Temperance to Owens Mountain	40,000 d					Prepare plan lines for Nees, Clovis, and Behymer Avenues. (Proposition 111 Funded)
	<b>Clovis Avenue</b> Shepherd to Copper						
	<b>Behymer Avenue</b> Willow to Sunnyside						
	<b>Copper Avenue</b> Willow to Sunnyside						

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>PREVENTATIVE MAINTENANCE</u></b>							
74020	<b>Slurry Seals and Pavement Rejuvenation</b>	40,000 d 430,000 c	40,000 d 440,000 c	40,000 d 450,000 c	40,000 d 460,000 c	40,000 d 470,000 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)
74561	<b>Trail Pavement Maintenance</b>	10,000 d 50,000 c	10,000 d 50,000 c	10,000 d 50,000 c	10,000 d 50,000 c	10,000 d 50,000 c	Asphalt/sand slurry sealing and pavement rejuvenation of the City Trails. Locations prioritized on a yearly basis using Pavement Management System. (Measure C Funded)
<b><u>BRIDGE AND STREAM CROSSINGS</u></b>							
74529	<b>Leonard/Enterprise Canal</b>		1,000,000 c				Replace and widen bridge section at Leonard and Enterprise Canal. (HBRR Grant)
74559	<b>Bridge Maintenance Plan</b>	5,000 d				5,000 d	Establish Plan for Bridge Maintenance. (HBRR Grant)
<b><u>RESEARCH AND TECHNOLOGY PARK</u></b>							
	<b>Phase 2 Alluvial, E/O Armstrong</b>					372,000 a 25,000 d 3,082,000 c	Westerly extension of Phase 1 improvements along Alluvial Avenue, including Armstrong Avenue. (Street Fee Reimbursement)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>PEDESTRIAN / BICYCLE FACILITIES</u></b>							
74110	<b>Bicycle and Pedestrian Facilities</b>	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	<b>Misc. Concrete Improvements</b>	10,000 d 100,000 c	10,000 d 100,000 c	10,000 d 100,000 c	10,000 d 100,000 c	10,000 d 100,000 c	Curb, gutter, sidewalk improvements and repairs at various locations. Includes ADA compliance. (Proposition 111 Funded)
74211	<b>ADA Survey</b>	50,000 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	<b>Misc. Wheelchair Ramps</b> Various Locations	130,000 c	250,000 c	250,000 c	250,000 c	250,000 c	Install wheelchair accessible (ADA) ramps at various locations. (CDBG & Measure C ADA Funding)
74016	<b>ADA Transit</b> Various Locations			15,000 d 95,000 c			Improve existing Bus Stop locations to meet ADA compliance. (LCTOP Funded)
71461	<b>Clovis Avenue Streetscape</b> Downtown Area	80,000 d 920,000 c					Reconstruct streetscape on Clovis south of Third and on Third east of Clovis. (Caltrans 168 Relinquishment Fund)
74106	<b>Herndon/Temperance</b> Intersection Bike Lanes	11,000 d 32,000 c					Bike lane striping improvements at the intersection of Herndon and Temperance (CMAQ Grant Funded)
74216	<b>Peach Avenue Sidewalk</b> Vartikian to Palo Alto	70,000 a 330,000 c					Construct sidewalk access on Peach Avenue from Vartikian to Palo Alto. (CMAQ Grant Funded)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<u>PEDESTRIAN / BICYCLE FACILITIES</u>							
74107	<b>Sunnyside Avenue Bike Lane</b>	16,000	d				Bike lane striping on Sunnyside Avenue from Alluvial to south of SR168 (CMAQ Grant Funded)
	Alluvial to SR168	10,000	a				
		102,000	c				
	<b>Santa Ana Sidewalk Repair</b>		15,000	d			Replace sidewalk for ADA compliance and accessibility concerns. (Contingent on CDBG funding)
	Peach to Villa		75,000	c			
	<b>Villa Avenue Sidewalk Repair</b>			20,000	d		Replace sidewalk for ADA compliance and accessibility concerns. (Contingent on CDBG funding)
	Gettysburg to Santa Ana			90,000	c		
<u>LANDSCAPING IMPROVEMENTS</u>							
74023	<b>LMD Landscape Improvements</b>						Modify soil and re-landscape to improve the current median and outside travel lane areas. (LMD Funded)
	Sunnyside - Fwy 168 to Alluvial					5,000	
	Alluvial - Clovis to Sunnyside					75,000	
74866	<b>Landscape Maintenance District - Area 2</b>						Evaluate existing landscaping, design and install new landscaping and irrigation. (General Government Services Fund and LMD Reserves)
	Fowler Landscaping					19,000	
	Gettysburg to Ashlan					188,000	
74024	<b>Shaw Avenue Improvements</b>						Modify soil and re-landscape to improve the current median and outside travel lane areas. (LMD Funded)
	Willow - Clovis					25,000	
						115,000	
74564	<b>LMD - Benefit Zone 1 &amp; 3</b>						Remove and replace existing landscape and irrigation. (LMD Reserves)
	Clovis Center Median					5,000	
	Sierra to Herndon					75,000	

