

RECOMMENDED

2019-2020

Annual Budget



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, 2018

Christopher P. Morrill

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, 2018.

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 that our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

CITY OF CLOVIS



2019 - 2020 BUDGET

**Submitted to City Council
May 20, 2019**

Drew Bessinger
Mayor

José G. Flores
Mayor Pro-Tem

Lynne Ashbeck
Council Member

Vong Mouanoutoua
Council Member

Robert Whalen
Council Member

HOW TO USE THIS BUDGET

This Budget document has been designed to provide the public concise and readable information about the City of Clovis. The Budget explains the services and objectives, annual spending plan for the 2019-2020 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 logos that represent the City and various locations within City limits. 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 2019-2020 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 2019-2020 through 2023-2024 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. Individual copies may also be purchased from the Finance Department.

TABLE OF CONTENTS

TABLE OF CONTENTS

I.	Executive Summary	i-viii
II.	Introduction	1-26
	Summary of Discretionary and Non-Discretionary Revenues Chart	8
	Use of Discretionary Revenues Chart	9
	Description and Purpose of Accounting Funds	14-15
	Organizational Charts	16-25
	Management Staff & Budget Task Force	26
III.	Summary of Revenues and Expenditures	27-48
	Fund Balance Summary	27
	Fund Highlights	28
	Summary of Resources and Appropriations	29
	Notes to Resources and Appropriations	30
	Summary of Revenues and Expenditures	31
	Budget Summary - All Funds	32-33
	Budget Summary by Fund	34-35
	Summary of Revenues by Fund	36-37
	Revenue by Source	38-45
	Summary of Expenditures by Fund	46-48
IV.	Debt Obligations	49-58
	Debt Summary	50
	Description of Long-Term Debt	51-58
V.	Personnel	59-64
	Personnel Overview	59
	Summary of Positions by Department	60
	Detail of Positions by Department	61-64
VI.	Operations	65-182
	Table of Contents	65
	Summary of Expenditures by Department/Function	66-67
	City Council	68-69
	City Clerk	70-77
	City Attorney	78-79
	City Manager Department	80-89
	General Services Department	90-109
	Finance Department	110-115
	Planning and Development Services Department	116-125
	Police Department	126-143
	Fire Department	144-155
	Public Utilities Department	156-179
	Clovis Successor Agencies	180-182
VII.	Community Investment Program Summary	C1-C16
VIII.	Five-Year Community Investment Program	C17-C66
IX.	Appendix	A1-A7
	Glossary	A8-A12

EXECUTIVE SUMMARY

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.



CITY *of* CLOVIS

1033 FIFTH STREET • CLOVIS, CA 93612

May 20, 2019

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

EXECUTIVE SUMMARY

The 2019-2020 Annual Budget for general operations and capital improvement programs for the City of Clovis in the amount of \$268.7 million is balanced and is hereby submitted, in accordance with the Clovis Municipal Code.

The 2019-2020 Annual Budget is generally a status quo budget with limited expansion of services due to a trend of expenditures growing more quickly than forecasted revenues. The major challenge in the current budget, and years to come, is focused on the \$76.4M General Fund budget where sales and property taxes (which make up 67% of the total General Fund revenues) are not growing as quickly as expenditures are.

A 2017 Survey showed that 98% of residents polled would recommend Clovis as a place to live and raise a family. This is the third biennial survey conducted and the trend of results is promising. Clovis earned the title "Safest City in the Valley" for the eighth year in a row. This demonstrates that there is a solid foundation for Clovis to flourish. The General Fund Emergency Reserve of \$12.7M, or 16.7% of General Fund expenditures, is up from last year in total, and as a percentage of General Fund expenditures. The budget also includes \$60M in City capital improvement projects. Clovis is continuing to see growth and recent economic development initiatives are paying dividends. The budget allows for growth in Police Officers in 2019-2020 and lays the groundwork for future public safety and other services investments. 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 General Fund continues to be constrained as expenses are increasing faster than revenues. Three factors are driving this change: First, the Public Employees' Retirement System (PERS) costs are rising significantly due to recent changes in the actuarial assumptions and the discount rate. Second, the growth in General Fund revenues, especially sales tax, is projected to grow at a slower pace than in recent years. Third, the demand for many General Fund services grows in direct proportion with the City's growth, which continues at a brisk pace.

Transfers to the Emergency Reserve, the Fleet Fund and the General Government Facilities Fund are constrained and are largely dependent on one-time revenues or cost savings. Due to a change in how certain revenues were accrued and to some significant cost savings last fiscal year, the City finished Fiscal Year 2018-19 with a General Fund balance of \$3.9M, which is well above the general target of \$1.0M. From this balance, \$1.1M is being transferred to the Emergency Reserve. The amount of the Emergency Reserve is projected to continue to grow over the next five years, but not as proportionately fast as expenditures from the General Fund. As a result, the Emergency Reserve, as a percentage of expenditures, is projected to decline. The percentage remains at or above the 15% minimum level established by City Council for the 2019-20 Annual Budget, and due to the relatively large transfer in the proposed budget, it is projected to remain above 15% for several years to come.

The budget for the General Fund reflects maintaining a \$1.0M unassigned fund balance to cover any minor unanticipated revenue shortfalls that may occur during the year. This unassigned 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 16.7% of budgeted expenditures. This percentage is the targeted amount reflected in the "Five-Year Forecast".

The budget recommends using the General Fund balance from 2018-2019 to fund transfers to the General Government Facilities Fund and Fleet Fund. The General Government Facilities Fund was established to perform ongoing facility maintenance and replacement, facility remodeling and new construction. The Fleet Fund was established to pay for vehicle needs for the General Fund Operations such as Police vehicles.

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 a lower per capita sales tax revenue is forecasted 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 spaces are being filled by professional offices, which contribute little to sales tax revenue, as services do not pay sales tax.

Budget Highlights. The 2019-2020 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 2019-2020 Annual Budget highlights include:

- **Proposed Public Safety Enhancements.** Public safety is a core service to the City. The proposed budget recommends 109 sworn Police personnel and funding for extra help for Police cadets. The transfers to the Fleet Fund, along with other funding sources, will provide for the replacement of 25 vehicles in the Police Department during the budget year. The replacement of Police vehicles has been curtailed for several years so many of the current vehicles are well beyond their anticipated life. The new vehicles will help ensure that the Police Department has the reliable vehicles necessary to fulfill their mission. Funding is also included for the Police Department for a two-year replacement of ZETRON communications equipment. Now in year two, the Police Department is completing the project. The budget also includes funding to update the Police Department's Computer Aided Dispatch system. In addition, funding is included for continued design work associated with future Fire Station 6 in the City's Loma Vista area.
- **New Senior Center, Transit Center, and Fresno County Library.** City funds are budgeted to complete design and construction work for the new Senior Center and transit hub planned for at the Landmark Commons complex. On-site improvements are slated to commence in the winter and are expected to be complete by Spring of 2021. Pending approval of the county's regional library, the City will ensure that a pad area is made available to facilitate its future construction on-site. 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.
- **Conduct Biennial National Citizen Survey.** The budget includes funding to perform the National Citizen Survey through the National Research Center and International City Management Association. The survey measures residents' opinions on a variety of aspects and characteristics of Clovis and on various services provided by the City. The results of the survey serve as a benchmark for comparison with other cities and with Clovis' past performance, and provide a basis for evaluating the efficacy of the allocation of funds to achieve the City's goals. This will be the fourth time that Clovis conducts the survey.
- **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. With the expansion into the northwest and southeast areas, Heritage Grove and Loma Vista areas, 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 and Village Green public landscaping will offer a well-maintained appearance and provide for extensive community use. One-half of the Village Green property has been dedicated to the City and the remainder is expected to be acquired this fiscal year.
- **Proposed Technology Enhancements.** The budget includes funding to increase the security and reliability of City technology systems. Funding is provided for an upgrade to the video network, an upgrade to the Police Department Computer Aided Dispatch (CAD) system, as well as additional

funding for computer replacements. Proposed improvements also include continued upgrades to the City's virtualization system.

- **Provide for Americans with Disabilities Act (ADA) Compliancy.** 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 \$16.7 million in projects, funded with a combination of Measure C, gas excise taxes, SB1 funding, competitive Federal and State grants, and development fees. Clovis is projected to receive \$1.9M in SB1 funds for street maintenance in 2019-2020. These funds will provide funding for several projects including: Fowler Avenue between Barstow and Shaw, Minnewawa Avenue between Shepherd and Teague, Villa Avenue between Barstow and Shaw, and the design of other projects on Gettysburg, Bullard and Armstrong Avenues. The funding will also allow two positions to be added to the Streets Maintenance Section, which represent the first increase in street maintenance staff since 2005. The budget also includes other significant street projects that are not funded by SB1, including projects on Armstrong, Sunnyside, Villa, Herndon and Nees Avenues, a traffic signal at Shepherd and Minnewawa, the extension of Owens Mountain Parkway, and repairs to various neighborhood streets citywide.
- **Economic Development Investments.** Staff will be actively working on attracting commercial and industrial businesses to Clovis to add jobs and revenues to the City. Staff will continue to make strategic marketing efforts aimed at top revenue producing businesses to support the financial needs of the City. Relationships are being developed with critical development partners in the community and assisting projects through the development process. Staff will also be working with regional partners to develop entrepreneurial and small business growth resources. Staff will continue a focused marketing effort on reinforcing Clovis as a medical hub for services, education, and research leverage with the expansion of Clovis Regional Medical Center and the expansion of California Health Sciences University.
- **Affordable Housing Programs Continuing.** Home Rehabilitation Grants will continue along with down-payment assistance programs that include a \$1.0M grant awarded to the City. Staff will be working on creating an opportunity with funds that have been budgeted from the Redevelopment Housing Successor Agency to allow affordable housing development projects to occur.
- **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 repairs, public street improvements, and active code enforcement.
- **Maintain the General Fund Emergency Reserve of at Least 15% of Annual Operating Expenditures.** The Emergency Reserve is 16.7% (of General Fund Expenditures), or \$12.7M, set aside this year for unforeseen emergencies. The City's auditors recommended a target amount of 20%-25% as a prudent reserve for a city operation the size of Clovis. This fund is for catastrophic and unexpected losses. Utilization of 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. In 2018-2019, the City relied on 403 volunteers 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. Public Utilities uses 75 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 have given over the years and, due to the contribution of their time, enhanced the City's service levels. Conservatively estimated, each volunteer works 4 hours per week, which equates to 208 hours per year. Therefore, over the course of a year, volunteers logged nearly 83,824 hours. Applying a \$20.00 hourly rate, this saved the City nearly \$1.6 million during 2018-2019, which equates to 40 full-time employees working a 40-hour week.

The 2019-2020 Annual Budget is the result of City Council planning efforts with the community and City staff. Clearly stated goals and target actions help assure that available tax dollars are used 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 can be obtained by reviewing the information contained in the entire document. The 2019-2020 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 as of **May 15, 2019**. Individual copies are available for purchase from the Finance Department. Public hearings to consider the Annual Budget will be at the regular City Council meeting of June 10, 2019 and, if needed, June 17, 2019 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 with 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 6.3% in 2018-2019 and 5.4% in 2019-2020. One concern is the general retail sales sector, which has shown relatively little growth over the previous year. Sales taxes comprise approximately 38% of total General Fund discretionary revenue and largely support public safety services.

Property taxes are forecast 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 37% of total General Fund discretionary revenue and largely support public safety services.

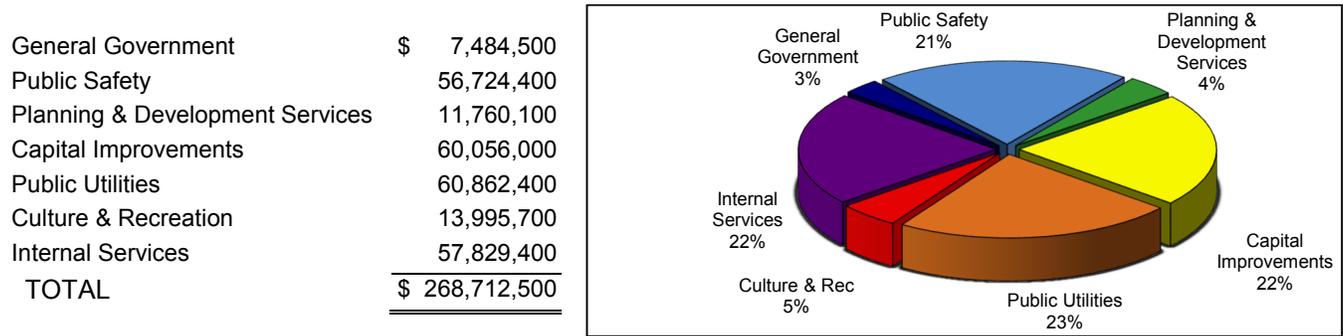
One of the keys for the long-term fiscal health of a growing community like Clovis is to accumulate savings sufficient to fund an Emergency Reserve that would adequately protect the City against an unexpected catastrophic event, and protect City services until other options could be implemented during a rapid economic downturn. The

Emergency Reserve is being maintained with 16.7%, or \$12.7 million, set aside this year with a goal of achieving an amount equal to 25% of expenditures. We have again budgeted for an unassigned 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.

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% rate escalator and Community Sanitation operations have an authorized 4% rate escalator. Sewer will not have a rate increase in this year’s budget and \$3.65, half of the \$7.30 bond surcharge, will continue to be rebated. Water will implement the authorized 3% increase and has two rate schedules: one for normal conditions and one for drought conditions. This year’s budget anticipates normal conditions. Community Sanitation will have a 4% increase for recycling and greenwaste services and a 2% increase for refuse service. 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 2019-2020 Annual Budget for all funds totals \$268.7 million and is balanced by the use of current revenues, anticipated rate increases, and capital reserves. This budget represents a 6.5% increase compared to estimated expenditures for 2018-2019, due primarily to increased costs associated with salaries and benefits. The General Fund Budget represents an 8.2% increase compared to estimated expenditures for 2018-2019. A summary of expenditures by function is provided below:



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 4.6%, which is still higher than the national unemployment rate of 3.8%. Unemployment in Fresno County remains high at 9.4% while Clovis is currently at 3.8%. 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 do 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 being sought after and several should be filled in 2019-2020. In addition, the new Costco Warehouse that is planned to be open in the Summer of 2019 has been a catalyst for other retailers looking to locate on the Shaw Avenue Corridor.

The State Department of Finance recently released its January 2019 population data, which estimates that 117,003 people reside in Clovis. This represents a 2.7% change compared to the previous year of 113,883. Fresno hit 536,683, and Fresno County exceeded the one-million mark, with a total population of 1,018,241. In pure numerical growth, Clovis added 3,108 people in 2018. 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 1,200 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 are back to pre-recession levels and are no longer having a negative impact on

neighborhoods. Median home prices are showing increases, with low supply, 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 businesses and attracting new businesses were effective. Clovis has been making strong gains on the job front. In the last few years, over 30% of all new jobs created in Fresno County were in Clovis. This is much higher than Clovis' share of jobs in the county as a whole, which is around 15%. Since 2012, nearly 8,000 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 750 jobs will be created through several new developments. One example is the California Health Sciences University (CHSU), which began the construction a full medical doctoral program at the School of Osteopathic Medicine. This is 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 a campus on Clovis Avenue since August 2014. The new Clovis site is near Temperance Avenue and Highway 168, north of Clovis Community Medical Center, and will have enough room for decades of expansion. The completion on the 90,000 square-foot College of Osteopathic Medicine building is scheduled for late 2019 with the first classes being offered in 2020. The campus will eventually host 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 administrative building. 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 investment by CHSU is 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. The vacant land in the Clovis Industrial Park is expected to be under construction with nearly 400,000 square feet of industrial space in the Fall of 2019. In addition, several hundred thousand square feet of industrial and commercial space is expected to begin in the Spring of 2020 near Clovis and Dakota Avenues. The Dry Creek Industrial Park, expanded with the City's redevelopment bonds, has seen great demand for the lots by both industrial and professional office users. The land to the west of the hospital is continuing to attract development for additional medical office space to join Valley Children's Healthcare and specialty medical providers. This is leveraging the investment Clovis Community Medical Center is making with a new bed tower and skilled nursing facility coming soon, a cancer center completed, 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 the investments of our partners and reinforce their efforts.

Retail sales in Clovis are growing due to increasing population and shopping options; however, the growth is not as rapid as the robust economy would otherwise produce. This is due to rapid changes in the retail industry, and more national store closings, such as Toys "R" Us, Orchard Supply Hardware, and KMART are expected. The addition of Costco Wholesale at Shaw and Clovis Avenues has added confidence to the Shaw Avenue corridor as a destination for retail and several national tenants are pursuing vacancies to locate in. In addition, three hotels are under construction on or near Shaw Avenue with two more coming soon. 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. Staff is also working on retail development in the growth areas with the first retail under construction in Loma Vista, and planning beginning and marketing for the Heritage Grove area in partnership with the property owners.

The City continues to be an attractive tourism destination due to events and geographic location. The hotels are heavily used, with 80% occupancy rates, and more than doubling of the City's hotel room options is expected to be achieved in the next two years. This further benefits the economy as tourists dine and shop in Clovis. 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 Centennial Plaza, along with associated buildings, catalyzed the south of Fifth Street area and brought even more interest 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. This expands what Old Town has to offer the region and garners interest from the development community as the next hot spot where professionals and local retailers want to be.