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>TRAFFIC SIGNAL/INTERSECTION IMPROVEMENTS</u></b>							
74588	<b>Owens Mountain/Temperance</b> Roundabout	64,000 a 1,250,000 c					Construct Roundabout. (CMAQ)
74547	<b>Shepherd/Minnewawa</b> Traffic Signal	430,000 c					Install traffic signal. (CMAQ)
74839	<b>Clovis/Seventh Street</b> Intersection Improvements		59,000 d 430,000 c				Install traffic signal. (Contingent upon Funding)
	<b>Peach/Herndon Quad Intersection</b>				250,000 c		Completion of improvements to facilitate the quadrant intersection design and operation.
	<b>Willow/Herndon Quad Intersection</b>				750,000 c		Completion of improvements to facilitate the quadrant intersection design and operation.
74372	<b>Ashlan/DeWolf</b> Traffic Signal	60,000 c					Relocate the northwest curb return of the signal. In conjunction with development.
<b><u>RECONSTRUCTION AND WIDENING PROJECTS</u></b>							
74215	<b>Miscellaneous Repairs</b>	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)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>Alley Improvements</u></b>							
74061	<b>North of Ashlan</b>	15,000 d					Alley reconstruction.
	Helm to 130' east of Terry	100,000 c					(Contingent on CDBG funding)
	<b>Gettysburg/Norwich</b>		15,000 d				Alley reconstruction.
	Villa to Gettysburg		117,000 c				(Contingent on CDBG funding)
	<b>Minnewawa/Cherry Lane</b>		15,000 d				Alley reconstruction.
	Eigh to Ninth		50,000 c				(Contingent on CDBG funding)
<b><u>Armstrong Avenue Improvements</u></b>							
	<b>Ashlan to Gould Canal</b>					13,000 d	Overlay street.
						125,000 c	(Contingent upon Funding)
	<b>Shaw to Barstow</b>					50,000	Overlay street.
						600,000	(Contingent upon Funding)
74521	<b>Barstow to Bullard</b>	50,000 d					Reconstruct street.
			683,000 c				(RSTP Grant Funded)
	<b>Polson to Sierra</b>				22,000		d Reconstruct street.
					108,000		c (Contingent upon Funding)
	<b>Tollhouse to Herndon</b>			13,000 d			Overlay street.
				125,000 c			(Contingent upon Funding)
	<b>Herndon to Alluvial</b>				45,000		d Reconstruct/overlay street.
					415,000		c (Contingent upon Funding)
	<b>Alluvial to Nees</b>			30,000 d			Overlay street.
				300,000 c			(Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>Ashlan Avenue Improvements</u></b>							
74554	Willow to Peach					35,000 d Overlay street. 375,000 c (Contingent upon Funding)	
	Temperance to Locan					43,000 d Overlay street. 425,000 c (Contingent upon Funding)	
<b><u>Barstow Avenue Improvements</u></b>							
	Minnewawa to Harvard				13,000 d 125,000 c	Overlay street. (Contingent upon Funding)	
	Helm Canal E/O Peach					86,000 d Remove constriction at the Dry Creek 440,000 c crossing and the hump at the Helm Canal crossing. Coordinate with sewer project. (Contingent upon Funding)	
<b><u>Bullard Avenue Improvements</u></b>							
	Armstrong to Temperance				15,000 d 150,000 c	Overlay street. (Contingent upon Funding)	
	Villa to Minnewawa					33,000 d Overlay street. 325,000 c (Contingent upon Funding)	
74151	Minnewawa to DeWitt	25,000 d					Restripe and modify the connection to the couplet. (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>Clovis Avenue Improvements</u></b>							
	Nees to El Paso			18,000 d			Overlay street.
				165,000 c			(Contingent upon Funding)
	Alluvial to Cromwell			30,000 d			Overlay street.
				300,000 c			(Contingent upon Funding)
<b><u>Escalon Avenue Improvements</u></b>							
	E/O Tollhouse					10,000 d	Overlay street.
						87,000 c	(Contingent upon Funding)
<b><u>Fifth Street Improvements</u></b>							
	Woodworth to Clovis					15,000 d	Overlay street.
						120,000 c	(Contingent upon Funding)
<b><u>Fowler Avenue Improvements</u></b>							
74929	Herndon to Tollhouse						Reconstruct/overlay street.
		590,000 c					(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			Overlay street.
				77,000 c			(Contingent upon Funding)
	Barstow to Shaw		35,000 d				Overlay street. (Measure C Pass-through
			350,000 c				Flexible Funded)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>Gettysburg Avenue Improvements</u></b>							
	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)	
<b><u>Herndon Avenue Improvements</u></b>							
	Fowler to Tollhouse				25,000 d 295,000 c	Thick overlay. (Contingent upon Funding)	
74184	Temperance to DeWolf	4,250,000 a	6,875,000 c				Widen, install dual lefts, traffic signal, sidewalk and other improvements. (Regional Measure C Funded)
<b><u>Locan Avenue Improvements</u></b>							
	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 Overlay street. 200,000 c (Contingent upon Funding)	
74873	Gettysburg to Richert					25,000 d Thin overlay. 187,000 c (Contingent upon Funding)	

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>Minnewawa Avenue Improvements</u></b>							
74059	Alluvial to Herndon	150,000 d	330,000 a 1,711,000 c				Reconstruct and Widening. (RSTP Grant Funded)
	S/O Herndon				8,000 d 42,000 c		Reconstruct street. (Contingent upon Funding)
	Powers to Teague		15,000 d 120,000 c				Thick overlay. (Contingent upon Funding)
	Nees to Teague				40,000 d 365,000 c		Overlay street. (Contingent upon Funding)
	Barstow to Bullard					35,000 d 275,000 c	Thin overlay. (Contingent upon Funding)
<b><u>Nees Avenue Improvements</u></b>							
	Magnolia to Temperance				15,000 d 120,000 c		Thin overlay. (Contingent upon Funding)
74508	Minnewawa to Clovis	120,000 d	427,000 a 1,414,000 c				Reconstruction and Widening (RSTP Grant Funded)
74509	Temperance to Locan	120,000 d	500,000 a 1,750,000 c				Street Widening. (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>Owens Mountain Parkway Improvements</u></b>							
74589	East of Temperance to east of Enterprise Canal	1,450,000	c				Street construction and widening. (RSTP Grant Funded)
<b><u>Peach Avenue Improvements</u></b>							
74741	Vartikian to Polson	212,000	c				Street reconstruction and widening. (RSTP Grant)
	HWY 168 to Sierra				50,000 d 409,000 c		Street reconstruction and widening, curb and gutter, wheelchair ramp, and paving. (Street Fee Reimbursement)
	Shepherd to Powers		10,000 d 95,000 c				Thin overlay. (Contingent upon Funding)
	Powers to Teague		13,000 d 116,000 c				Thin overlay. (Contingent upon Funding)
74729	Ashlan to Dakota				18,000 d 175,000 c		Overlay east side of street. (Contingent upon Funding)
<b><u>Pollasky Avenue Improvements</u></b>							
	Third to Sierra					19,000 d 161,000 c	Overlay street. Coordinate with water main construction. (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>Shaw Avenue Improvements</u></b>							
	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 Pass-through Flexible 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)
74057	DeWolf to McCall						Construct 6-lane divided expressway, traffic signal, curb and gutter, and other improvements. (Regional Measure C Funded)
		13,500,000 c					
<b><u>Sierra Avenue Improvements</u></b>							
	Villa to Clovis				30,000 d 342,000 c		Thin overlay. (Contingent upon Funding)
<b><u>Sunnyside Avenue Improvements</u></b>							
	Highway 168 to Alluvial					15,000 d 159,000 c	Reconstruct street. (Contingent upon Funding)
	Bullard to Jefferson				18,000 d 232,000 c		Thick overlay. (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>Temperance Avenue Improvements</u></b>							
74511	Barstow to Shaw	50,000 d	665,000 c				Overlay street. (RSTP Grant Funded)
	Bullard to Barstow		48,000 d 475,000 c				Overlay street. (Contingent upon Funding)
<b><u>Third Street Improvements</u></b>							
74286	Hughes to Tollhouse					25,000 d 400,000 c	Replace curb & gutter. Coordinate with installation of water main. (Contingent upon Funding)
<b><u>Tollhouse Improvements</u></b>							
	Herndon to Temperance					13,000 d 138,000 c	Thick overlay. (Contingent upon Funding)
<b><u>Villa Avenue Improvements</u></b>							
	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		50,000 d 400,000 c				Reconstruct/overlay street. (Measure C Pass-through Flexible Funds)
	Gettysburg to Swift					18,000 d 145,000 c	Reconstruct street. (Contingent upon Funding)

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## STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>Willow Avenue Improvements</u></b>							
	Sierra to Herndon					28,000 d Thin overlay. 267,000 c (Contingent upon Funding)	
74566	Shepherd to Copper						Construct additional northbound lanes, traffic signal, and other improvements. (Regional Measure C Funded)
		7,800,000 c					
<b><u>Local Streets</u></b>							
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						
74567	ADA Ramps for Local Street Improvements	25,000 d 250,000 c	25,000 d 250,000 c	25,000 d 250,000 c	25,000 d 250,000 c	25,000 d 250,000 c	Improve access ramps at the same locations as the local street Improvement project to satisfy ADA requirements.
<b>TOTAL - STREET IMPROVEMENTS</b>		<b>34,152,000</b>	<b>20,263,000</b>	<b>4,459,000</b>	<b>5,699,000</b>	<b>14,715,000</b>	

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## WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
76010	<b>Various Water Main Replacement</b>	25,000	25,000	25,000	25,000	25,000	Replace water mains within the City that need to be upsized, relocated, or replaced.
	<b><u>WATER MAINS</u></b>						
	<b>Clovis Avenue</b> Gettysburg to Donner			30,000 d 85,000 c			Install 12 inch main in accordance with the Water Master Plan.
76509	<b>Sierra Avenue</b> DeWitt to SR168	140,000 c					Replace 12 inch main in the current alignment.
77240	<b>Well 1</b> Water Main	35,000 c					Replace 6" water main through well site 1.
	<b><u>SURFACE WATER SUPPLY</u></b>						
	<b>Rotary Park</b> 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	<b>Railroad Park (Peach/Alluvial)</b> Pump, Motor, Electrical and Piping					30,000 d 350,000 c	Extend purple piping from Cottonwood to Peach/Alluvial Park.
	<b>Cottonwood Park &amp; Dry Creek Trail</b> 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.

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## WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>WELL SITE IMPROVEMENTS</u></b>							
77571	<b>Well 12 - Gettysburg/Larkin</b>	65,000 d					Install GAC facilities.
	GAC	525,000 c					(DBCP Settlement Fund)
77572	<b>Well 14 - Peach N/O Sierra</b>		45,000 d				Install GAC facilities.
	GAC		550,000 c				(DBCP Settlement Fund)
77573	<b>Well 18 - Clovis/Sussex Way</b>	75,000 d					Install GAC facilities.
	GAC	675,000 c					(DBCP Settlement Fund)
77516	<b>Well Panel Upgrades</b>						Upgrade electrical panels at well sites due
	Wells 22,4AA & 17	140,000 c					to deterioration of well functionality.
	Wells 8A, 21, <u>23</u> , 25	30,000 d					Upgrade electrical panels at well sites due
		270,000 c					to deterioration of well functionality.
<b><u>WELL REPLACEMENT</u></b>							
77650	<b>Well 6 Replacement</b>						
	<b>Willow/Barstow Avenues</b>						
	Drill and Develop				50,000 a		
					25,000 d		Acquire property, drill and develop well.
					400,000 c		
	Pump and Motor				25,000 d		Install pump and motor.
					300,000 c		
	Chlorination Facilities				13,500 d		Install chlorination facilities.
					60,000 c		

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# WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
77351	<b>Well 11 Replacement</b>						
	<b>Fowler/Barstow Avenues</b>						
	Pump and Motor	25,000 d					Install pump and motor.
		300,000 c					
	Chlorination Facilities	13,500 d					Install chlorination facilities.
		60,000 c					
	<b>Various Well Replacement</b>					45,000 d	Replacement of various wells within the City
						730,000 c	to maintain water production.
	<b>Well T9</b>						
	<b>Gettysburg/Minnewawa</b>						
	Drill and Develop			50,000 a			
				25,000 d			Acquire property, drill and develop well.
				350,000 c			
	Pump and Motor			25,000 d			Install pump and motor.
				300,000 c			
	Chlorination Facilities			13,500 d			Install chlorination facilities.
				60,000 c			
	<b>Various Well Replacement</b>					45,000 d	Replacement of various wells within the City
						730,000 c	to maintain water production.
<b>TOTAL - WATER CAPITAL PROJECTS - ENTERPRISE</b>		<u>2,378,500</u>	<u>620,000</u>	<u>963,500</u>	<u>898,500</u>	<u>2,455,000</u>	

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## WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>EXTENSIONS</u></b>							
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.
<b><u>WATER STORAGE FACILITIES</u></b>							
<b>2013 Water Revenue Bond Debt Service</b>							
67751	Principal	1,825,000	1,890,000	1,965,000	2,050,000	17,555,000	Debt Service Principal.
67201	Bond Handling Charges	45,600	10,000	10,000	10,000	10,000	Handling Charges
67851	Interest & Handling Charges	1,186,000	1,113,000	1,038,000	959,000	3,529,000	Debt Service Interest.
<b>Water Storage Reservoir #2</b>							
	Villa N/O Barstow					25,000 d 450,000 c	Install a 500 GPM pump station to boost water pressure during peak hour demands. Install 18 inch water main in Villa to Bullard Avenue per Water Master Plan.
77725	Water Development	500,000 c	500,000 c	300,000			Secure water to serve areas within the City of Clovis General Plan.
<b><u>SURFACE WATER TREATMENT PLANT IMPROVEMENTS</u></b>							
77531	SWTP Process Addition		25,000 d	25,000 d	25,000 d	1,975,000 c	Add treatment process to alleviate taste and odor concerns based on pilot testing.