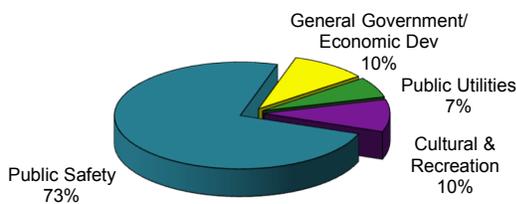
The implementation of the 2014 General Plan, the Economic Development Strategy and a stabilized economy offer an opportunity to lay a foundation for long-term sustainability. The City recognizes that the best way to reach a healthier economy and community is to encourage private sector investment in 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 \$76.4M, which is an increase of 8.2% when compared to the prior year. Expenditures as projected are \$76.4M and represent an increase of 8.2% compared to the prior year. The increase in revenue is attributable mostly to increases in both sales and property taxes, 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 generally 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; target \$1.0 million as an unassigned fund balance for the General Fund to account for economic uncertainty during the fiscal year; and fund the Emergency Reserve at 16.7% 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 summary of General Fund expenditures by function is provided below:



Public Safety	\$ 56,724,400
General Government/Economic Dev.	7,484,500
Public Utilities	4,746,500
Cultural & Recreation	7,455,500
TOTAL	<u>\$ 76,410,900</u>

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 23% 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 2019-2020 fiscal year is estimated to be \$1.0 million and is unassigned. It is 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 \$12.7 million, or 16.7% of annual expenditures, which is the recommended level 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 2019-2020 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 previously noted, Sewer will not have a rate increase in this year’s budget but will maintain a \$3.65 monthly bond charge, half of the \$7.30 allowed bond surcharge. Water will implement the authorized 3% increase and has two rate schedules: one for normal conditions and one for drought conditions. This year’s budget anticipates normal conditions. Community Sanitation will have a 4% increase for recycling and greenwaste services and a 2% increase for refuse service. The Transit Enterprise Fund, 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 2019-2020 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 balances expenditures 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 2019-2020 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
City Manager

INTRODUCTION

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

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 2019 - 2024 are:

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

- Continue to implement the General Plan to respond to community land use and planning for the next 20 years with consideration for the principles of the Regional Blueprint, state laws addressing climate change, energy and water conservation, and financial sustainability; ensure that infrastructure and service capacity are provided concurrent with the demands of growth and development.
- 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.
- Stabilize and reinvigorate older neighborhoods and continue a focus on public infrastructure, code enforcement and housing improvements for Southwest Clovis.
- Encourage the transition of the Shaw Avenue business corridor from retail to mixed use concepts of retail, office, hospitality, and housing.
- 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.
- Assure safe building designs and occupancies; continue to address ADA compliance issues consistent with the ADA Accessibility Transition Plan.

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.
- 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.
- Take a preventive approach to safety through public education utilizing community volunteers and citizen partnerships.
- Support the Clovis Emergency Response Team (CERT) and continue to prepare the community for emergencies and disasters with active volunteers.
- Create a safe feeling for residents and visitors in the community.
- 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.
- Enhance community appearance as a crime fighting tool.

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.
- Focus marketing efforts on business contacts to develop leads for filling existing retail and office vacancies as well as new construction for business expansion.
- Foster development of new business parks so that sufficient inventory of shovel-ready sites is available.
- Consult with private businesses to seek views on the economy and need for assistance or problem resolution; conduct periodic business roundtable meetings with the City Council.
- Support businesses seeking incubation for business and job growth and facilitate growth and capacity of the workforce.
- Identify public and private alliances from local, state, national and international partners that can help advance the City's goals.

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.
- Aggressively pursue grants to fulfill unmet service and capital needs and continue the use of community volunteers of every department.
- Seek opportunities for new partnerships with other public and/or private entities.
- Schedule periodic workshops for the City Council to examine financial conditions and review alternatives for funding of City services.
- Review options to ensure sustainable wages and benefit packages for employees.
- Continue to develop programs that will promote job creating opportunities within the community.
- Develop fee structures to promote community investment that supports job generating development.
- Maintain an appropriate level of reserves in operational funds.

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

- Seek support and assistance from citizens to keep well-maintained, attractive neighborhoods.
- Coordinate efforts for the relocation of the County Library, Senior Activity Center, and Transit Hub in the northern Civic Center District.
- Consider feasibility of expanded recreational facilities.
- Continue working with local schools for educational excellence and public service partnerships.

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

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

7. Maintain a distinct community identity and community pride.

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

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.
- Seek alternative ways to provide information to the public and find ways to engage more youth of the community.
- Communicate to residents the ways to sign up for committees and educate/involve citizens in problem solving.
- Expand social media presence.
- 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.
- Perform a community survey to gauge citizen satisfaction and priorities.

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.
- Support activities to maintain a customer service work culture and do things that matter to our citizens.
- Remain competitive for wages/benefits in the marketplace.
- Seek cost effective training methods through alliances with other agencies.
- Continuously renew succession planning strategies.
- Celebrate our successes.

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 March of 2019 by LAFCo to include approximately 1,000 acres of land in the northeast area of town. 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 which were completed in 2018 and 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 the City and 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 in a manner consistent with the adopted General Plan.
- Development impact fees will be established with the goal that new growth pays for the cost of infrastructure improvements and minimizes the 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 is compiled. The accounting data allows for the preparation of various accounting reports such as this budget and the Comprehensive Annual Financial Report (CAFR). 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 16.7%. 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 assets to current and future users of the assets.
- Annually, the City will have an independent audit of its financial records prepared by a certified public accountant, pursuant to generally accepted auditing standards, and will 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 with the goal that new growth pays the cost of infrastructure improvements and minimizes the burden to existing residents.
- 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 General Plan and 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, including the further development of water supply infrastructure, to provide a safe, clean, and well-maintained community for all residents 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.

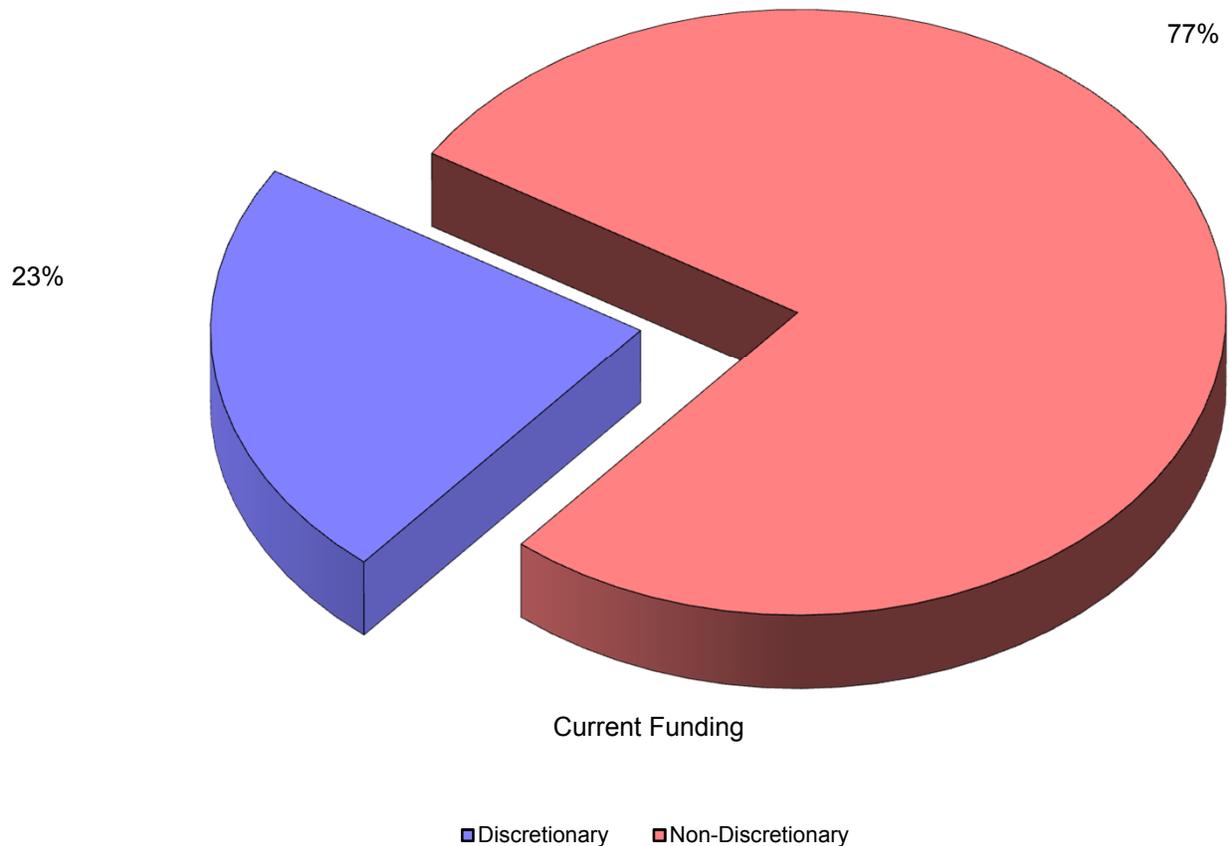
Discretionary revenues are those for which the City can decide, without restriction, how these funds will be expended and on which programs. Examples of discretionary revenues are property taxes, most sales taxes, and business license fees, all of which may be allocated to support any lawful purpose 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 92% 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 2019-2020” illustrates that only 23% of total annual revenues are discretionary with the remaining 77% non-discretionary. The City’s discretionary revenues this year total \$59.6 million, of which \$59.3 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 \$209.1 million of revenues are non-discretionary. Of the discretionary revenues, the chart entitled “Use of Discretionary Revenues 2019-2020” shows that the City will use over 87%, or \$52.1 million, of the total \$59.6 million of discretionary funds for public safety.

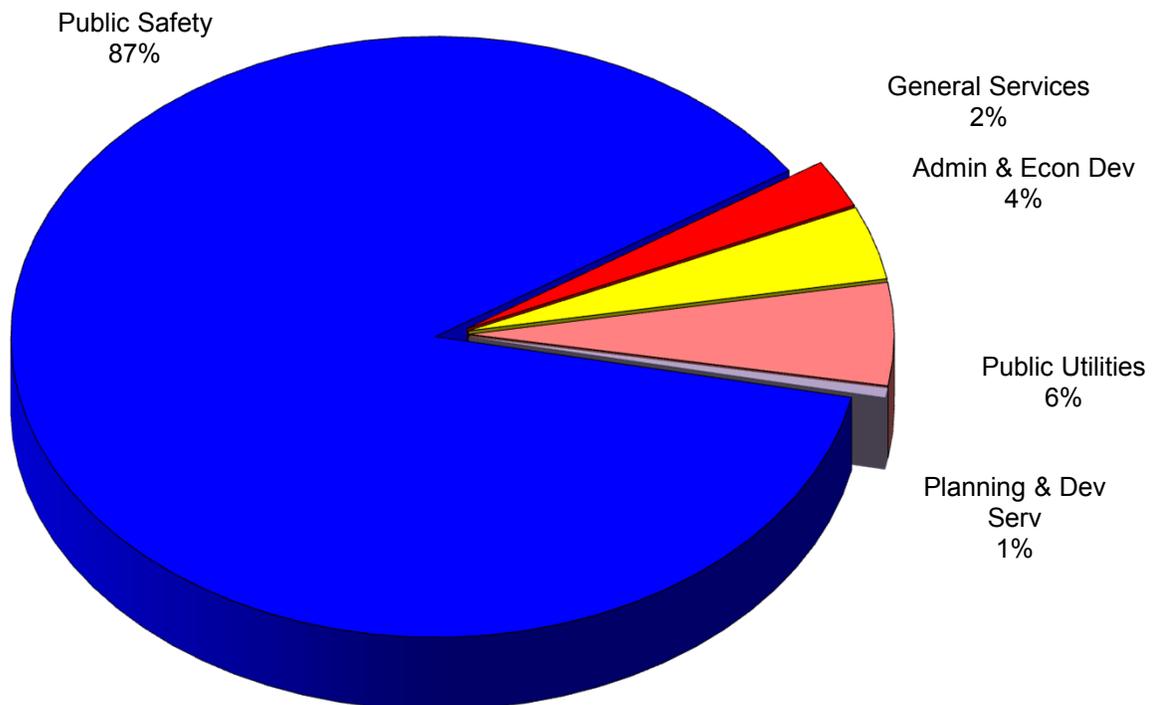
SUMMARY OF DISCRETIONARY AND NON-DISCRETIONARY REVENUES 2019-20

	<u>Discretionary</u>	<u>Non- Discretionary</u>	<u>Total</u>
Property Taxes	26,322,000	2,107,000	28,429,000
Other Taxes	32,266,000	365,000	32,631,000
Licenses & Permits	388,000	3,456,500	3,844,500
Fines & Forfeitures	2,000	187,500	189,500
Use of Money & Property	152,000	3,124,400	3,276,400
Revenue From Other Agencies	130,000	26,093,900	26,223,900
Charges For Current Services	78,000	145,506,200	145,584,200
Other Revenues	0	21,312,000	21,312,000
TOTAL CURRENT FUNDING	59,338,000	202,152,500	261,490,500
(Additions to)/Use of Available Balance	280,400	6,941,600	7,222,000
TOTAL	59,618,400	209,094,100	268,712,500



USE OF DISCRETIONARY REVENUES 2019-20

Departments	Total Expenditures	Non-Discretionary Revenues	Use of Discretionary Revenues
City Council	348,200	180,000	168,200
City Clerk	4,549,900	4,411,000	138,900
City Attorney	933,900	627,000	306,900
City Manager	2,076,900	827,400	1,249,500
General Services	48,990,600	47,448,800	1,541,800
Finance	3,276,500	2,778,000	498,500
Police	39,984,100	3,361,500	36,622,600
Fire	16,740,300	1,241,500	15,498,800
Public Utilities	79,996,000	76,702,800	3,293,200
Planning & Development Services	11,760,100	11,460,100	300,000
Capital Improvements	60,056,000	60,056,000	0
TOTAL	268,712,500	209,094,100	59,618,400



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. The completed Cancer Center at Clovis Community Hospital, additional retail space completed along the Herndon Avenue Corridor, three hotels under construction and two more approved for development, a new Costco Warehouse under construction, revitalization of space along the Shaw Avenue Corridor, the California Health Sciences University under construction, and the redevelopment of the former Pelco buildings for several thousand employees are examples of recent activity. California Health Sciences University (CHSU) plans to open the College of Osteopathic Medicine in the Summer of 2020. The new Clovis site is near Temperance Avenue and Highway 168, north of Clovis Community Medical Center, and has enough room for decades of expansion. This is 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 administrative building. At full build-out, the CHSU campus will be occupied by over 2,000 students, 300 faculty and staff, which will be 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 an 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 has been transitioned to private ownership. A development group has received entitlement approvals and plans to begin construction in the next fiscal year for corporate office development and has experienced significant interest from medical users. Immediately south of the Business Park is the Clovis Community Medical Center Campus, with its completed bed tower, administrative offices, medical office buildings and conference center, and cancer center. These new facilities brought over 1,000 new jobs to Clovis. The Hospital recently announced a second bed tower, additional medical offices, and a parking garage which is going to be added to the campus over the next four years. The 25 acres of vacant land in the Clovis Industrial Park is under development and construction on approximately 400,000 square feet of industrial space is expected to begin in the latter part of 2019. The Dry Creek Business Park has been expanded and construction has begun for businesses that are locating in the park. A development has been proposed on property owned by the City of Clovis known as the Winery Property. Work is underway to join efforts with adjacent land owners for a mixed-use development. Centennial Plaza is continuing to draw interest into Old Town Clovis. Activity in this portion of Old Town has increased significantly and staff expects further interest in redeveloping portions of Old Town Clovis.

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

- California Health Sciences University (CHSU) completing its first building in the City's Research and Technology Park;
- Further attraction of businesses to the Research and Technology Business Park;
- Bolstering Old Town with the Landmark Commons project adding an expanded Library, Senior Center, and Transit Hub to Old Town;
- Businesses locating in the 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;
- Continued reinvestment in Sierra Vista Mall;
- Development of approximately 400,000 square feet of industrial buildings on vacant parcels in the Clovis Industrial Business Park beginning in 2019;
- The development on the Winery site to make way for future opportunities;
- Reoccupation of anchor store vacancies and vacant parcels along the Shaw Avenue Corridor;
- Construction of a 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 steady 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. Traditional retail space, while still in high demand, is being converted into uses which provide entertainment or other services that are not taxable. Online sales are also 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, 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 assignments 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 spending plans for the proprietary fund types, comprised of 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 prepared 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, working capital represents 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 bases for determining general priorities. Other factors, however, may influence the final decision as to when a particular project is to be undertaken, such as public demand, major commercial or industrial users, 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 (which 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. If a balanced budget is not adopted by June 30, in order to ensure continuity of government services, the City Manager's proposed budget becomes effective (excluding 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 11, 2019
City Manager Budget Review	April 1-26, 2019
Introduction of Recommended Budget to City Council	May 20, 2019
Council Budget Review and Public Hearings	June 10, 2019
Adoption of Budget	June 10, 2019

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 affect 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 2.73% from 2018. The Department of Finance reports that the PCI was 3.85%. The change in non-residential construction was 7.93%. Therefore, the change in non-residential construction is used.

Appropriations Limitation 2018-2019	\$267,913,796
Add: Change in Population (2.73%)	<u>7,314,047</u>
	\$275,227,843
Add: Change in NRC (7.93%)	<u>21,825,568</u>
Appropriations Limitation 2019-2020	\$297,053,411
Less: Proposed Expenditures Subject to Limitation in 2019-2020	<u>58,757,644</u>
Amount of Unused Authorized Appropriations	<u>\$238,295,767</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 2019-2020 fiscal year at \$297,053,411.

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.