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## WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>SURFACE WATER TREATMENT PLANT IMPROVEMENTS</u></b>							
77538	<b>Nees Transmission Main</b> Locan to DeWolf	200,000 c	200,000 c				Install 24 inch main from Locan to Harlan Ranch. Reimbursement in accordance with the approved Reimbursable Agreement. Remaining reimbursement is \$400,000.
	<b>SWTP Expansion</b>					100,000 d	Expand capacity of plant from 22.5 MGD to 37.5 MGD. Project need established in the Urban Water Management Plan.
					15,000,000 c		
77534	<b>Water Facility</b> Near the Enterprise Canal	2,600,000 a					Purchase future site for development of either SWTP or Recharge
<b><u>WELL IMPROVEMENTS</u></b>							
77605	<b>Landscape Improvements</b> 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	<b>Well 34 - Teague/Willow</b> Auxiliary Power	85,000 c					Install auxiliary power.
77670	<b>Well 36 - Nees E/O Willow</b> Auxiliary Power					75,000 c	Install auxiliary power.

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## WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>WELL IMPROVEMENTS</u></b>							
77600	<b>Well 35 - DeWitt/Santa Ana</b>						
	Drill and Develop	40,000 a					Drill and develop well.
		35,000 d					
		300,000 c					
	Pump and Motor		15,000 d				Install pump and motor, water main and site improvements.
			285,000 c				
	Chlorination		13,500 d				Install chlorination facilities.
			60,000 c				
	Auxiliary Power		15,400 d				Install auxiliary power.
			122,400 c				
77680	<b>Well 39 - Willow/Magill</b>						
	Pump and Motor			35,000 d			Install pump and motor, water main and site improvements.
				285,000 c			
	Chlorination			13,500 d			Install chlorination facilities.
				60,000 c			
	<b>Southeast Area Well</b>						
	Drill and Develop					7,500 d	Drill and develop well.
						125,000 c	
	Pump and Motor					15,000 d	Install pump and motor, water main and site improvements.
						285,000 c	
	Chlorination					13,500 d	Install chlorination facilities.
						60,000 c	

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## WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>WELL IMPROVEMENTS</u></b>							
	<b>Well at Armstrong/Hwy 168</b>						
	Drill and Develop					7,500 d	Drill and develop well.
						125,000 c	
	Pump and Motor					15,000 d	Install pump and motor, water main and site
						285,000 c	improvements.
	Chlorination Facilities					13,500 d	Install chlorination facilities.
						60,000 c	
<b><u>WATER MAINS</u></b>							
77750	<b>Water Intertie - North</b>	25,000 d					Install a 24 inch water main and flow meter
	Willow - Shepherd to	400,000 c					and tie into City of Fresno's water system to
	Behymer						increase the security and reliability of the
							water supply with Street Project.
	<b>Barstow Avenue</b>					8,000 d	Upgrade to 12 inch main including valves in
	Peach to Minnewawa					125,000 c	accordance with the Water Master Plan.
76635	<b>Villa Avenue</b>					7,500 d	Install 12 inch main in accordance with the
	Barstow to Ninth					75,000 c	Water Master Plan.
	<b>Heritage Avenue</b>					15,000 d	Install 8 inch water main and services.
	E/O Temperance					160,000 c	(Reimbursement from property owners)
	<b>Enterprise Avenue</b>					15,000 d	Install 8 inch water main and services.
	W/O Locan					160,000 c	(Reimbursement from property owners)

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## WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
<b><u>WATER MAINS</u></b>							
	<b>Saginaw Avenue</b> W/O DeWolf					15,000 d 159,000 c	Install 8 inch water main and services. (Reimbursement from property owners)
77539	<b>Shaw Avenue</b> E/O DeWolf	830,000 c					Install master planned water main with street widening project.
77541	<b>Willow Avenue</b> Shepherd to International	450,000 c					Install master planned water main with street widening project.
77090	<b>Various Well Site Development</b>						
	1. Test Hole	20,000 d 40,000 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.
<b>TOTAL - WATER CAPITAL PROJECTS - DEVELOPER</b>		<b>8,631,600</b>	<b>4,349,300</b>	<b>3,831,500</b>	<b>3,144,000</b>	<b>41,621,800</b>	

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 SANITATION IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
81130	<b>Clovis Landfill</b> 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)
81180	<b>Landfill Wireless Link</b>					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	<b>Landfill Site Acquisition</b>					20,000 a	Purchase remnant parcel to avoid private development in close proximity to vicinity of landfill. (Refuse Enterprise Fund)
	<b>Landfill Access Road</b> 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)
	<b>Landfill Security System</b> Install Chain Link Fence, Interior Lighting and Video					15,000 d 185,000 c	Install chain link fence, interior lighting and video to prevent unauthorized entry and protect equipment and facilities from vandalism. (Refuse Enterprise Fund)

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 SANITATION IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
81205	<b>Landfill Transfer Station</b> Green Waste					50,000 d 250,000 c	Acquire land and build green waste transfer station. (Refuse Enterprise Fund)
81200	<b>Villa Corporation Yard</b> Master Plan					5,000 d 80,000 c	Develop short and long range Master Plans for the ongoing use of the corporation yard and make grading and drainage improvements. (Refuse Enterprise Fund)
81147	<b>Clovis Landfill Liner</b> Liner System (Stage II)					300,000 d 3,000,000 c	Landfill expansion as needed for City growth. Expansion estimated to occur in 2025 - 2026. (Refuse Enterprise Funds)
	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)
	<b>Clovis Landfill Closure</b>					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)
	<b>Clovis Landfill Post Closure</b>					3,000,000 c	30-year post closure monitoring and maintenance. Estimate post closure to occur in 2050. (Landfill Closure/Post Closure Reserve)
<b>TOTAL - REFUSE</b>		<u>0</u>	<u>0</u>	<u>75,000</u>	<u>0</u>	<u>15,680,000</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.

## HOUSING & COMMUNITY DEVELOPMENT

42750/49210 ACCT	PROJECT LOCATION	2017-18	2018-19	2019-20	2020-21	2021-22 or Later	DESCRIPTION
80100	Home Repair Loans/Grants	631,000 c	80,000	80,000	80,000	80,000	Agency participation in the repair and rehabilitation of affordable housing. Replace substandard mobile homes for low income senior citizens in the mobile home parks. (CalHome)
80101	First Time Home Buyer Loans	650,000 c	100,000	100,000	100,000	100,000	Assist low/mod income families with first home purchase. (CAHCD HOME Grant & HOME Recap)
80105	Home Improvement Grants	285,000 c	150,000	150,000	150,000	150,000	Home improvement and repair grants. (CDBG)
80170	Affordable Housing Project	976,000 c	150,000	150,000	150,000	150,000	Gap financing for development of affordable housing. (RDA Funding)
<b>TOTAL - HOUSING AND COMMUNITY DEVELOPMENT</b>		<u><u>2,542,000</u></u>	<u><u>480,000</u></u>	<u><u>480,000</u></u>	<u><u>480,000</u></u>	<u><u>480,000</u></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	CHIP	Clovis Housing Improvement Program
c	Construction	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.
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		
n/o	North of	Fibar	Processed wood fibers blended together to form a firm, stable, and cushioned surface used for playground surfaces
s/o	South of		
e/o	East of	FID	Fresno Irrigation District
w/o	West of	FMFCD	Fresno Metropolitan Flood Control District
		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
ATP	Active Transportation Plan	Hardscape	Landscaping such as patios, sidewalks, and paths
BTA	Bicycle Transportation Account	HSIP	Highway Safety Improvement Program
CalHome	A program to enable low and very-low income households to become or remain homeowners.	HBRR	Highway Bridge Rehabilitation and Repair. A federal funding source for repair and replacement of bridges.
CDBG	Community Development Block Grant. A source of federal funding for improvements in low income or blighted areas.	HOPE	Housing Opportunities through Education
CIP	Community Investment Program	LCTOP	Low Carbon Transit Operations Program. A state source of funding under Senate Bill 862 to provide operating and capital assistance for transit agencies.

## COMMUNITY INVESTMENT PROGRAM

### GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS, CONTINUED

LMD	Landscape Maintenance District	RDA	Redevelopment Agency
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.	R&T Park	Research and Technology Park
		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.	RSTP	Regional Surface Transportation Program
MH	Manhole	STP	Surface Transportation Program. A federal source of funding under "SAFETEA-LU" for street construction and reconstruction activities.
MCC	Motor Control Center	Streetscape	The visual elements of a street that defines its character, such as building façade, landscaping, sidewalks, street furniture, signs, lighting, etc.
MGD	Million Gallons per Day	ST-WRF	Sewage Treatment and Water Reuse Facility
NFPA	National Fire Protection Association	TCP	1,2,3-Trichloropropane is an exclusively man-made chlorinated hydrocarbon commonly used as an industrial solvent, cleaner, degreaser, and in two commonly used soil fumigants used in California to manage nematodes. Contamination of TCP occurred in drinking water wells and is on the State of California's list of chemicals known to cause cancer.
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.		



## APPENDIX

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



A current aerial view of Old Town Clovis and an aerial view from 1939. The City has grown to over 110,000 residents, but still maintains its small-town charm.

# OFFICIALS

## CLOVIS CITY COUNCIL

The City Council meets regularly on 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.

Bob Whalen, Mayor  
[bobw@cityofclovis.com](mailto:bobw@cityofclovis.com)

Drew Bessinger, Mayor Pro Tem  
[drewb@cityofclovis.com](mailto:drewb@cityofclovis.com)

Lynne Ashbeck, Council Member  
[lynnea@cityofclovis.com](mailto:lynnea@cityofclovis.com)

Vong Mouanoutoua, Council Member  
[vongm@cityofclovis.com](mailto:vongm@cityofclovis.com)

Jose Flores, Council Member  
[josef@cityofclovis.com](mailto:josef@cityofclovis.com)

## FRESNO COUNTY BOARD OF SUPERVISORS

Nathan Magsig, Supervisor  
Room 300, Hall of Records  
2281 Tulare Street  
Fresno, CA 93721-2198  
(559) 600-3529

Andreas Borgeas, Supervisor  
Room 300, Hall of Records  
2281 Tulare Street  
Fresno, CA 93721-2198  
(559) 600-3529

## STATE

### ASSEMBLY MEMBER

Jim Patterson  
6245 N. Fresno St., Ste. 106  
Fresno, CA 93710  
(559) 446-2029

### SENATOR

Tom Berryhill  
6215 N. Fresno St., Ste. 104  
Fresno, CA 93710  
(559) 253-7122

## UNITED STATES

### REPRESENTATIVE

Devin Nunes  
264 Clovis Avenue, Ste. 206  
Clovis, CA 93612  
(559) 323-5235

### SENATORS

Kamala Harris  
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	Personnel Job Line	324-2733
City Hall Information	324-2000	Utility Billing	324-2130
Clovis Branch Library	299-9531		

## CITY OF CLOVIS DEPARTMENTS (Area Code 559)

Administration	324-2060	General Services	324-2767
Animal Control Officer	324-2450	Water/Sewer/Streets/Parks	324-2600
Building Inspection	324-2390	Personnel	324-2725
City Clerk	324-2072	Planning/Development Services	324-2340
Clovis of Clovis Recreation	324-2780	Police (Non-Emergency)	324-2400
Finance	324-2130	Senior Services	324-2750
Fire	324-2200	Solid Waste	324-2604