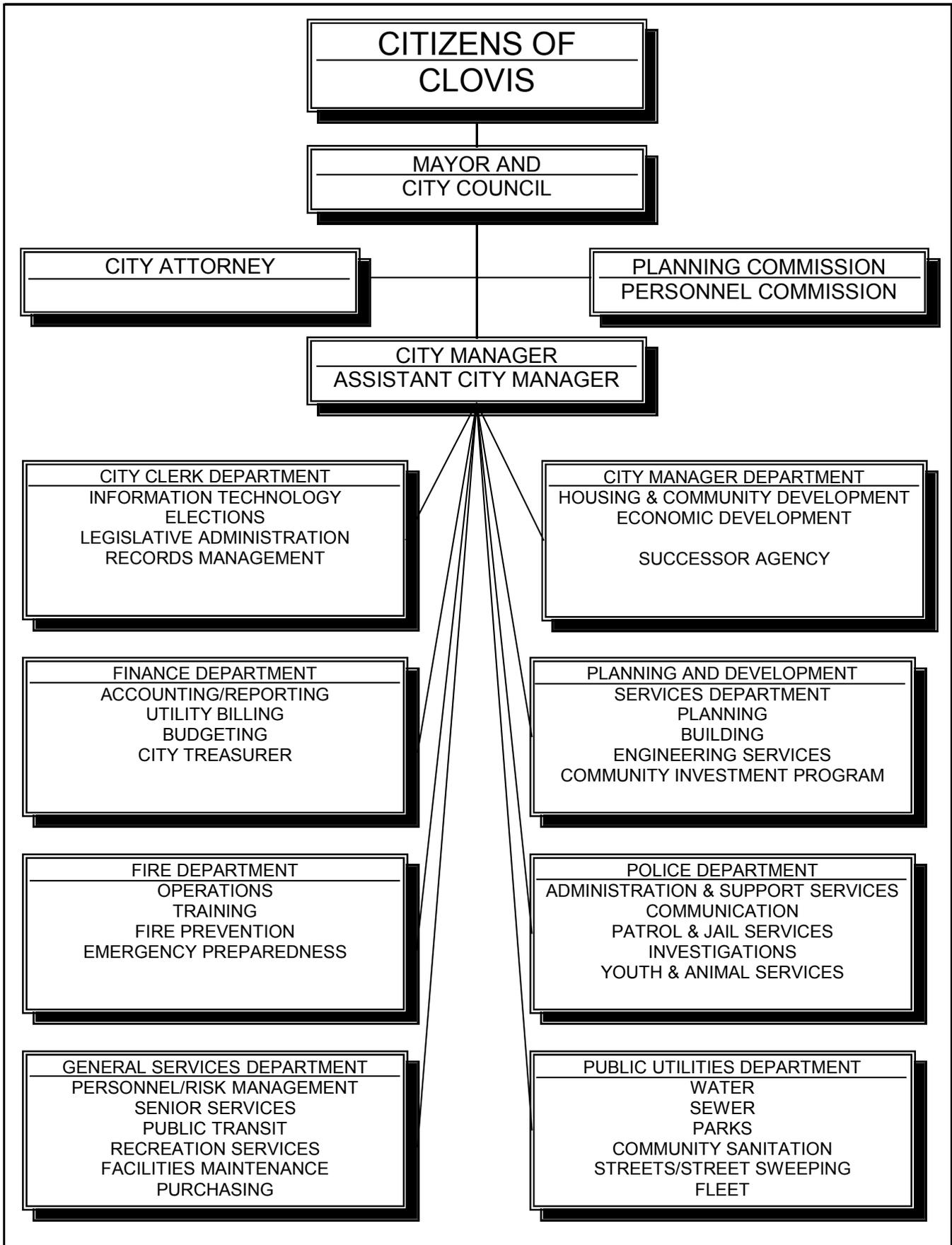
Water Construction-Enterprise Fund

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

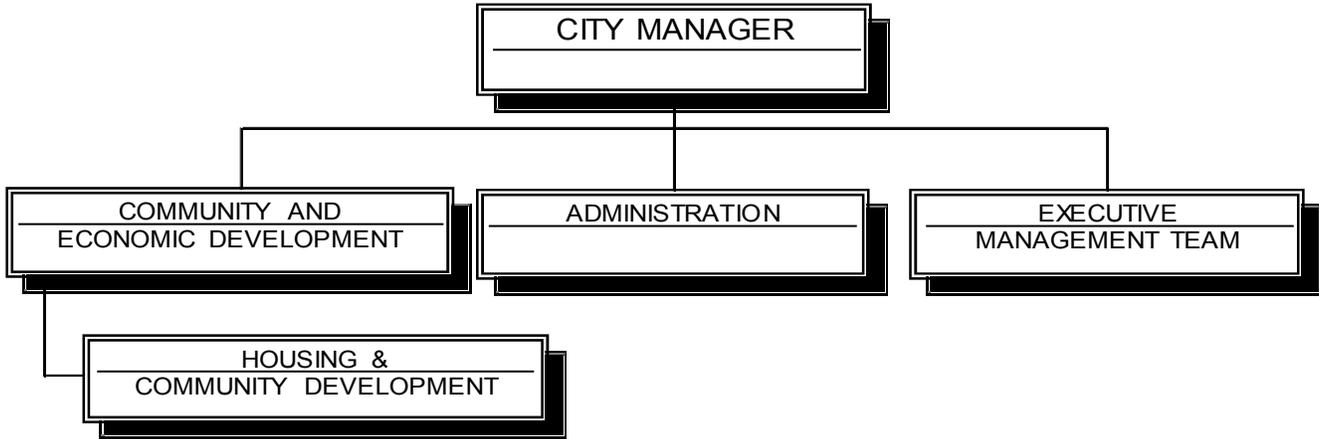
Water Service Fund

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.