# MISCELLANEOUS DEMOGRAPHIC INFORMATION

POPULATION	Year		City of Clovis		Fresno County	
	Year	City of Clovis	Fresno County	Year	City of Clovis	Fresno County
	1950	2,766	276,550	2008	94,278	931,098
	1960	5,546	365,945	2009	95,128	942,298
	1970	22,133	413,329	2010	95,480	923,373
	1980	33,021	514,621	2011	96,848	940,220
	1990	49,300	667,490	2012	98,377	938,467
	2000	70,746	805,005	2013	99,983	952,166
	2004	80,884	862,642	2014	102,188	964,040
	2005	86,015	883,537	2015	104,339	972,297
	2006	89,924	899,514	2016	108,039	984,541
	2007	92,269	917,515	2017	110,762	995,975

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

## CLIMATE

	2016 Average Daily Temperature (Degrees)			Precip. (Inches)
	Maximum	Minimum	Average	
January	63.0	29.0	50.0	4.42
February	78.0	33.0	55.5	0.33
March	79.0	40.0	58.7	2.93
April	90.0	46.0	65.3	1.06
May	98.0	50.0	71.3	0.29
June	107.0	53.0	80.9	0.06
July	109.0	61.0	84.0	0.00
August	107.0	61.0	82.5	0.00
September	104.0	52.0	76.1	0.00
October	92.0	48.0	66.4	0.67
November	84.0	36.0	57.6	1.38
December	67.0	30.0	47.1	2.51
YEAR	109.0	29.0	69.0	13.65

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

## AREA (SQUARE MILES)

Year	City of Clovis	Year	City of Clovis
1950	1.05	2007	22.77
1960	2.88	2008	23.14
1970	4.22	2009	23.14
1980	9.02	2010	23.14
1990	14.34	2011	23.14
2000	17.28	2012	23.14
2003	18.60	2013	23.42
2004	19.20	2014	24.02
2005	19.75	2015	24.15
2006	20.66	2016	24.36

Source: City of Clovis

# RETAIL SALES INFORMATION

<b>2015</b>	<u>Type of Business</u>	<u>City of Clovis</u>	<u>Fresno County</u>
<b>RETAIL SALES</b> <i>(In Thousands of Dollars)</i>	Motor Vehicle and Parts	388,003	2,109,952
	Home Furnishings and Appliances	53,678	485,767
	Building Materials, Equipment and Supplies	136,614	835,779
	Food and Beverage	80,177	618,901
	Gasoline Stations	110,345	1,104,257
	Clothing and Clothing Accessories	86,238	583,357
	General Merchandise	321,582	1,309,870
	Food Services and Drinking Places	196,375	1,254,679
	Other Retail Group	127,008	945,052
	Retail Stores Total	1,500,020	9,247,614
	All Other Outlets	175,107	4,833,186
	<b>TOTAL ALL OUTLETS</b>	<b>1,675,127</b>	<b>14,080,800</b>

Source: State Board of Equalization - [www.boe.ca.gov/news/tsalescont.htm](http://www.boe.ca.gov/news/tsalescont.htm)

<b>ANNUAL</b>	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>
<b>TAXABLE</b> <b>SALES</b> <i>(In Thousands of Dollars)</i>	1970	25,012	883,810	2007	1,376,902	12,308,257
	1980	165,377	3,131,515	2008	1,284,915	11,729,171
	1990	448,565	5,739,359	2009	1,158,887	9,966,448
	2000	930,608	8,472,055	2010	1,201,964	10,154,265
	2002	1,039,125	9,038,725	2011	1,278,684	11,179,478
	2003	1,089,523	9,742,637	2012	1,373,070	12,020,630
	2004	1,228,225	10,424,959	2013	1,509,721	12,618,111
	2005	1,333,463	11,888,436	2014	1,582,858	13,277,800
	2006	1,434,872	12,560,649	2015	1,675,127	14,080,800

Source: State Board of Equalization



# MISCELLANEOUS BUILDING INFORMATION

<b>DWELLING UNITS</b>	<u>Year</u>	<u>City of Clovis</u>	<u>Year</u>	<u>City of Clovis</u>
	1970	4,347	2007	34,256
	1980	13,357	2008	34,780
	1989	18,585	2009	35,227
	1990	19,379	2010	35,701
	2000	25,494	2011	36,131
	2002	27,404	2012	36,609
	2003	29,001	2013	37,170
	2004	31,003	2014	37,905
	2005	32,282	2015	38,929
	2006	33,538	2016	39,638

Source: City of Clovis, County of Fresno

<b>NEW DWELLING UNITS AUTHORIZED</b>	<u>Year</u>	<u>City of Clovis</u>		<u>Total</u>
	2000	<u>Single</u>	<u>Multiple</u>	
		386	0	386
	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
	2012	378	100	478
	2013	501	60	561
	2014	703	32	735
	2015	815	209	1024
	2016	709	0	709

Source: City of Clovis

<b>BUILDING PERMITS --- VALUATIONS</b>	<u>Year</u>	<u>City of Clovis</u>
	2000	\$ 116,031,000
	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
	2012	155,097,000
	2013	196,675,000
	2014	315,967,000
	2015	323,641,000
	2016	311,769,000