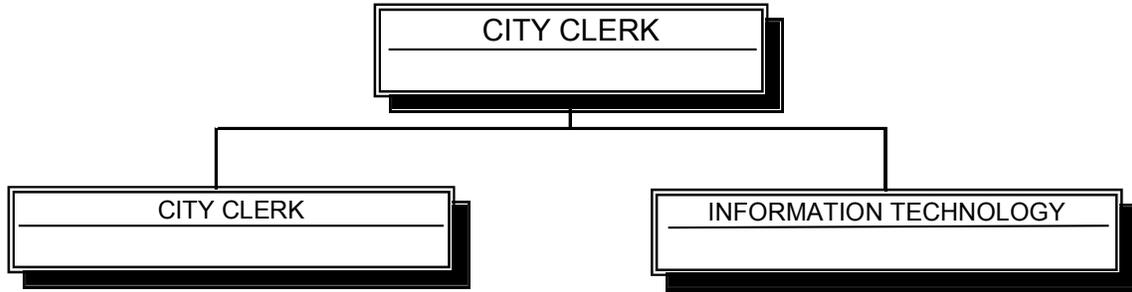
City Of Clovis Organization Chart



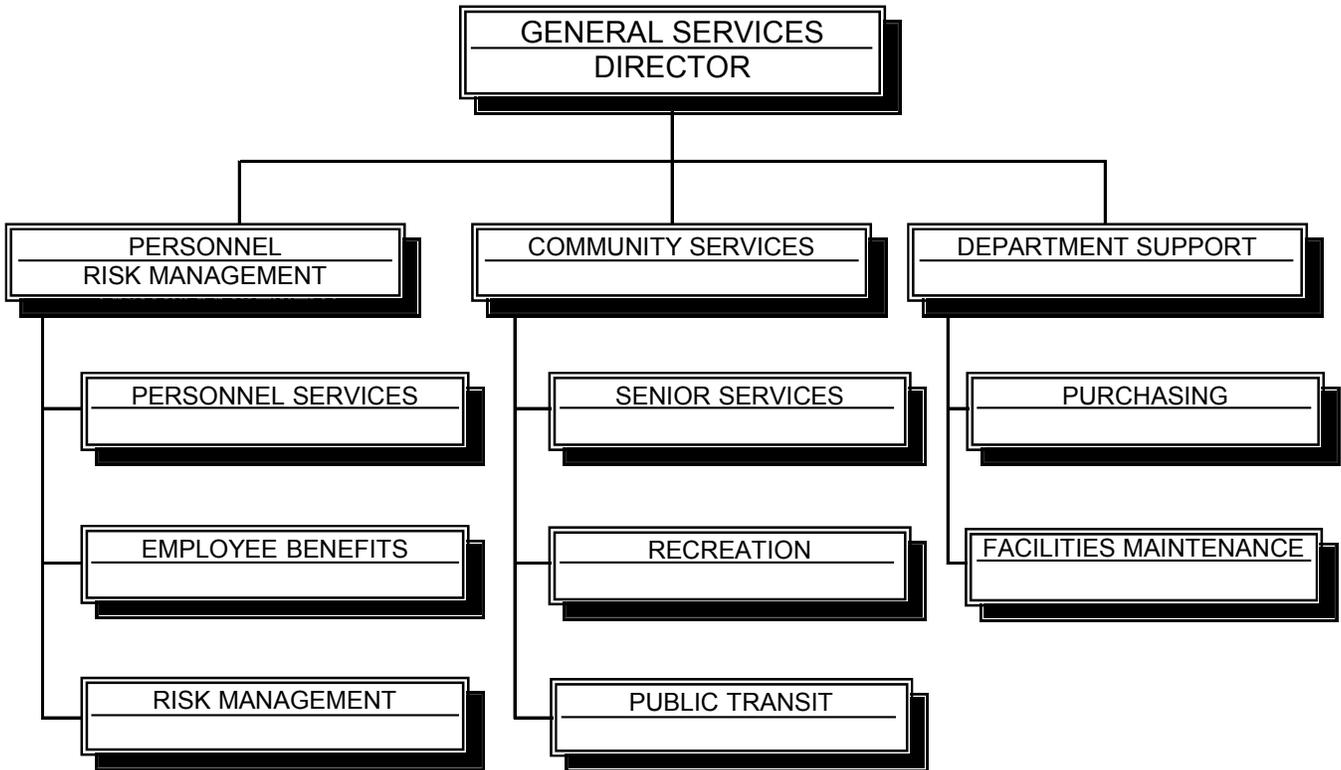
City Manager Department



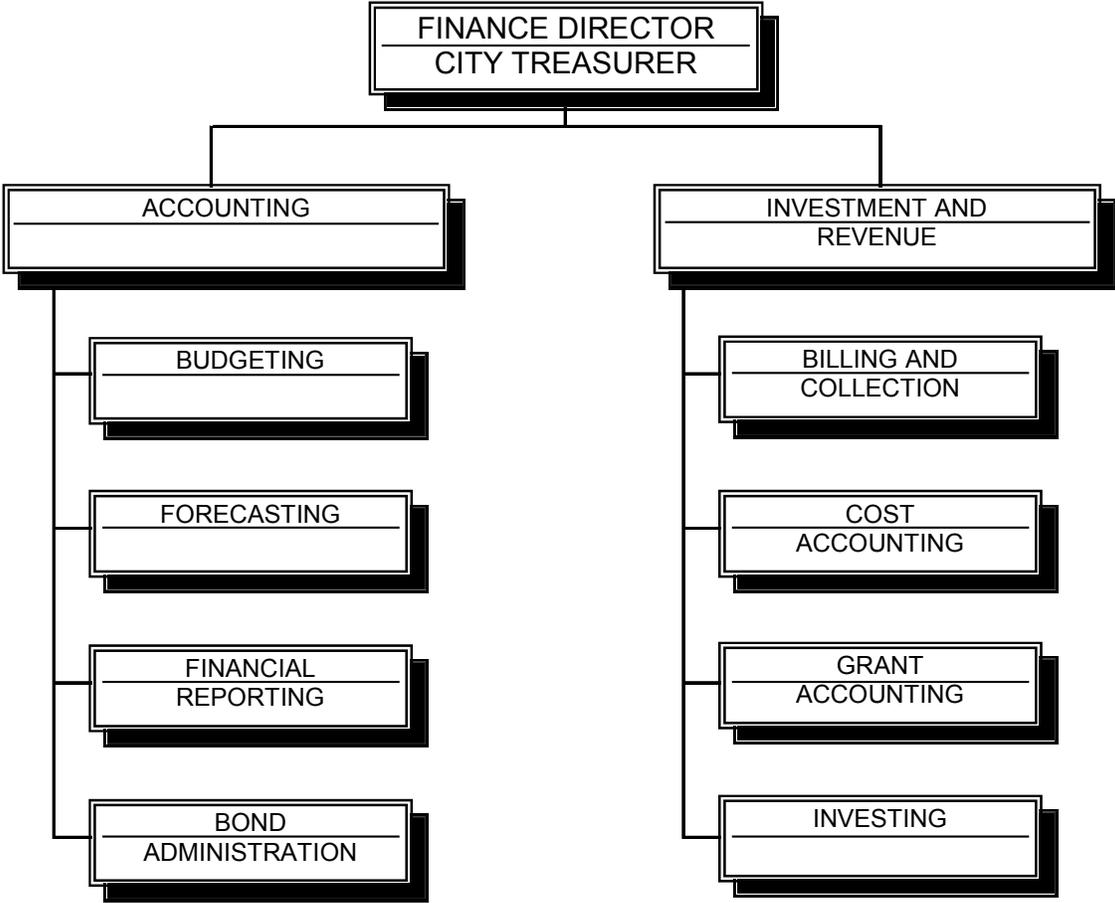
City Clerk Department



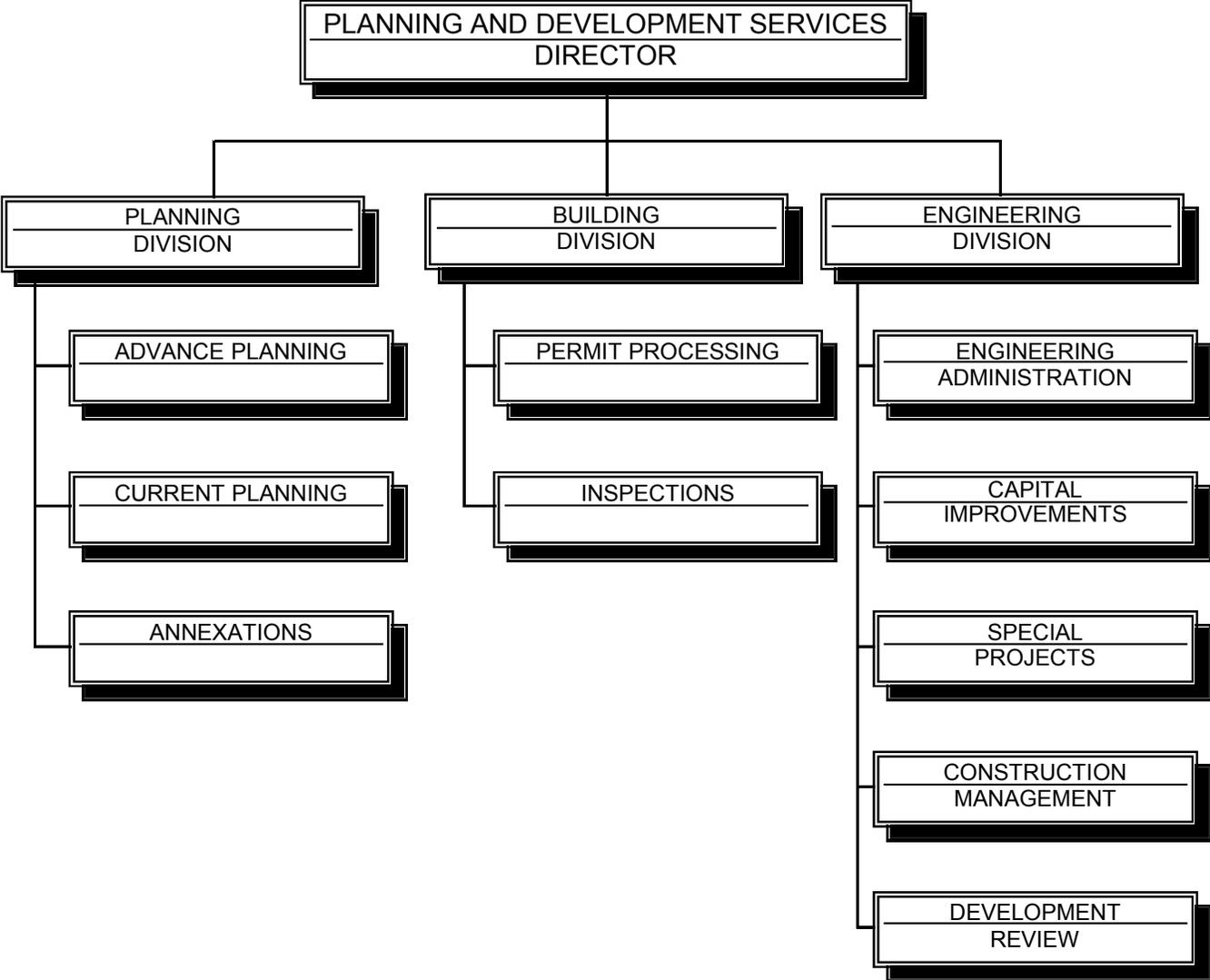
General Services Department



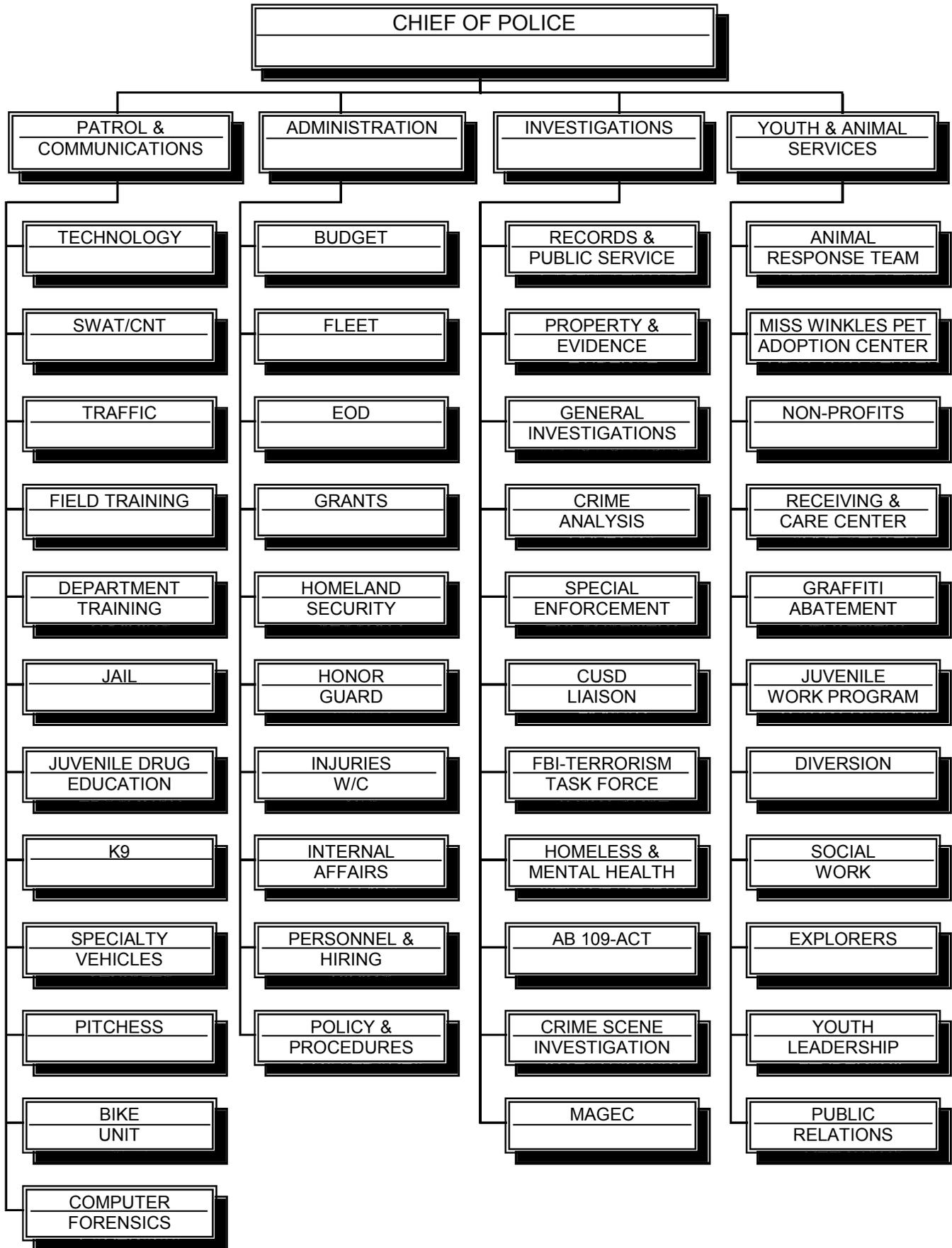
Finance Department



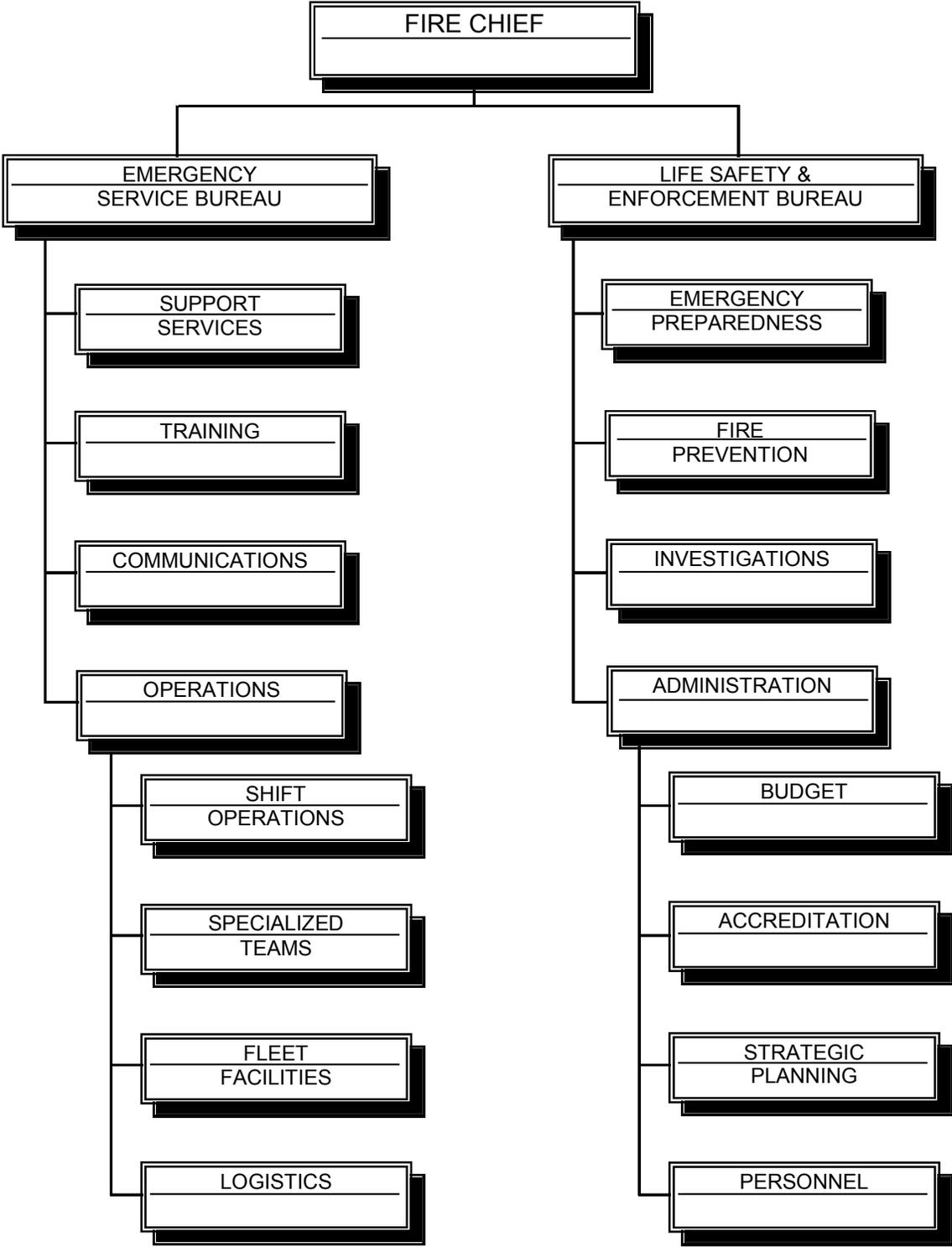
Planning and Development Services Department



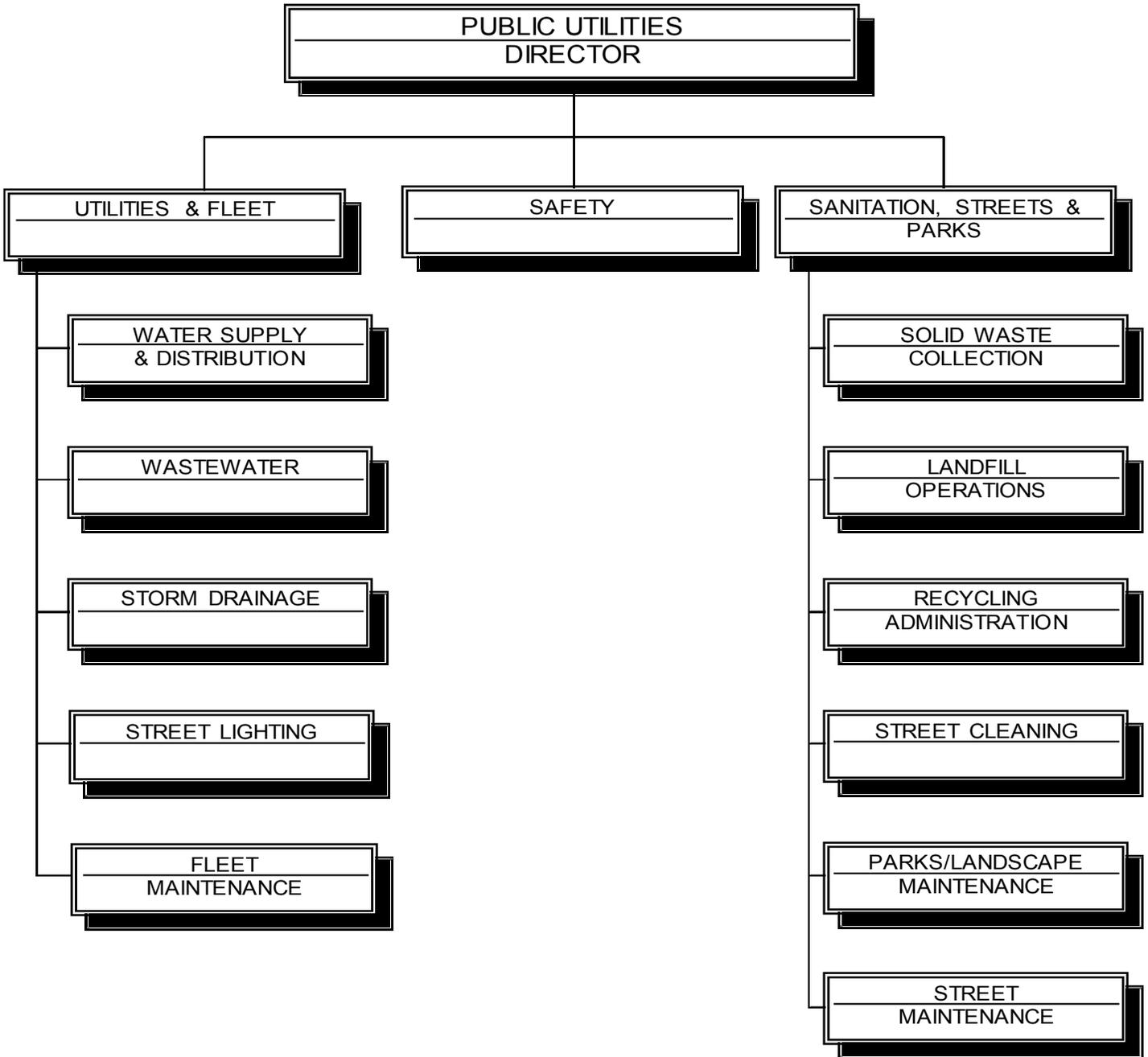
Police Department



Fire Department



Public Utilities Department



Clovis Successor Agencies



**CITY OF CLOVIS
2019-2020 MANAGEMENT STAFF**

Luke Serpa, 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
Scott Redelfs, Public Utilities Director

BUDGET PREPARATION TASK FORCE

Luke Serpa, City Manager
Jay Schengel, Finance Director

John Holt
Gina Daniels
Jeff Blanks
Susan Evans
Calvin Campbell
Elena Mendrin
Matt Diaz
Manvir Garcha
Thad Avery
Jacquie Pronovost

SUMMARY OF REVENUES & EXPENDITURES

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

FUND BALANCE SUMMARY

This section contains information about the various funds utilized by the City 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, 2019; the total estimated revenue for 2019-2020; the total proposed budget expenditures for 2019-2020; and the projected ending fund balance for each fund as of June 30, 2020.

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 \$76.4 million which is \$2.9 million or 4% more than the revised revenues for 2018-2019. The additional revenue is due to increased sales and property taxes due to population growth and new residential units. Proposed expenditures are \$76.4 million and represent \$4.5 million or 6% more when compared to 2018-2019 estimated expenditures. The increase in 2019-2020 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 three unfunded public safety positions and one unfunded administration position in order to reduce expenditures. Eight new positions are recommended for the General Fund for 2019-2020, but they are offset by four positions being eliminated which is a net of four new positions. Ten positions are being recommended for reclassification. A complete listing of recommended positions and unfunded positions is included in the **Personnel Section**. The General Fund has \$12.7 million, or 16.7% of expenditures, designated as an emergency reserve. The General Fund also reflects \$1 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 \$1.5 million for 2019-2020 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 \$5.4 million for 2019-2020. 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 General Government Facilities Fund includes a limited number of minor projects with the reserves committed to future debt service obligations.

Enterprise Funds - All of the City's Enterprise Funds show sufficient revenue and working capital to meet current operating requirements. 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 \$3.65 per month. Sewer operations have an authorized 3% escalator, but it is unnecessary for 2019-2020 so it is not 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, 2019. The Water Enterprise Fund reflects the approved 3% rate increase effective July 1, 2019 with rate increases approved in future years if necessary. The Sewer Enterprise 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 2019-2020. The Transit Enterprise will continue utilizing the annual money received from State Transit Assistance (STA) to improve transit services and for capital improvements. 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 for 2019-2020. More details regarding the positions in these funds are included in the **Personnel Section**.

Capital Improvements - Several major projects are included in the 2019-2020 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 2019-2020 that do not currently have funding sources identified.

SUMMARY OF RESOURCES AND APPROPRIATIONS 2019-2020

Fund	Beginning Balance	Transfers	Current Resources	Expenditures	Ending Balance
GENERAL					
General Fund*	3,911,000	(2,960,000)	76,430,500	76,410,900	970,600
SPECIAL REVENUE FUNDS					
Housing & Community Develop.	1,501,400	0	149,000	133,400	1,517,000
Landscape Assessment District	4,886,000	0	4,430,000	3,913,000	5,403,000
Total Special Revenue	<u>6,387,400</u>	<u>0</u>	<u>4,579,000</u>	<u>4,046,400</u>	<u>6,920,000</u>
INTERNAL SERVICE FUNDS					
Liability & Property Insurance	1,620,700	0	2,789,400	2,997,700	1,412,400
Employee Benefits	4,878,600	0	28,631,000	28,997,300	4,512,300
Fleet Maintenance	8,091,400	2,660,000	11,530,400	13,239,200	9,042,600
General Government Services	4,096,400	0	12,565,100	12,595,200	4,066,300
Total Internal Service	<u>18,687,100</u>	<u>2,660,000</u>	<u>55,515,900</u>	<u>57,829,400</u>	<u>19,033,600</u>
ENTERPRISE FUNDS					
Community Sanitation	5,272,800	100,000	20,146,000	22,529,400	2,989,400
Sewer Service	21,787,300	(1,524,000)	16,079,000	13,034,900	23,307,400
Water Service	25,422,300	(3,051,000)	18,593,000	16,638,600	24,325,700
Transit	675,400	(50,000)	7,944,800	6,406,800	2,163,400
Planning & Development Service	8,143,800	300,000	11,558,000	11,760,100	8,241,700
Total Enterprise	<u>61,301,600</u>	<u>(4,225,000)</u>	<u>74,320,800</u>	<u>70,369,800</u>	<u>61,027,600</u>
CAPITAL IMPROVEMENT FUNDS					
Sewer Construction	1,691,000	1,474,000	5,658,000	6,480,000	2,343,000
Park Projects	5,200,000	0	2,854,000	1,640,000	6,414,000
Street Construction	6,566,500	0	14,798,300	16,733,000	4,631,800
Water Construction	7,612,100	3,001,000	5,384,000	11,383,000	4,614,100
Housing & Community Develop.	980,000	0	1,250,000	2,230,000	0
Refuse Construction	0	0	50,000	50,000	0
General Govt Facilities	676,000	214,000	20,650,000	21,540,000	0
Total Capital Improvement	<u>22,725,600</u>	<u>4,689,000</u>	<u>50,644,300</u>	<u>60,056,000</u>	<u>18,002,900</u>
	<u>113,012,700</u>	<u>164,000</u>	<u>261,490,500</u>	<u>268,712,500</u>	<u>105,954,700</u>
	Beginning Balance	Transfers	Additions	Deductions	Ending Balance
SUCCESSOR AGENCIES TRUST FUND					
Clovis Successor Agencies**	804,600	0	1,200,000	1,445,000	559,600

* The General Fund maintains a \$12,760,000 set aside, or 16.7% 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
2,660,000	General Fund	Fleet Maintenance	For safety vehicle replacements
150,000	Comm Sanitation Cap*	Comm Sanitation Oper	Acquisition of refuse containers
800,000	Sewer Capital-Dev	Sewer Service	For sewer system improvements
426,000	Sewer Capital-Dev	Sewer Service	Developer share of debt service
200,000	Sewer Service	Sewer Cap-Dev	For capital projects
2,500,000	Sewer Service	Sewer Cap-Dev	To pay debt service
50,000	Sewer Service	General Services	For bus yard camera purchase
751,000	Water Service	Water Capital-Dev	To pay debt service
50,000	Water Service	General Services	For bus yard camera purchase
3,500,000	Water Service	Water Capital-User	For water system improvements
1,250,000	Water Capital-Dev	Water Service	Pay back loan to dev fund
50,000	Refuse Disposal	General Services	For bus yard camera purchase
14,000	Measure A*	Gen Govt Services	Police Communications
50,000	Transit	General Services	For bus yard camera purchase

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 and Measure A-Public safety Fund are unbudgeted and as such, are not shown on the preceding schedule, but are fully disclosed in the City's Annual Financial Report.

SUMMARY REVENUES AND EXPENDITURES

The following summary schedule provides an excellent overview of the City's 2019-2020 revenues and expenditures. The schedule on the following page combines all the City's funds into one summary schedule while the 2019-2020 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 "2019-2020 Budget Summary-All Funds" includes all funding sources and expenditures for all Governmental and Proprietary Funds. A review of the revenue shows that "Charges for Current Services" is the largest revenue source followed by "Charges to Other Departments". Included in "Charges for Current Services" are the charges for the City's Enterprise Funds (water, sewer, refuse, etc.). This revenue source makes up 35.1% of the total funding sources. The source "Charges to Other Departments" reflects interfund charges, or revenue derived, by the City's Internal Service Funds such as General Services, Employee Benefits, Fleet Services, and Liability and Property Insurance to other operating funds for services received from the Internal Service Funds. This funding source reflects 20.6% 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, and the statutory Prop 13 CPI increase of 2%. Property taxes account for 10.9% of the City's revenue. The revenue source "Sales & Use Tax" which accounts for 8.7% 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 23.2% of the total budgeted expenditures in 2019-2020, and are increasing when compared to the estimated 2018-2019 percentage with the start of several new anticipated projects. The combined totals for all salaries and benefits, which account for 31.9% 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 7.7% of the total, is the expenditure side of the interfund charges by the City's Internal Service Funds. This expenditure reflects costs such as computer services, communications, energy, and office supplies. The expenditure category "Employee Related ISF Charges" which accounts for 10.5% 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.

2019-2020 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

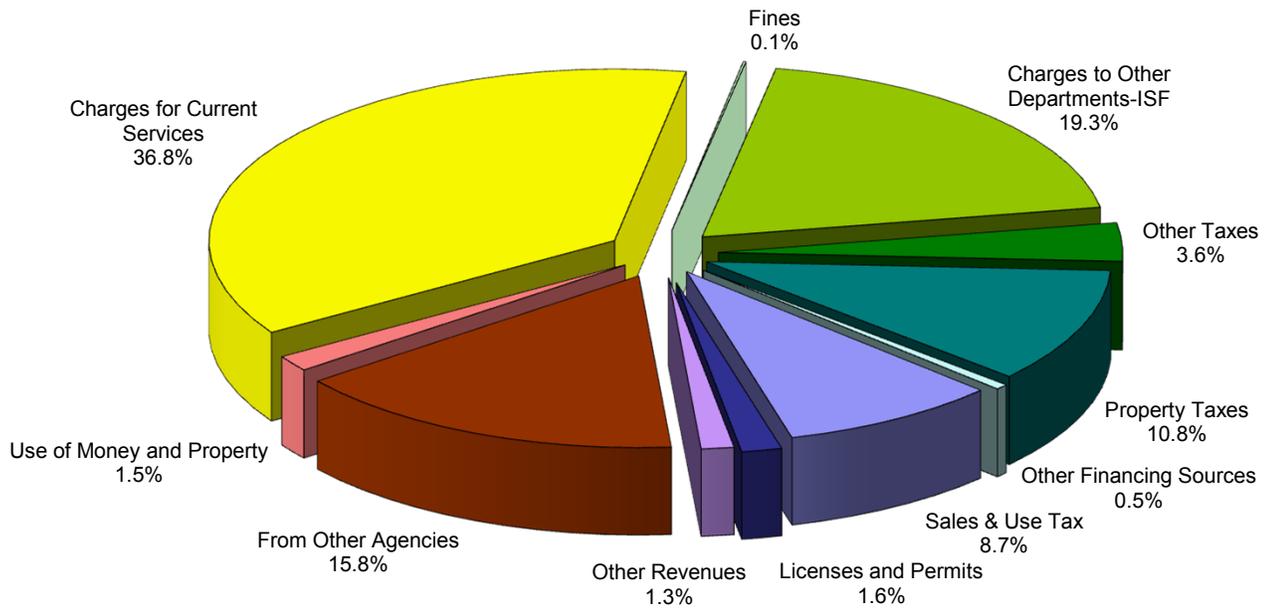
	2017-2018	2018-2019	2019-2020
	ACTUAL	ESTIMATED	BUDGET
<u>FUNDING SOURCES</u>			
Property Taxes	24,832,576	26,942,800	28,429,000
Sales & Use Tax	20,425,341	21,679,000	22,829,000
Other Taxes	9,686,527	8,991,000	9,802,000
Licenses and Permits	3,590,574	4,007,200	3,844,500
Fines	227,831	185,600	189,500
Use of Money & Property	2,445,667	3,733,600	3,276,400
From Other Agencies	20,468,439	39,631,900	26,223,900
Charges for Current Services	80,778,516	92,342,600	91,798,300
Other Revenues	3,623,212	3,257,500	20,062,000
Charges to Other Departments-ISF	43,988,262	48,276,700	53,785,900
Other Financing Sources	246,380	1,213,700	1,250,000
Total Revenues and Other Financing Sources	210,313,325	250,261,600	261,490,500
Beginning Fund Balances	117,335,664	124,130,000	113,012,700
Total Available Resources	<u>327,648,989</u>	<u>374,391,600</u>	<u>374,503,200</u>
<u>EXPENDITURES/EXPENSES</u>			
Salaries-Regular	41,723,996	45,008,600	49,125,700
Overtime	5,402,650	5,846,800	5,040,500
Extra Help	2,470,644	3,074,200	3,085,700
Benefits	21,708,627	24,861,900	28,391,000
Vehicle Charges	9,417,630	10,052,800	10,728,700
Energy	6,669,641	7,145,900	7,438,600
Communications	575,791	926,400	736,400
Professional Services	18,632,101	21,534,300	22,816,100
Repair and Maintenance	3,083,544	4,070,900	4,158,900
State Mandates	787,663	934,000	1,062,900
Special Events	66,657	76,000	96,000
Building and Equipment Rental	2,043	13,500	53,500
Office Supplies	541,631	692,900	744,800
Materials and Supplies	4,452,802	4,928,400	5,392,600
Travel and Meeting Expense	221,500	329,000	328,100
Training	624,507	825,200	785,900
Dues and Subscriptions	106,338	130,300	140,300
Administration and Overhead	18,058,004	19,049,900	20,695,700
Employee-Related ISF Charges	30,415,482	23,906,000	28,229,200
Liability Insurance Prog-ISF	1,888,270	2,322,400	2,681,600
Debt Service	16,398,989	14,473,200	14,635,000
Capital Outlays/Improvements	20,477,179	71,863,300	62,345,300
Total Expenditures/Expenses and Other Uses	203,725,689	262,065,900	268,712,500
Net Operating Transfers *	206,700	687,000	164,000
Ending Fund Balances	<u>124,130,000</u>	<u>113,012,700</u>	<u>105,954,700</u>