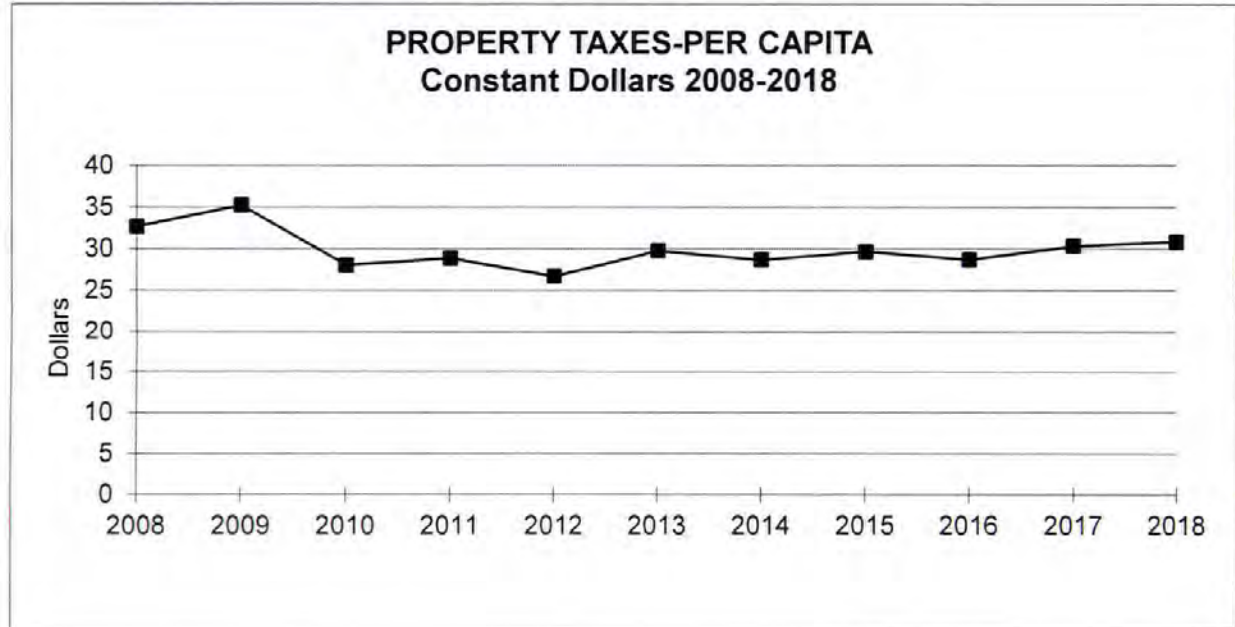
Source: City of Clovis

# 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>
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	9,230,690	17.15%	93.61	26.67
2012-13	10,671,135	20.39%	106.73	29.73
2013-14	10,631,129	19.03%	104.04	28.66
2014-15	11,322,526	19.14%	108.52	29.65
2015-16	11,649,631	18.88%	107.83	28.68
2016-17 (EST)	12,962,000	20.04%	117.37	30.33
2017-18 (EST)	13,466,000	20.88%	119.34	30.84



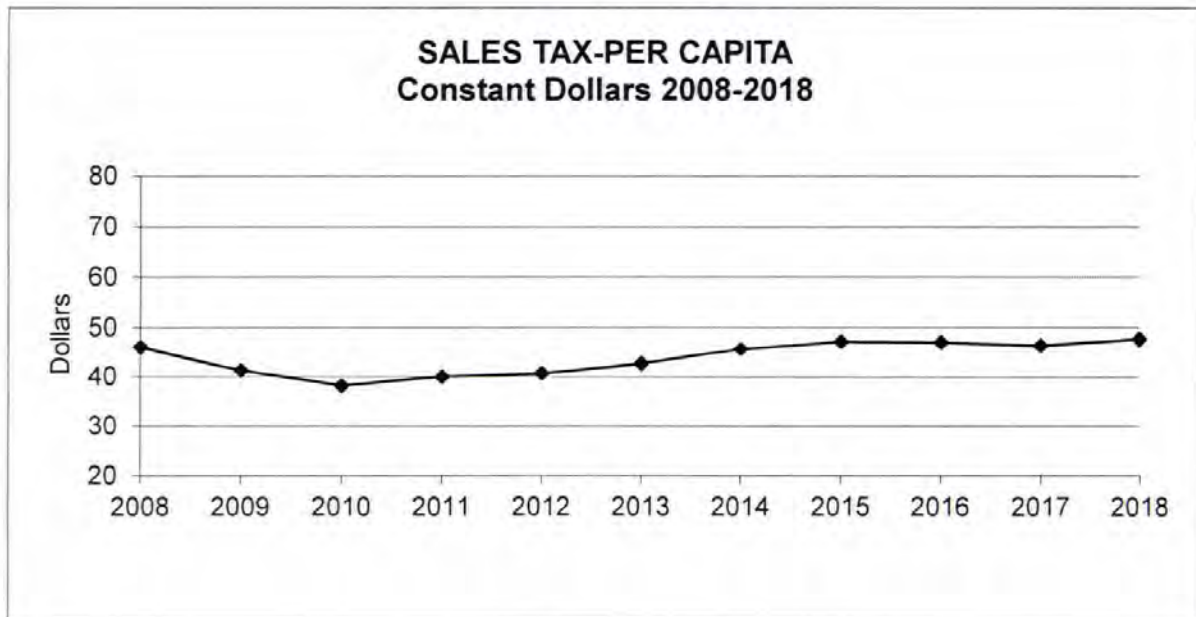


# REVENUE BY CATEGORY

## GENERAL FUND

### SALES TAX

	<u>AMOUNT RECEIVED</u>	<u>% OF TOTAL REVENUE</u>	<u>PER CAPITA</u>	<u>PER CAPITA (ADJUSTED FOR INFLATION)</u>
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	14,076,648	26.15%	142.75	40.67
2012-13	15,284,968	29.20%	152.88	42.58
2013-14	16,916,616	30.28%	165.54	45.60
2014-15	18,037,580	30.49%	172.87	47.23
2015-16	19,119,633	30.99%	176.97	47.07
2016-17 (EST)	19,851,000	30.69%	179.75	46.45
2017-18 (EST)	20,850,000	31.36%	184.78	47.75



**CITY OF CLOVIS  
PRINCIPAL EMPLOYERS  
JUNE 30, 2016**

<b><u>Employer</u></b>	<b><u>Approximate Number of Employees</u></b>
Clovis Unified School District	6,400
Clovis Community Hospital	1,680
Wawona Frozen Foods	1,276
Wal-Mart	762
City of Clovis	656
Pelco	650
Alorica	535
Target	363
Anlin Industries	304
Costco	295



# GLOSSARY

**Accrual** - A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

**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.

**AFG** - Assistance to Firefighters Grant

**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.

**Appropriations Limit** - Passed by voters in 1979 establishing the maximum amount of tax proceeds that State or local governments may appropriate in a fiscal year.

**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.

**ATP** - Active Transportation Plan.

**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.

**Benefit Zone Reserves** - Zones within the City's Landscape Maintenance District that property owners pay assessment fees to maintain public landscape improvements. Reserves are maintained to address replacement of enhancement features and repair projects.

**Bonds** - A debt investment in which an investor loans money to an entity that borrows the funds for a defined period of time at a stated interest rate to finance a variety of projects.