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

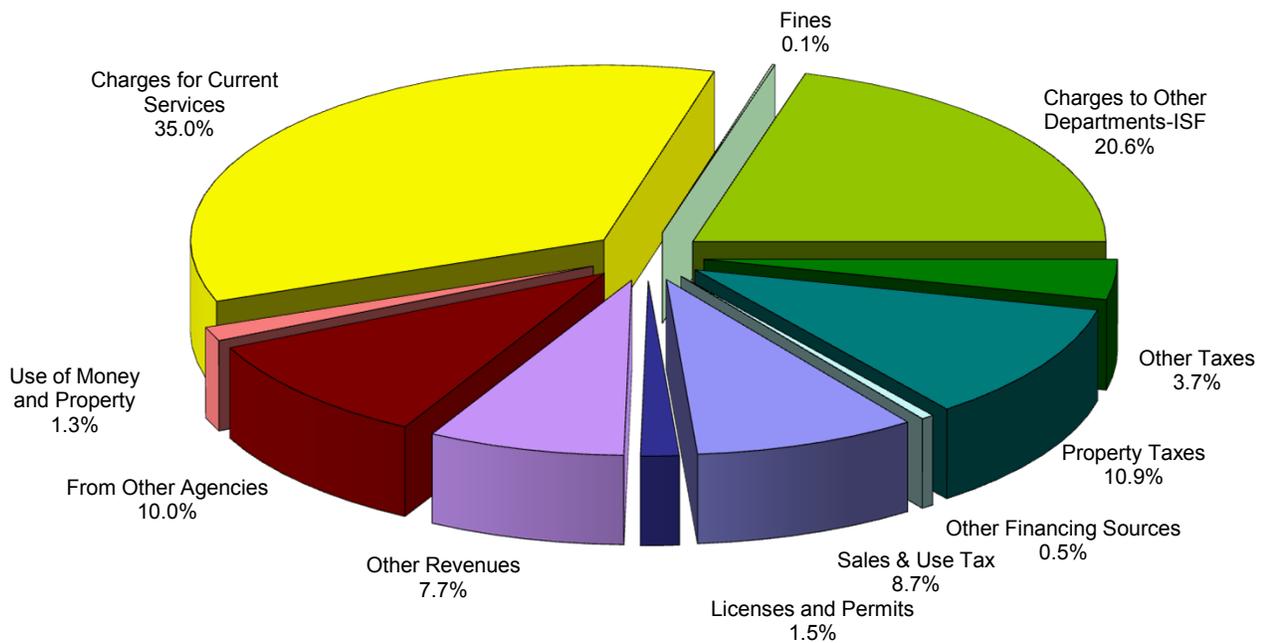
The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

* Net transfers are the result of the transfer to the Refuse Disposal Fund from the Community Sanitation Fund, an unbudgeted fund and to the General Government services fund from the Measure A-Public Safety fund, an unbudgeted fund.

2018-19 ESTIMATED REVENUES



2019-2020 BUDGET REVENUES



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

2019-2020 BUDGET SUMMARY - BY FUND

	<i>Special Revenue Funds</i>			<i>Enterprise Funds</i>				
	General	Housing & Community Development	Landscape Assessment District	Community Sanitation	Sewer Service	Transit	Water Service	Planning & Development Services
<u>FUNDING SOURCES</u>								
Property Taxes	28,429,000							
Sales & Use Tax	22,829,000							
Other Taxes	9,802,000							
Licenses and Permits	554,500							3,290,000
Fines	189,500							
Use of Money & Property	196,400			376,000	849,000	90,000	972,000	210,000
From Other Agencies	2,986,800	1,399,000				7,677,800		27,000
Charges for Current Services	11,263,300		4,430,000	19,800,000	15,223,000	177,000	17,361,000	8,006,000
Other Revenues	180,000			20,000	7,000		260,000	25,000
Charges to Other Departments-ISF								
Other Financing Sources								
Total Sources	76,430,500	1,399,000	4,430,000	20,196,000	16,079,000	7,944,800	18,593,000	11,558,000
<u>EXPENDITURES/EXPENSES</u>								
Salaries-Regular	30,064,600	88,000		4,112,100	981,300	1,531,700	2,969,400	5,331,400
Overtime	4,328,500			291,300	16,600	74,300	119,000	133,000
Extra Help	1,363,700			90,000	5,000	953,000	25,000	564,000
Benefits	18,397,000	25,500		2,367,400	496,700	1,139,600	1,632,800	2,436,700
Vehicle Charges	3,487,600			4,779,700	351,700	1,114,500	573,400	215,700
Energy	2,532,000			18,000	1,300,000		2,600,000	
Communications	221,400			13,500	2,500	90,000	18,000	53,000
Professional Services	4,888,400	2,000	3,913,000	5,230,500	5,156,500	457,400	1,828,400	757,000
Repair and Maintenance	236,400			48,200	82,600		847,700	
State Mandates				1,053,900				
Liability Insurance Prog-ISF								1,000
Special Events	5,000							9,000
Building and Equipment Rental	1,000			50,000				
Office Supplies	85,800			68,000	5,500	50,000	41,000	12,000
Materials and Supplies	1,143,900			161,100	200,700		1,104,200	12,000
Travel and Meeting Expense	202,400	4,000		15,000	3,000	15,000	4,000	66,000
Training	512,800			29,500	9,200	6,000	31,500	83,000
Dues and Subscriptions	86,700	2,600		11,000	3,000	800	6,300	25,000
Administration and Overhead	8,189,700	11,300		2,971,200	2,362,600	974,500	2,753,400	2,004,300
Employee-Related ISF Charges								
Debt Service					1,240,000			
Capital Outlays/Improvements	664,000	2,230,000		1,269,000	818,000		2,084,500	57,000
Total Uses	76,410,900	2,363,400	3,913,000	22,579,400	13,034,900	6,406,800	16,638,600	11,760,100

2019-2020 BUDGET SUMMARY - BY FUND

<i>Internal Service Funds</i>				<i>Capital Projects Funds</i>				<i>Total</i>	Trust Fund
Liability and Property Insurance	Employee Benefits	General Services	Fleet	Sewer	Park Projects	Streets	Water		Successor Agency Trust Fund*
									Additions
								28,429,000	1,200,000
								22,829,000	
								9,802,000	
								3,844,500	
								189,500	
	64,000	349,000		23,000			147,000	3,276,400	
		204,000			281,000	13,648,300		26,223,900	
		943,000		5,635,000	2,573,000	1,150,000	5,237,000	91,798,300	
		19,570,000						20,062,000	
2,789,400	28,567,000	12,149,100	10,280,400					53,785,900	
			1,250,000					1,250,000	
<u>2,789,400</u>	<u>28,631,000</u>	<u>33,215,100</u>	<u>11,530,400</u>	<u>5,658,000</u>	<u>2,854,000</u>	<u>14,798,300</u>	<u>5,384,000</u>	<u>261,490,500</u>	<u>1,200,000</u>
									Deductions
157,100	368,100	2,154,400	1,367,600					49,125,700	
1,200	1,200	60,400	15,000					5,040,500	
		55,000	30,000					3,085,700	
75,100	135,500	915,300	769,400					28,391,000	
6,200	15,200	122,200	62,500					10,728,700	
		988,600						7,438,600	
		337,500	500					736,400	
	10,900	478,500	93,500					22,816,100	100,000
		2,116,000	828,000					4,158,900	
			9,000					1,062,900	
2,680,600								2,681,600	
	82,000							96,000	
		2,500						53,500	
		481,000	1,500					744,800	
3,500		101,500	2,665,700					5,392,600	
4,700	1,200	8,800	4,000					328,100	
21,000	17,400	62,000	13,500					785,900	
1,000	500	2,300	1,100					140,300	
47,300	76,100	346,400	958,900					20,695,700	
	28,229,200							28,229,200	
		3,150,000	940,000	6,237,000			3,068,000	14,635,000	1,345,000
	60,000	22,752,800	5,479,000	243,000	1,640,000	16,733,000	8,315,000	62,345,300	
<u>2,997,700</u>	<u>28,997,300</u>	<u>34,135,200</u>	<u>13,239,200</u>	<u>6,480,000</u>	<u>1,640,000</u>	<u>16,733,000</u>	<u>11,383,000</u>	<u>268,712,500</u>	<u>1,445,000</u>

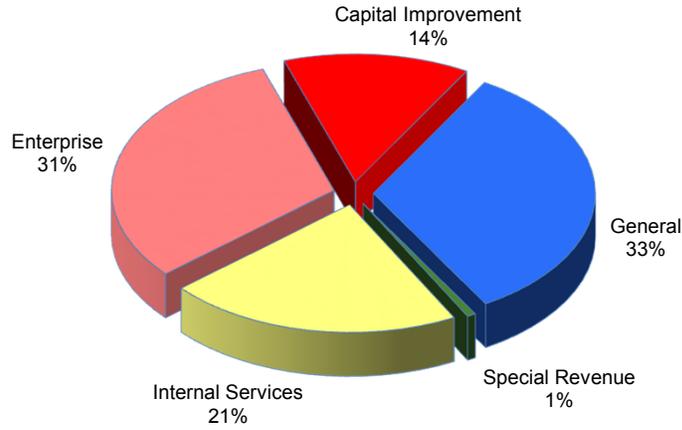
SUMMARY OF REVENUES BY FUND

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
GENERAL FUND	69,966,016	73,547,300	76,430,500
SPECIAL REVENUE FUNDS			
Housing & Community Development	584,518	618,100	149,000
Landscape Maintenance District	748,948	4,259,000	4,430,000
INTERNAL SERVICES FUNDS			
Liability & Property Insurance	2,453,697	2,688,100	2,789,400
Employee Benefit	22,088,435	25,141,400	28,631,000
Fleet Maintenance	9,435,869	10,865,800	11,530,400
General Govt Services	11,042,814	13,492,100	12,565,100
ENTERPRISE FUNDS			
Community Sanitation	18,872,044	16,655,000	20,146,000
Sewer Service	13,001,304	15,209,800	16,079,000
Transit	6,449,465	8,076,900	7,944,800
Water Service	17,285,213	17,978,900	18,593,000
Planning & Development Services	9,954,608	11,551,100	11,558,000
CAPITAL IMPROVEMENTS FUNDS			
Sewer Construction	9,695,591	6,030,700	5,658,000
Parks Projects	1,691,635	5,361,000	2,854,000
General Government Facilities	926,836	4,223,000	20,650,000
Street Construction	8,018,970	22,408,400	14,798,300
Water Construction	5,967,740	8,702,000	5,384,000
Refuse Construction	549,397	2,975,000	50,000
Housing & Community Development	1,580,225	478,000	1,250,000
TOTAL	<u>210,313,325</u>	<u>250,261,600</u>	<u>261,490,500</u>
SUCCESSOR AGENCY TRUST FUND			
Clovis Successor Agencies*	<u>1,316,425</u>	<u>1,254,500</u>	<u>1,200,000</u>

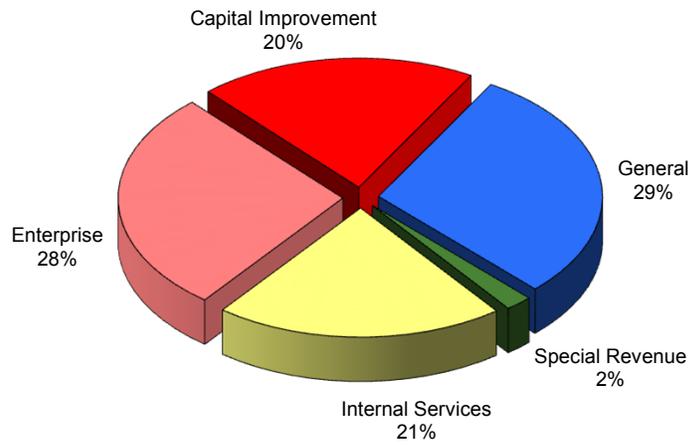
*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

REVENUES BY FUND TYPE

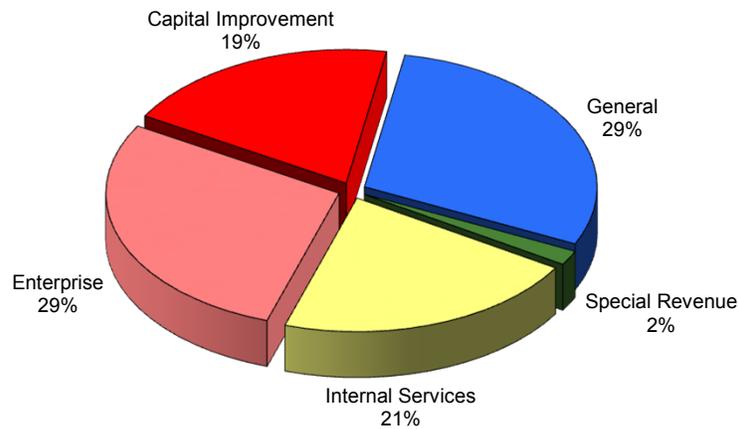
2017-2018 ACTUAL



2018-2019 ESTIMATED



2019-2020 BUDGET



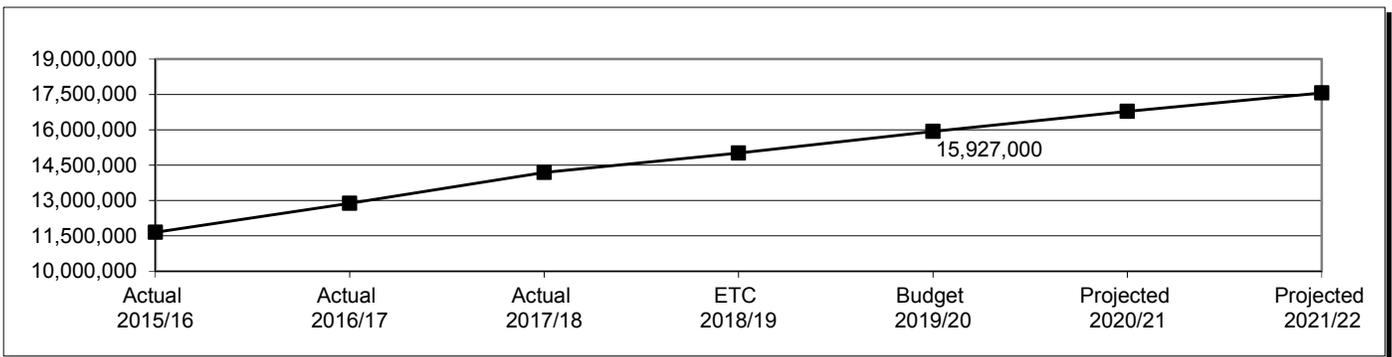
REVENUE BY SOURCE

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 18.65% gross before reductions. In 2019/20, the City of Clovis is expecting to receive about \$15,927,000 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 33% of total General Fund revenue.

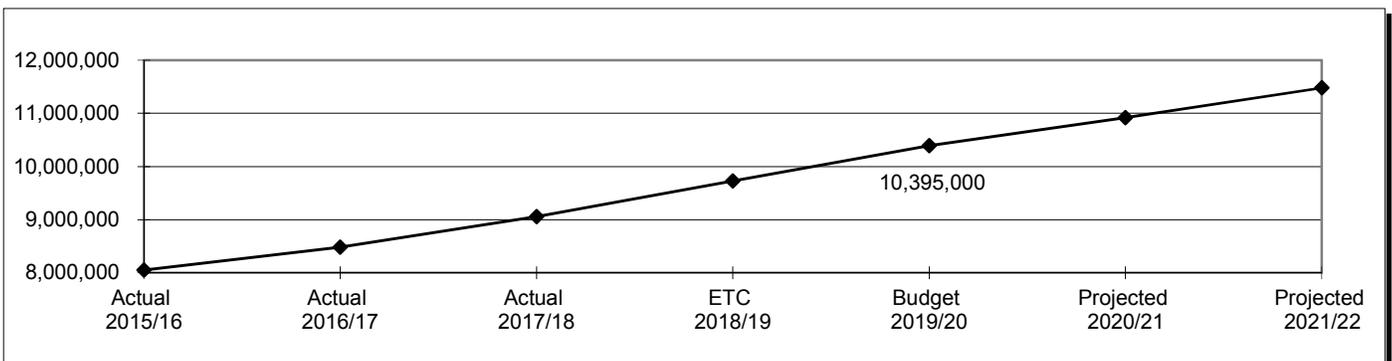
The gross assessed valuation (in millions) for Clovis is:

2014/15 \$8,363	2016/17 \$9,394	2018/19 \$10,593	2020/21 \$11,221 est.
2015/16 \$8,909	2017/18 \$10,255	2019/20 \$10,907 est.	2021/22 \$11,536 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.



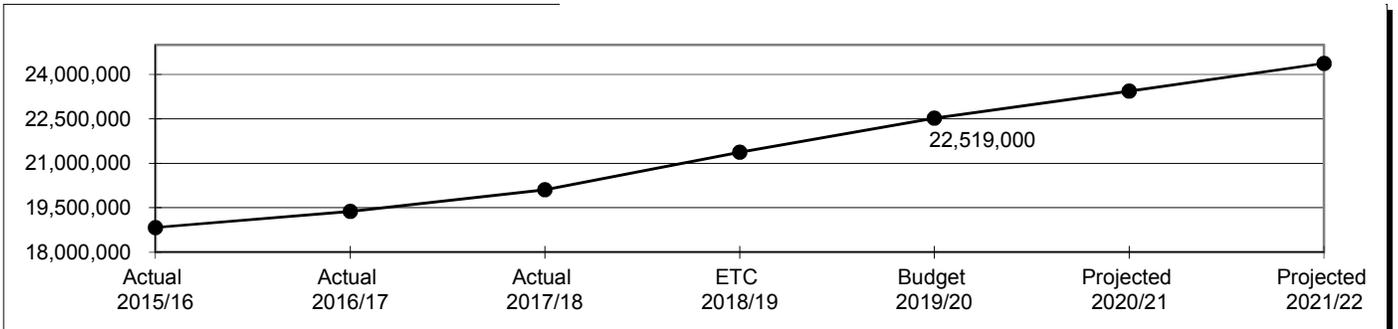
REVENUE BY SOURCE

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%.

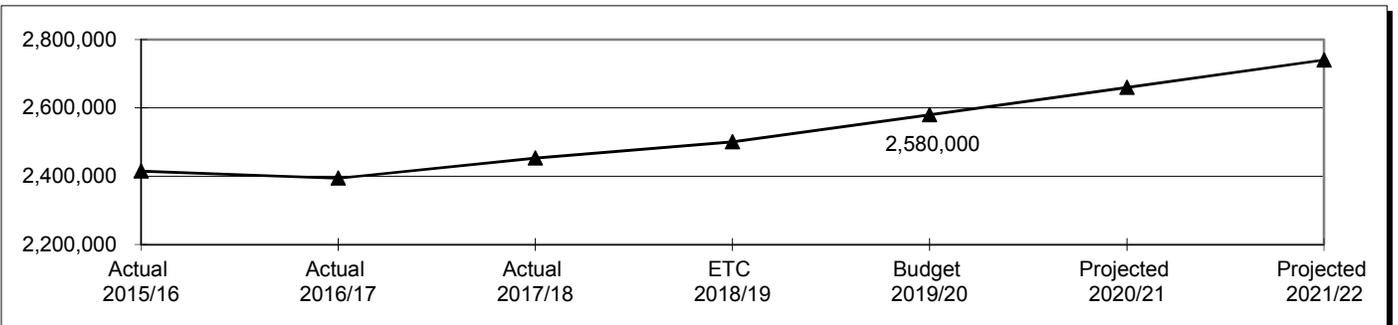
Major Segments:	General Consumer Goods	33%
	Auto Sales	20%
	Restaurants	10%
	Service Stations	6%
	Food and Drugs	5%
	Building Materials	11%

The top ten retailers generate 39% of the sales tax and the top 100 retailers generate 80% of the sales tax in Clovis. In 2018/19, revenues have continued to increase due to increased consumer confidence, reduced unemployment, along with business and population growth. The City's major shopping centers such as Clovis Commons, Clovis Crossings, and the Trading Post are continuing to experience increased sales in their retail shops and restaurants. Sales Tax is 28% of the General Fund revenue.



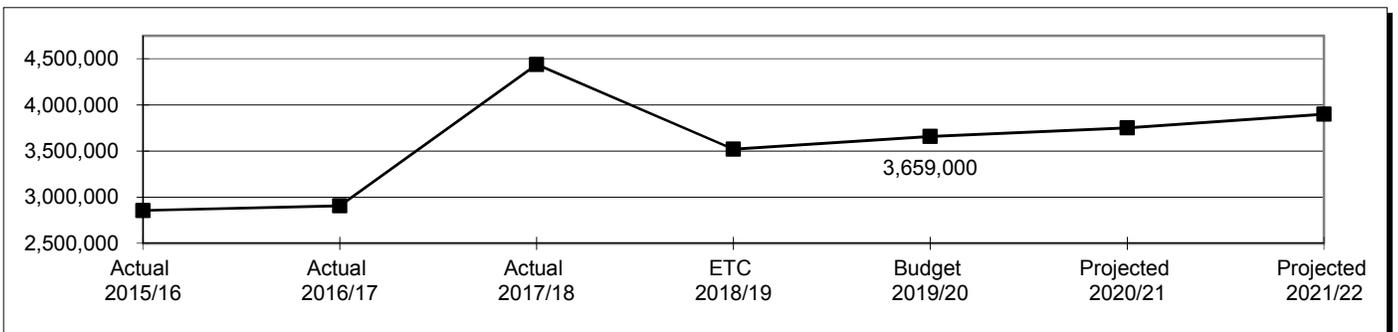
Franchise Fees-General Fund

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 only slightly as AT&T moves customers from cable to satellite service that isn't subject to franchise fees. This revenue source is approximately 3% of the General Fund revenue.



Business Licenses-General Fund

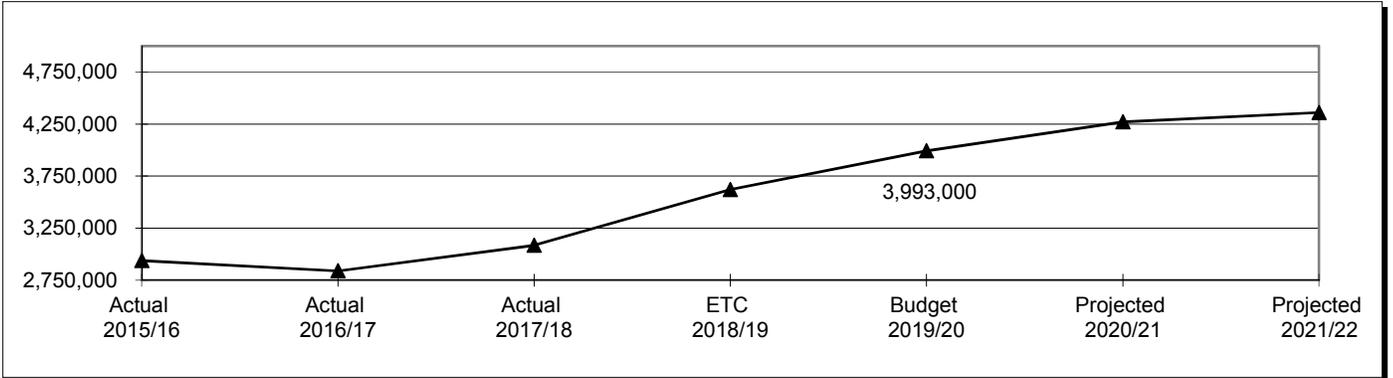
Business Licenses are required of all businesses within Clovis. Most businesses pay fees based on gross receipts. There is a minimum and a maximum business license fee, which is annually adjusted for inflation. 2017/18 experienced a marked increase due to a one-time accounting adjustment. Business license revenues are projected to remain at a normal revenue growth at the rate of inflation and adjusted for new businesses.



REVENUE BY SOURCE

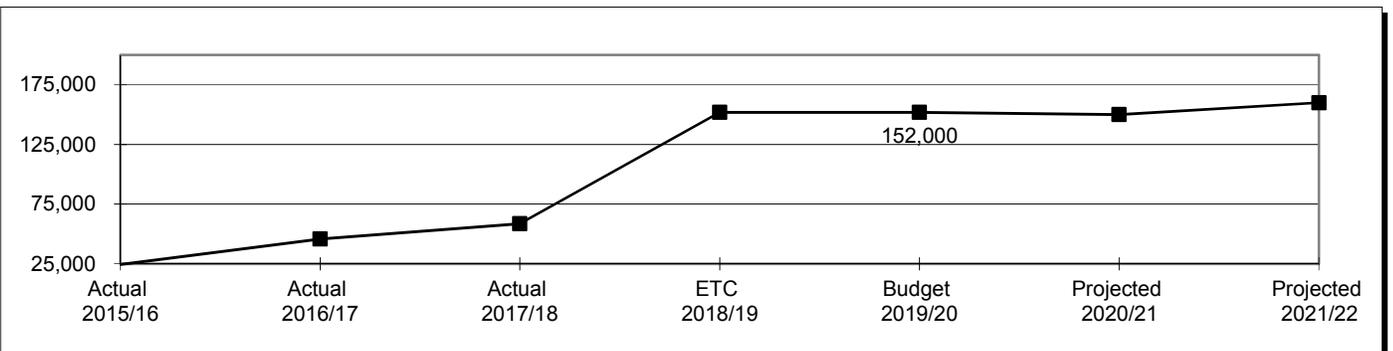
Other Taxes-General Fund

This category includes transient occupancy tax, real property transfer tax, and card room permits. Revenue from Transient Occupancy Tax has increased as room rates increase in existing hotels. Projections for 2019/20 and out years include several new hotels to be built in Clovis. The hotels are La Quinta, Marriot Townplace, and Home2 Suites by Hilton.



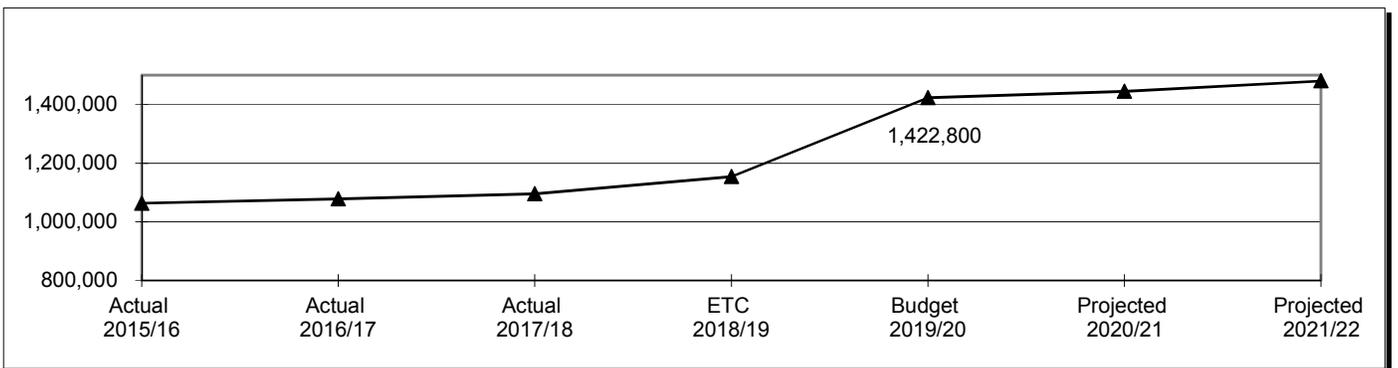
Interest Revenue-General Fund

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 2018/19 and 2019/20 are 1.94% and 1.99%, respectively.



State Subventions-General Fund

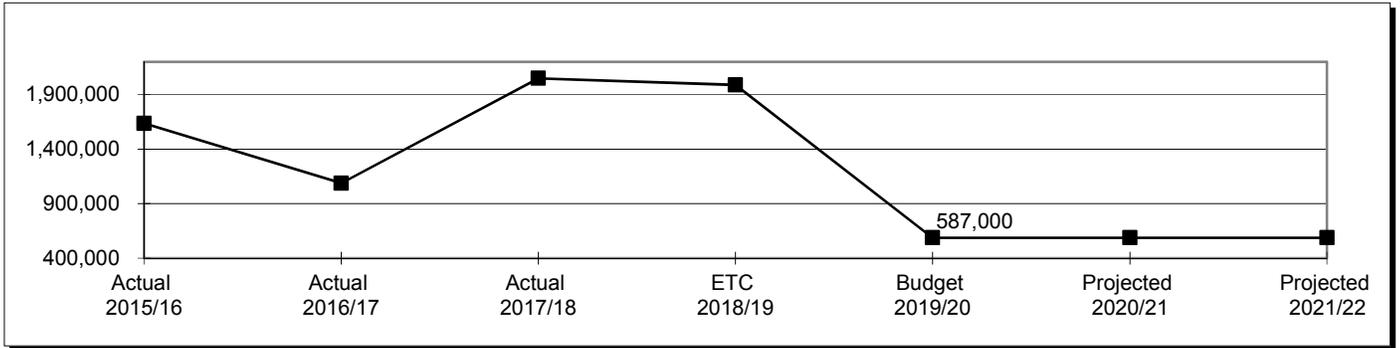
This category includes revenue collected at the state level and redistributed back to local agencies on a per-capita basis. Revenue sources mainly include gas tax. The increase 2019/20 is largely due to rising gas prices, consumption, and additional gas tax funding as a result of the passage of SB1 Road Repair and Accountability Act.



REVENUE BY SOURCE

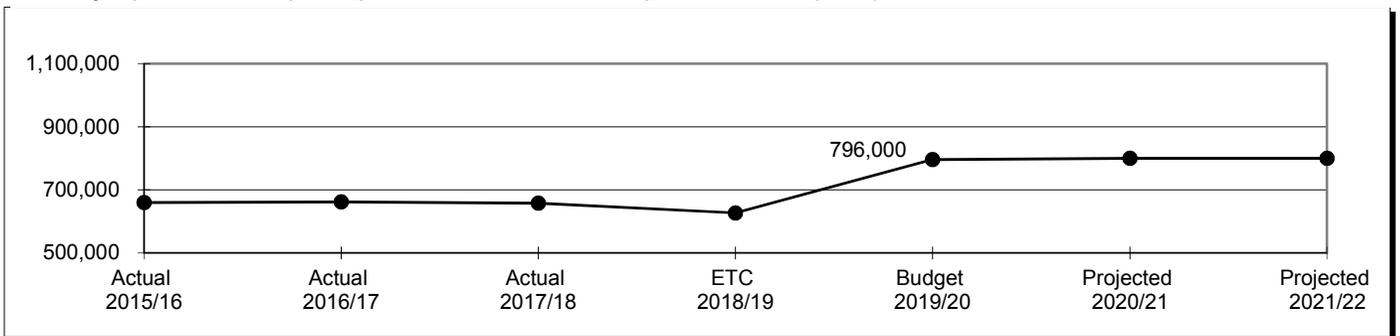
Grants-General Fund

Sources of this revenue are from the state and federal governments. Revenues from programs such as Homeland Security, Community and Development Block Grant, Highway Safety Programs and Older Americans Act depend on availability and approval of funds for qualified city projects. The 2017/18 and 2018/19 increase is largely from reimbursements from CA Office of Emergency Services for state fire assistance. Grants are projected at a three year average of reoccurring grants.



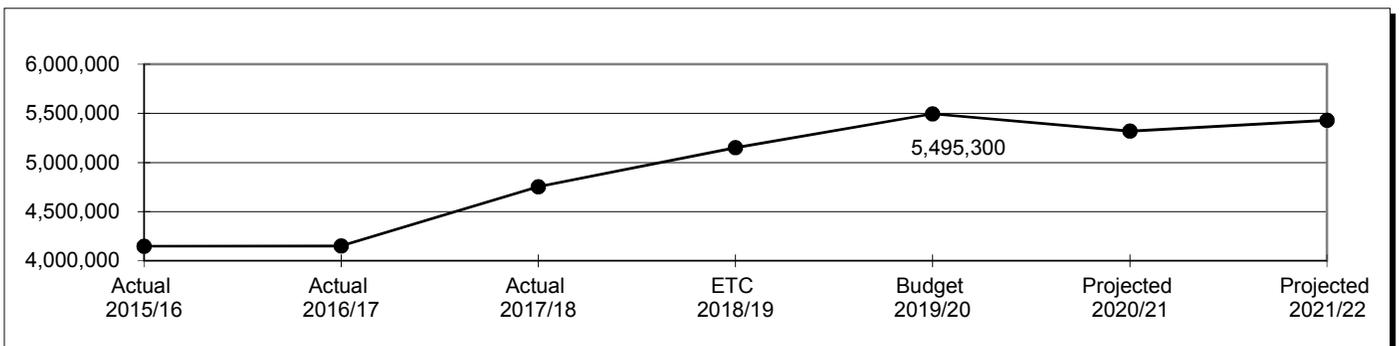
Revenue From Other Agencies-General Fund

This revenue is from other public agencies including reimbursements of the homeowners property tax exemption. The increase in revenue in 2019/20 is due to additional reimbursements from the Fresno County Probation Office for the City's police officer participation on the Adult Compliance Team (ACT).



Revenue for Current Services-General Fund

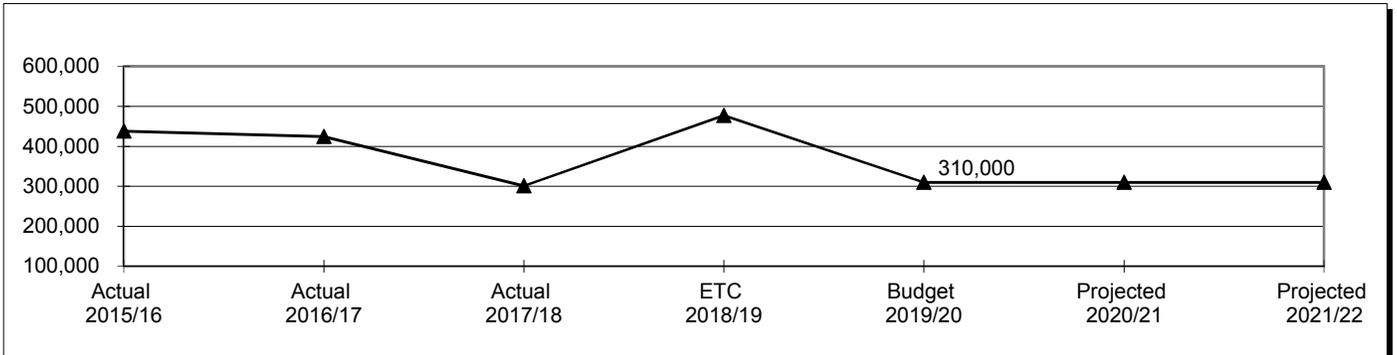
This revenue category includes revenue from fees for landscape maintenance charges, charges for use of Police Reserves, sale of copies, weed abatement, alarm response, Senior and Recreation Center use charges, and park reservation fees. The revenue in this category varies with service activity. 2018/19 and 2019/20 are increasing largely due to fire inspection fees and landscape maintenance charges.