**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.

**CAD** - Computer Aided Dispatch.

**CAFR (Comprehensive Annual Financial Report)** - The annual financial statements for the City of Clovis.

**CalEMA** - California Emergency Management Agency.

**CAP** - Citizen Access Portal.

**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 that typically last more than one year.

**CAR** - Clovis Area Recreation.

**CCDA** - Clovis Community Developmental Agency. The City of Clovis' former redevelopment agency.

**CCU** - Community Clean-Up.

**CDBG** - Community Development Block Grant. A source of federal funding for improvements in low income or blighted areas.

**CEA** - Clovis Employees Association.

**CERT** - Clovis Emergency Response Team.

**CFFA** - Clovis Fire Fighters Association.

**Community Investment Program (CIP)** - A plan for capital expenditures to be incurred each year over a period of years to meet capital needs arising from the long-term work program or other capital needs.



**Contingency** - An event that is of possible but uncertain occurrence.

**CPI (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 the same base period.

**CPOA** - Clovis Police Officers Association.

**CPSE** - Center for Public Safety Excellence.

**CPSEA** - Clovis Public Safety Employees Association.

**CPTA** - Clovis Professional & Technical Association.

**CPWEA** - Clovis Public Works Employee Association.

**CSACEIA** - California State Association of Counties Excess Insurance Authority.

**CSO** - Community Service Officer

**CTFP** - Confidential Technical and Finance Professionals

**Current Resources** - Sources of funds that are received in the current period.

**CUSD** - Clovis Unified School District

**DBCP** - Dibromochloropropane, pesticide used in the past by farmers for Nematodes. This was 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.

**Enterprise Fund** - Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**EMS** - Emergency Medical Services.

**EOC** - Emergency Operations Center.

**EOP** - Emergency Operations Plan.

**ETC** - Estimate To Close.

**Extra Help** - Cost of employees of the government who are hired on a temporary or substitute basis.

**FAX** - Fresno Area Express Transit System.

**Fiduciary Fund** - Fiduciary funds are used to account for assets held by the government as an agent for individuals, private organizations, other governments and/or other funds.

**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 Fund** – The primary fund for the City in which all assets and liabilities are recorded that are not assigned to a special purpose fund.

**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.

**GIS** - Geographic Information System.

**Hardscape** - Landscaping such as patios, sidewalks, and paths.

**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.

**Industrial Park** - An area designated for industrial production and service.

**ISF (Internal Service Funds)** - Established to finance, administer, and account for departments of a government whose primary purpose is to provide goods or services to the government's other departments on a cost-reimbursement basis.

**ISO Rating** - Insurance Service Office issues ratings to Fire Departments for the effectiveness of their fire protection services and equipment. The rating is a numerical grading system used by the insurance industry to develop premium rates for residential and commercial businesses.

**ITS** - Intelligent Traffic System.

**LAFCO** - Local Agency Formation Commission.

**LIS** - Land Information System.

**LLTOP** – Low Carbon Transit Operations Program.

**LMD** - Landscape Maintenance District.

**LTF (Local Transportation Funding)** - Derived from  $\frac{1}{4}\%$  of the retail sales tax collected statewide and used for transportation purposes specified under the Transportation Development Act.

**Major Fund** - The General Fund is always a major fund. Major funds have revenues, expenditures/expenses, assets, or liabilities that are at least 10% of the corresponding totals of all governmental or enterprise funds and at least 5% of the aggregate amount for all governmental or enterprise funds for the same item.

**Marjorie Mason Center** - Emergency shelter house for women and children victims of domestic violence.

**Measure C** - County wide  $\frac{1}{2}\%$  sales tax used to fund street improvements and transit operations approved by voters for a twenty year extension on this tax in November 2006.

**Modified Accrual** - An accounting method commonly used by government agencies that combines accrual basis accounting with cash-basis accounting.

**NFPA** - National Fire Protection Association.

**NIMS** - National Incident Management System.

**Non-discretionary Funds** - Those funds that are specifically restricted as to their use and may not be utilized for other purposes.

**NPDES** - National Pollutant Discharge Elimination System as authorized by the Clean Water Act permit program controls water pollution by regulation point sources that discharge pollutants into waters of the United States.

**NRC** - Non-Residential Construction.

**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.



**PCI** - Per Capita Income.

**PCI** - Pavement Condition Index indicates the condition of a pavement, for prioritizing repairs and rehabilitation of the road network.

**PERS** - Public Employees' Retirement System.

**PMS** - Pavement Management System.

**POST** - Peace Officer Standards & Training.

**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.

**REAP** - Retention, Expansion, & Attraction Program.

**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.

**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.

**Resolution** - A formal expression of an opinion, will, or intent voted by the City Council.

**RMS** - Records Management System.

**ROPS (Required Obligation Payment Schedule)** - Schedule listing payments of enforceable obligations.

**Roundup** - Para transit services providing demand response service for disabled residents ages 6 and up.

**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.

**SEMS** - Standard Emergency Management System.

**Smart Valley Places** - A consortium of 14 urban cities from throughout the valley in partnership with California State University, Fresno and other non-profits to provide a road map to the Valley's regional growth in the next 20 plus years.

**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.

**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.

**Specific Plans** - Sub-areas of the City utilizing specific plans to focus on defined areas of the City for more precise guidelines on land use and development.

**Stageline** - Transit buses that operate along fixed routes with regularly scheduled stops.

**Streetscape** - The visual elements of a street that defines its character, including building façade, landscaping, sidewalks, street furniture, signs, lighting, etc.

**STWRF** - Sewage Treatment and Water Reuse facility. The sewage and water reuse facility owned by the City.



**Successor Agency** - State Legislature passed AB1X 26 on June 29, 2011, which was upheld by the California Supreme Court on December 29, 2011 to completely dissolve all Redevelopment Agencies in the State, effective February 1, 2012. Redevelopment Agencies established Successor Agencies to be charged with handling outstanding debts and the winding down of redevelopment activities, under the direction of an Oversight Board. The City of Clovis is the Successor Agency to the former Clovis Community Development Agency.

**TCP** – Trichloropropane, a chemical compound manufactured by Shell Chemical Company and Dow Chemical Company.

**TEBU** - Transit Employees Bargaining Unit.

**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.

**VIPS** - Volunteers in Police Services.

**VLF** - Vehicle License Fee.

**Working Capital** - The excess of current assets over current liabilities.

**World Changers** - Community organization that provides youth and adults with mission opportunities to serve a community by providing home improvements to low-income residents.