REVENUE BY SOURCE

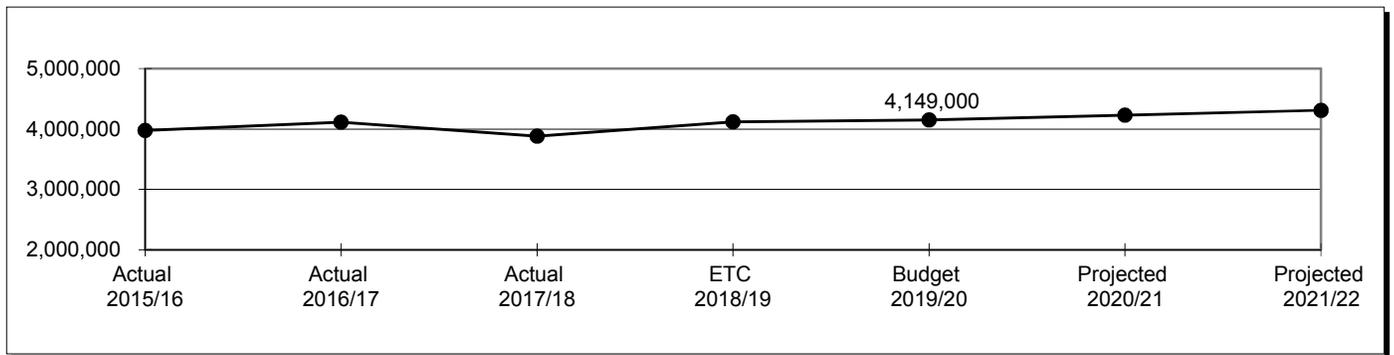
Other Revenue-General Fund

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.



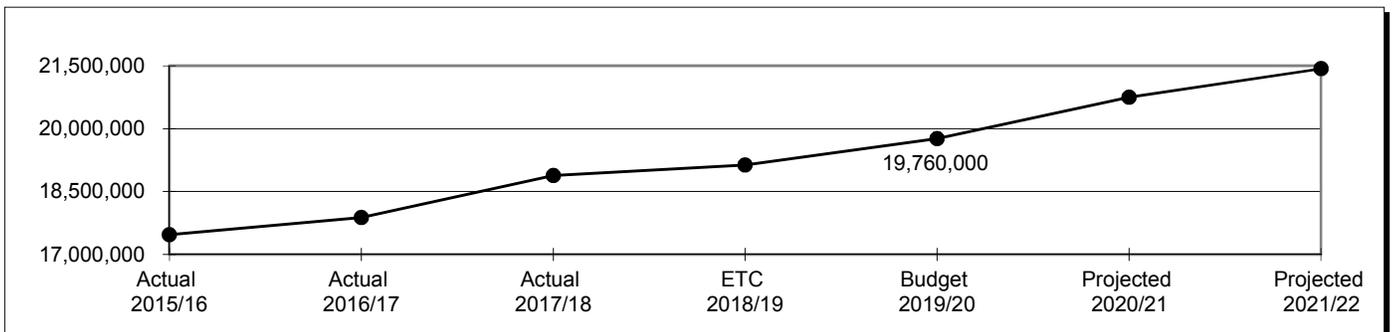
Administrative Charges-General Fund

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 5% of the General Fund revenue.



Refuse / Street Cleaning Charges-Community Sanitation Fund

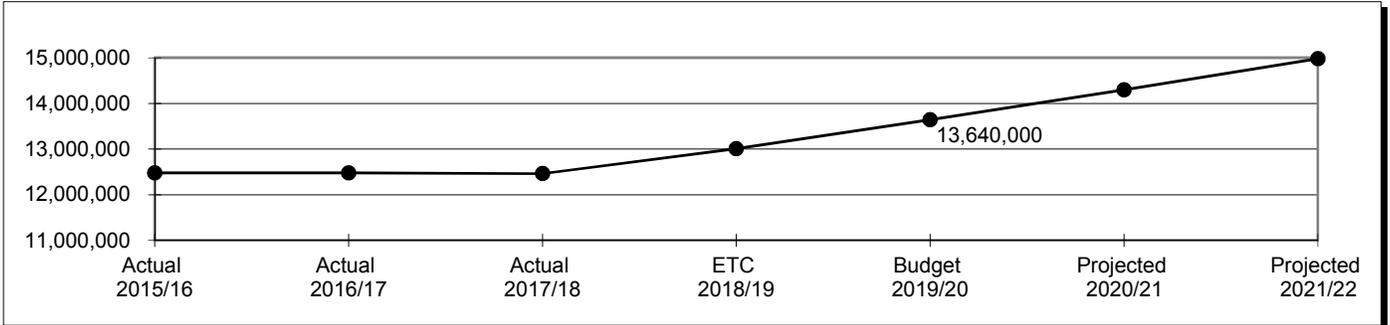
Refuse charges are collected from both residential and commercial users based on different rates depending on type of service and frequency of service. Also included in the refuse revenue are charges for the City's greenwaste and recycling programs provided by private contract. The City Council approved rate increases in refuse charges of 4% July 1, 2005 and every July 1 thereafter, if necessary. Refuse rates are projected to increase in 2019/20 through 2021/22 at 2% each year. Recycling and greenwaste rates are projected to increase by the approved 4% for 2019/20 through 2021/22. Street Cleaning charges are anticipated to grow based on the estimated increase in residential and commercial units.



REVENUE BY SOURCE

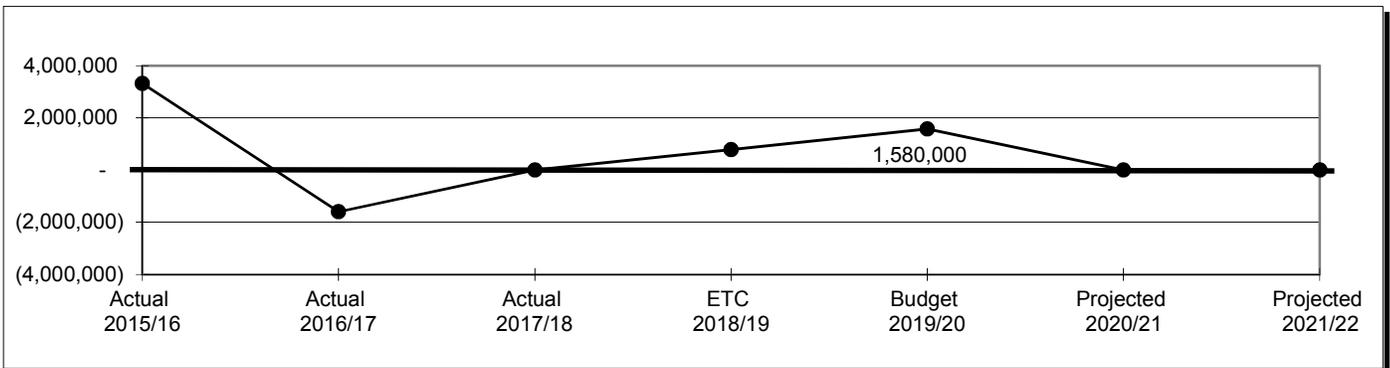
Sewer Charges-Sewer Service Fund

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 2020/21 and projected years, a 3% increase is projected.



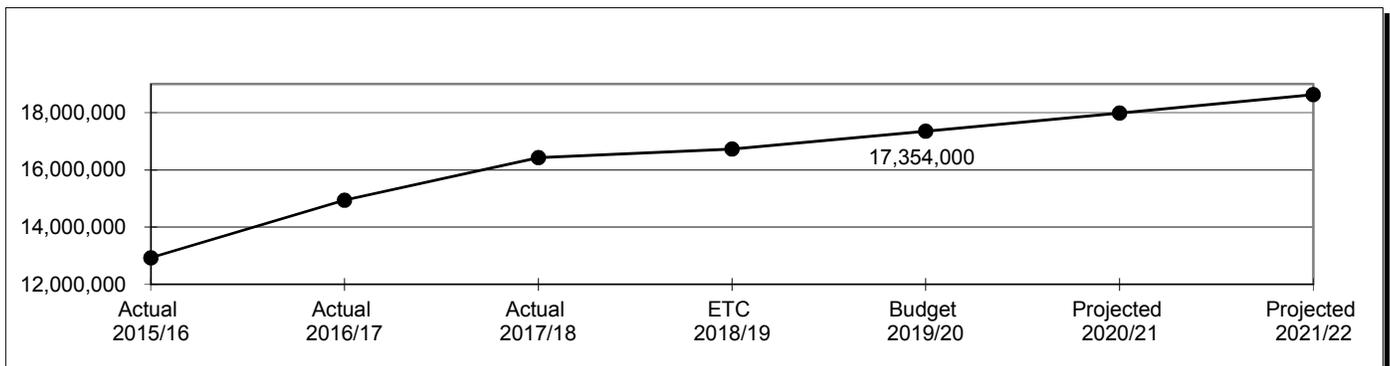
Sewer Bond Coverage Charges-Sewer Service Fund

Beginning in 2012/13, the City implemented a sewer bond coverage charge to partially cover the debt service on development related bonds. Each year the coverage charge is evaluated for any revision necessary to meet required bond coverage. Beginning January 1, 2019, the City reinstated the sewer bond service charge at \$3.65 per month per residential unit, which is half of the Council approved amount of the \$7.30 per month per residential unit.



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 2019/20 and projection years, 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

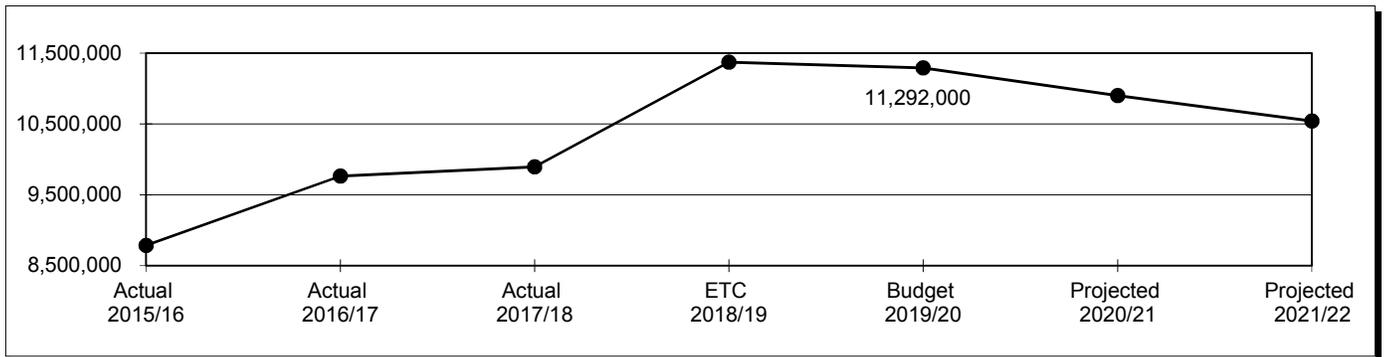
The City collects a fee for each building-related permit issued. The fees are based on the national uniform building codes. The City's building activity had been significantly impacted by the housing market downturn of 2008 resulting in decreased permit revenue for remodeling projects and new construction. Increases in permit activity has steadily increased since the downturn with 2018 dwelling units tripling since 2008.

Building permit activity for dwelling units:

<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
1024	707	984	1347

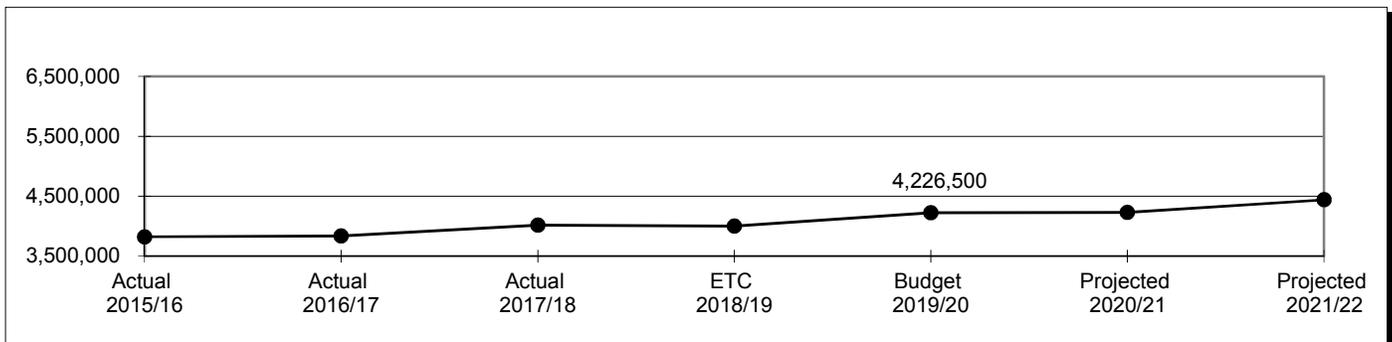
Total building valuation for 2018 was \$497,918,000.

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

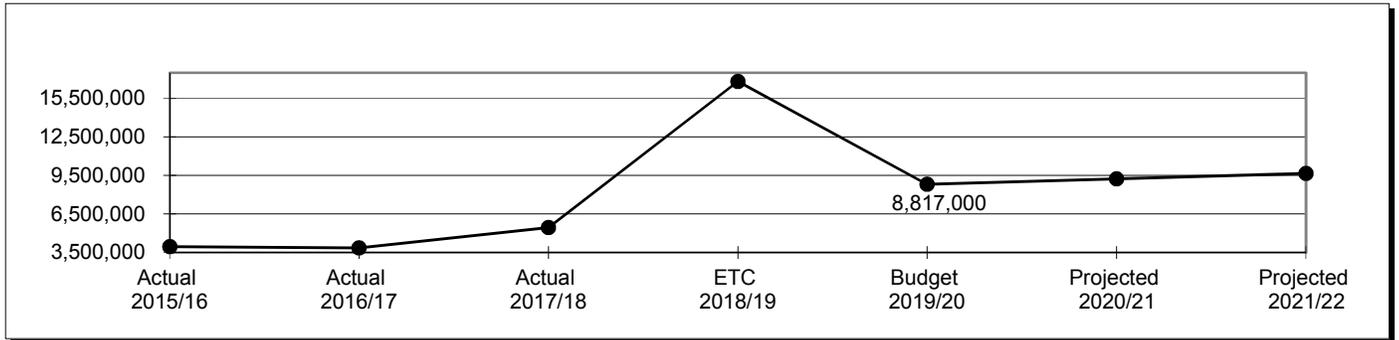
This source of revenue is generated by a 1/4 cent tax on general sales, which is collected by the state and distributed to the local agencies on a formula basis for support of local transportation services. Starting in 2014/15, all LTF funding available to the City is required to be allocated to transit 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 2018/19 represents the City's reimbursement of funds from the Regional Transportation Program for specific street improvement projects such as a 6-lane divided expressway on Shaw Avenue from Locan to McCall, major street improvements on Herndon Avenue from Temperance to Dewolf, and on Willow Avenue from Shepherd to Copper.



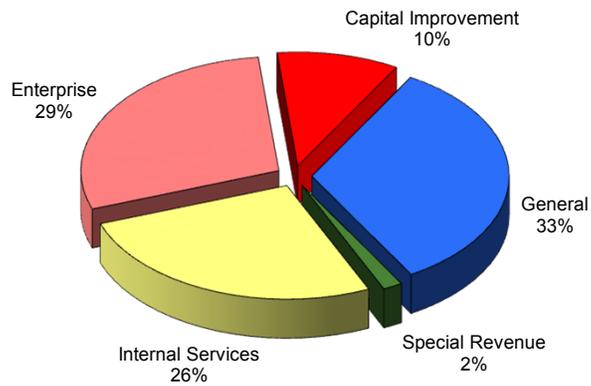
SUMMARY OF EXPENDITURES BY FUND

	2017-2018 <u>Actual</u>	2018-2019 <u>Revised Estimate</u>	2019-2020 <u>Budget</u>
GENERAL FUND	66,173,281	71,933,300	76,410,900
SPECIAL REVENUE FUNDS			
Housing and Community Development	135,470	120,300	133,400
Landscape Maintenance District	3,067,700	3,515,000	3,913,000
INTERNAL SERVICES FUNDS			
Liability & Property Insurance	2,148,319	2,601,400	2,997,700
Employee Benefit	30,975,349	24,523,800	28,997,300
Fleet Maintenance	9,353,011	13,336,400	13,239,200
General Government Services	11,147,802	13,895,500	12,595,200
ENTERPRISE FUNDS			
Community Sanitation	19,113,715	21,383,200	22,529,400
Sewer Service	11,790,143	12,490,500	13,034,900
Transit	6,273,367	7,618,500	6,406,800
Water Service	12,603,601	14,812,600	16,638,600
Planning & Development Services	8,873,275	10,663,300	11,760,100
CAPITAL IMPROVEMENTS FUNDS			
Sewer Construction	8,405,016	8,807,700	6,480,000
Parks Projects	304,907	6,420,000	1,640,000
General Government Facilities	656,583	9,995,200	21,540,000
Street Construction	6,287,172	28,937,900	16,733,000
Water Construction	4,164,638	7,518,900	11,383,000
Refuse Construction	549,397	2,975,000	50,000
Housing and Community Development	1,702,943	517,400	2,230,000
TOTAL	<u>203,725,689</u>	<u>262,065,900</u>	<u>268,712,500</u>
SUCCESSOR AGENCY TRUST FUND			
Clovis Successor Agencies*	<u>1,594,137</u>	<u>1,651,900</u>	<u>1,445,000</u>

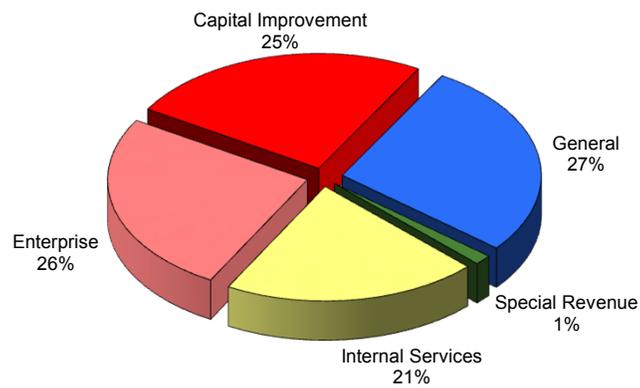
*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

EXPENDITURES BY FUND TYPE

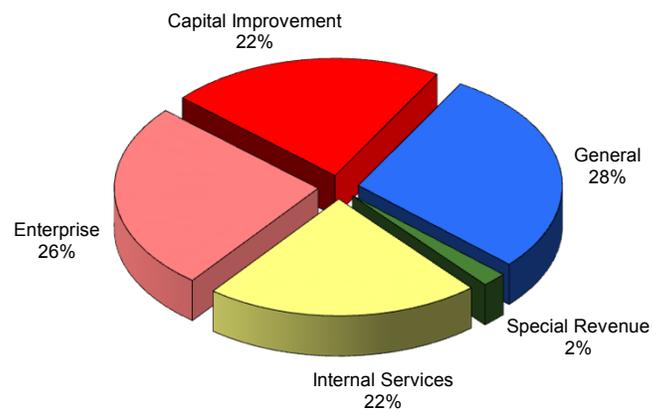
2017-2018 ACTUAL



2018-2019 ESTIMATED



2019-2020 BUDGET



(This page intentionally left blank)

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.

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 2019-20 is calculated at 15% of total assessed valuation or \$1,620,976,476. The City currently has no general obligation debt outstanding.

LEGAL DEBT LIMIT

Assessed Valuations	\$ 10,709,933,739
Add back exempt property	<u>96,576,100</u>
Total Assessed Value	<u>\$10,806,509,839</u>
Legal Debit Limit	
15% of Total Assessed Value	\$ 1,620,976,476

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, 2018, is as follows:

Capital Leases	\$22,066,356
Long-Term Loans	1,195,509
Long-Term Contracts	6,449,775
Revenue Bonds	106,075,000
Clovis Successor Agency	13,570,000

2019-2020 DEBT SUMMARY

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

	<i>Total Amount Issued</i>	<i>Amount Outstanding 6/30/2019</i>	DEBT SERVICE REQUIREMENTS (Principal and Interest Only)		
			2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
<u>Long-Term Interfund Loans</u>					
* Sewer Developer Fund	15,100,000	15,100,000	0	0	0
* Water Developer Fund	2,750,000	2,750,000	0	0	0
<u>Long-Term Loans</u>					
2003 State of CA-R & T Infrastructure	720,000	100,592	51,320	52,000	53,000
California Energy Project Loan	867,200	53,152	106,816	107,000	55,000
California Energy Project Loan	953,239	536,677	85,539	85,700	86,000
PG&E Energy Project Loan	220,121	56,927	22,771	22,800	23,000
PG&E Energy Project Loan	59,750	0	9,076	9,100	0
California Energy Project Loan	70,700	40,317	8,286	8,400	9,000
2016 PG&E Energy Project Loan #3	168,239	108,954	19,227	19,300	20,000
2017 PG&E Energy Project Loan #4	30,000	9,231	9,231	9,300	10,000
2018 California Energy Project Loan	1,840,035	1,840,035	0	0	127,000
<u>Capital Leases</u>					
Fire Station 31 Relocation	6,090,000	1,277,905	540,780	542,300	544,000
Safety Facilities Solar	2,454,100	1,745,939	194,702	194,800	196,000
Fire Truck	625,411	142,258	74,124	74,200	75,000
SCBA Gear	500,000	0	44,883	0	0
Pet Adoption Center	3,000,000	2,270,868	217,219	219,400	220,000
CAD Dispatch & Records Mgmt	531,000	162,969	82,975	85,200	86,000
2013 Corporation Yard	14,377,528	8,997,833	1,268,935	1,274,700	1,278,000
Fire Truck, Fire & Police Vehicles	1,795,000	369,987	305,066	306,800	79,000
2015 Network, AV & Mobile Comp.	400,000	123,622	83,381	83,900	85,000
2015 Police/Fire Comm Towers	1,810,000	1,223,921	202,800	204,200	205,000
2015 Solar Project	2,000,000	1,741,693	139,305	139,800	140,000
2016 Police/Fire Vehicles	1,460,000	740,014	263,041	265,300	266,000
2018 Police/Fire Vehicles	573,000	465,121	3,438	124,300	126,000
2019 Police/Fire Vehicles	1,125,000	1,020,436	0	122,800	247,000
2020 Police/Fire Vehicles	1,250,000	1,250,000	0	0	138,000
<u>Revenue Bonds</u>					
1998 Refuse-Landfill Improvements	10,030,000	0	725,000	0	0
** 2007 Waste Water	68,540,000	0	2,012,296	0	0
2013 Waste Water	12,500,000	10,090,000	1,009,267	1,017,200	1,017,000
2015 Waste Water	21,600,000	21,140,000	1,046,933	1,049,600	1,051,000
2017 Waste Water	50,710,000	49,310,000	2,123,011	3,836,000	3,836,000
2013 Water Improvement	31,810,000	21,570,000	2,986,688	3,002,900	3,003,000
<u>Long-Term Contracts Payable</u>					
*** 1993 WWTP Expansion/Upgrade (Payable to the City of Fresno)	17,618,748	5,502,286	1,218,701	1,232,900	1,233,000
<u>Total Appropriations for Principal and Interest</u>			<u>\$14,854,811</u>	<u>\$14,089,900</u>	<u>\$14,208,000</u>
SUCCESSOR AGENCY TRUST FUND					
<u>Tax Allocation Bonds</u>					
2008 Tax Allocation Bonds	19,100,000	12,835,000	13,671,009	1,338,400	1,340,000

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

** This revenue bond was refinanced in fiscal year 2017-18.

*** This contract was amended in September 2007. The amount shown is revised to reflect the current agreement with the City of Fresno.

2019-2020 DESCRIPTION OF LONG-TERM DEBT

Long-Term Interfund Loans

In 2019/20 the Sewer Construction - Developer Fund will borrow an additional \$2,500,000 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 2019/20 the Water Construction - Developer Fund will not borrow any additional funds from the Water Enterprise Fund to fund. The Water Construction - Developer Fund has an existing loan outstanding for a water banking project and to meet prior 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 is scheduled to begin in 2019/20.

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 2019/20 budget is \$497,000 for principal and \$47,000 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 2019/20 budget is \$110,000 for principal and \$86,000 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 2019/20 budget is \$70,000 for principal and \$5,000 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 2019/20 budget is \$130,000 for principal and \$90,000 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 2019/20 budget is \$81,000 for principal and \$5,000 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 3.10%. The last payment is scheduled for March 2027. Included in the 2019/20 budget is \$1,006,000 for principal and \$272,000 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 2019/20 budget is \$72,000 for principal and \$7,000 for interest.

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 1.72%. The last payment is scheduled for February 2021. Included in the 2019/20 budget is \$83,000 for principal and \$2,000 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 2.35%. The last payment is scheduled for February 2026. Included in the 2019/20 budget is \$177,000 for principal and \$28,000 for interest.

2019-2020 DESCRIPTION OF LONG-TERM DEBT

Capital Leases – Continued

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 2019/20 budget is \$80,000 for principal and \$60,000 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 3.00% to 1.00%. The last payment is scheduled for January 2026. Included in the 2019/20 budget is \$251,000 for principal and \$15,000 for interest.

In April 2018 the City entered into a five-year \$573,000 lease for the purchase of Police Department vehicles (\$501,800) and Fire Department vehicles (\$71,200). The interest rate on the lease is 3.00%. The last payment is scheduled for April 2023. Included in the 2019/20 budget is \$112,000 for principal and \$14,000 for interest.

In September 2018 the City entered into a five-year \$1,125,000 lease for the purchase of Police Department vehicles (\$313,500) and Fire Department vehicles (\$811,500). The interest rate on the lease is 3.23%. The last payment is scheduled for September 2024. Included in the 2019/20 budget is \$215,000 for principal and \$32,000 for interest.

In July 2019 the City is projected to enter into a five-year \$1,250,000 lease for the purchase of Police Department vehicles. The estimated interest rate on the lease is 3.5%. Included in the 2019/20 budget is \$116,000 for principal and \$22,000 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>
19/20	\$3,000,000	\$685,000	\$3,685,000
20/21	3,165,772	600,010	3,765,782
21/22	2,578,919	499,243	3,078,162
22/23	2,384,562	419,262	2,803,824
23/24	2,217,274	342,843	2,560,117
24/25	1,946,128	274,356	2,220,484
25/26	1,771,195	212,380	1,983,575
26/27	1,677,663	154,807	1,832,470
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	504,476	47,901	552,377
31/32	329,349	29,624	358,973
32/33	232,133	16,507	248,640
33/34	129,213	10,425	139,638
34/35	133,749	5,889	139,638
35/36	68,340	1,117	69,457
Total	<u>\$21,532,566</u>	<u>\$3,566,593</u>	<u>\$25,099,159</u>

2019-2020 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 2019/20 budget is \$50,000 principal and \$3,000 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 1.00%. The last payment is scheduled for December 2019. Included in the 2019/20 budget is \$54,000 for principal and \$1,000 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 3.00%. The last payment is scheduled for June 2026. Included in the 2019/20 budget is \$70,000 for principal and \$16,000 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 0.00%. The last payment is scheduled for December 2021. Included in the 2019/20 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 0.00%. The final payment will be made June 2019.

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 1.00%. The last payment is scheduled for June 2024. Included in the 2019/20 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 0.00%. The last payment is scheduled for February 2025. Included in the 2019/20 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 0.00%. The last payment is scheduled for November 2020. Included in the 2019/20 budget is \$10,000 for principal and \$0 for interest.

During 2018/19 the City entered into a seventeen-year \$1,840,035 agreement with the California Energy Commission for a loan to provide LED project funding. The interest rate on this loan is 1.00%. The last payment is scheduled for June 2035. Included in the 2019/20 budget is \$82,000 for principal and \$45,000 for interest.

2019-2020 DESCRIPTION OF LONG-TERM DEBT

Long-Term Loans - Continued

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>
19/20	\$317,000	\$66,000	\$383,000
20/21	280,285	30,449	310,734
21/22	223,050	27,727	250,777
22/23	215,327	24,294	239,621
23/24	218,686	20,223	238,909
24/25	206,941	17,210	224,151
25/26	198,451	13,237	211,688
26/27	115,950	10,575	126,525
27/28	117,087	9,438	126,525
28/29	118,286	8,239	126,525
29/30	119,472	7,053	126,525
30/31	120,669	5,855	126,524
31/32	121,867	4,658	126,525
32/33	123,101	3,424	126,525
33/34	124,335	2,190	126,525
34/35	125,378	672	126,050
Total	\$2,745,885	\$251,244	\$2,997,129

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 6.08% to 8.11% 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 2019/20 budget is \$998,000 for principal and \$235,000 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>
19/20	\$998,000	\$235,000	\$1,233,000
20/21	1,049,843	183,166	1,233,009
21/22	1,099,612	132,117	1,231,729
22/23	1,151,729	80,087	1,231,816
23/24	1,203,102	26,365	1,229,467
Total	\$5,502,286	\$656,735	\$6,159,021

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 was September 2017.

2019-2020 DESCRIPTION OF LONG-TERM DEBT

Revenue Bonds - Continued

In March 2007 the City issued 2007 Waste Water Revenue Bonds for \$68,540,000 at interest rates varying from 4.00% to 5.00%. 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 bonds were refunded in August 2017.

In July 2013 the City issued the 2013 Sewer Enterprise Revenue Bonds for \$12,500,000 at interest rates varying from 2.00% to 5.00%. 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 2019/20 budget is \$535,000 for principal and \$482,000 for interest.

In July 2013 the City issued 2013 Water Improvement Bonds for \$31,810,000 at interest rates varying from 2.00% to 5.00%. 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 2019/20 budget is \$1,965,000 for principal and \$1,038,000 for interest.

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 2.00% to 5.25% with a True Interest Cost of 3.50%. The final payment on the 2015 Bonds is scheduled for August 2035, the same as the Refunded 2005 bonds. Included in the 2019/20 budget is \$165,000 for principal and \$886,000 from interest.

In August 2017 the City issued the 2017 Wastewater Refunding Revenue Bonds for the purpose of refunding the \$68,540,000 of outstanding 2007 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 interest rate on the 2017 bonds carry interest rates varying from 2.00% to 5.00% with a True Interest Cost of 4.70%. The final payment on the 2017 Bonds is scheduled for August 2039, the same as the Refunded 2007 bonds. Included in the 2019/20 budget is \$1,435,000 for principal and \$2,401,000 from interest.

2019-2020 DESCRIPTION OF LONG-TERM DEBT

Revenue Bonds - Continued

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>
19/20	\$4,100,000	\$4,807,000	\$8,907,000
20/21	4,260,000	4,647,218	8,907,218
21/22	4,475,000	4,443,394	8,918,394
22/23	4,695,000	4,217,769	8,912,769
23/24	4,940,000	3,979,894	8,919,894
24/25	6,040,000	3,709,144	9,749,144
25/26	7,205,000	3,384,369	10,589,369
26/27	7,570,000	3,023,444	10,593,444
27/28	7,940,000	2,639,913	10,579,913
28/29	5,330,000	2,256,338	7,586,338
29/30	3,580,000	2,031,075	5,611,075
30/31	3,770,000	1,841,869	5,611,869
31/32	3,970,000	1,642,613	5,612,613
32/33	4,150,000	1,458,181	5,608,181
33/34	4,325,000	1,288,509	5,613,509
34/35	4,500,000	1,109,972	5,609,972
35/36	4,680,000	923,385	5,603,385
36/37	5,255,000	697,625	5,952,625
37/38	5,520,000	428,250	5,948,250
38/39	5,805,000	144,550	5,949,550
Total	<u>\$102,110,000</u>	<u>\$48,674,512</u>	<u>\$150,784,512</u>

2019-2020 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 2019/20 budget is \$770,000 for principal and \$570,000 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>
19/20	\$770,000	\$570,000	\$1,340,000
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>\$12,835,000</u>	<u>\$4,475,187</u>	<u>\$17,310,187</u>

(This page intentionally left blank)

PERSONNEL

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

PERSONNEL

There is a net increase of ten positions proposed for 2019-20, as well as the conversion of ten positions. Four of the additions are in the General Fund and the remaining six are in the Enterprise Funds. It is also proposed to fund six previously unfunded positions within the Police department in 2019-20. Also in the Police department, there is a net increase of two positions being added for 2019-20. In the Planning and Development Services Enterprise Fund, one Principal Office Assistant is recommended to assist with increased workload and one Permit Technician is proposed in the Building division to process permit applications and provide customer interaction at the PDS permit counter. In the Public Utilities department, one Equipment Service Worker is recommended in the Fleet division to accommodate an increased amount of vehicles and equipment and one Maintenance Worker is proposed in the Water division to maintain the increased demands of the potable water distribution system. There are also four additional Utility Workers being proposed in Public Utilities – two in the Refuse division and two in the Street Maintenance division. Four General Fund budgeted positions will remain unfunded in 2019-20 in order for departments to meet their budgets. Those positions are listed below.

The following additional positions are recommended for 2019-20:

<u>Position</u>	<u>Department</u>
Permit Technician (1)	Planning and Development Services
Principal Office Assistant (1)	Planning and Development Services
Animal Control Officer (1)	Police
Lead Police Service Officer (1)	Police
Police Officer/Recruit (3)	Police
Police Sergeant (1)	Police
Assistant Mechanic/Service Worker (1)	Public Utilities/Fleet Maintenance
Maint. Worker/Sr Maint. Worker (1)	Public Utilities/Water Division
Utility Worker (2)	Public Utilities/Refuse Division
Utility Worker (2)	Public Utilities/Street Maintenance

The recommended position reductions in 2019-20 are as follows:

<u>Position</u>	<u>Department</u>
Office Assistant (2)	Police
Public Information Officer (1)	Police
Communication Supervisor (1)	Police

The following positions are recommended for conversion in 2019-20:

<u>Position</u>	<u>Department</u>
Senior Fire Prevention Officer to Fire Prevention Officer	Fire
Police Lieutenant (3) to Police Captain (3)	Police
Senior System Video Analyst to System Video Technician	Police
Office Assistant (5) to Principal Office Assistant (5)	Police/Public Utilities

The unfunded General Fund positions in 2019-20 are as follows:

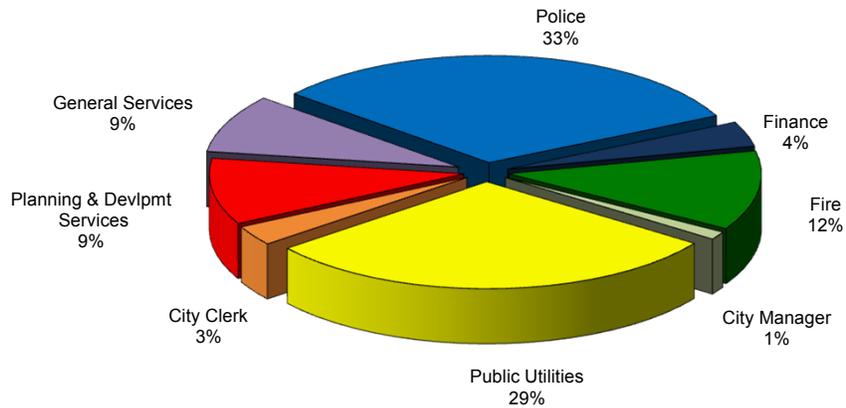
<u>Position</u>	<u>Department</u>
Deputy Police Chief (1)	Police
Fire Fighter (2)	Fire
Deputy City Manager (1)	Administration/City Clerk Department

During the year changes to the personnel allocation are made through budget amendments approved by Council. There are position reallocations between sections noted by account in the **Operations Section** to better reflect current work assignments.

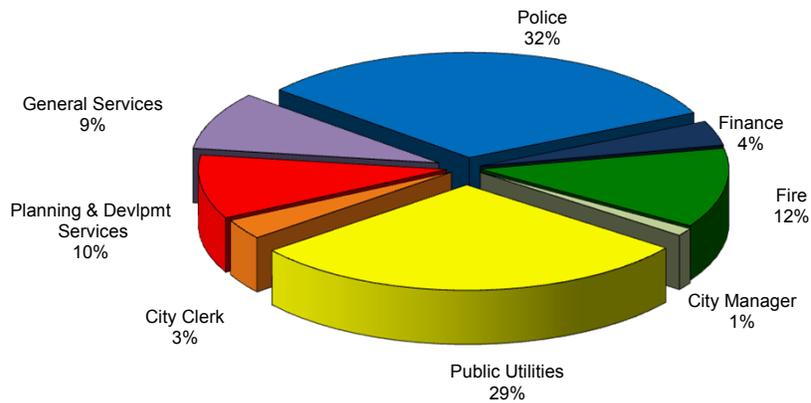
SUMMARY OF POSITIONS BY DEPARTMENT

Department	2017-18 Prior Year	2018-19 Current Year	2019-20 Recommended Positions	Change Increase/ (Decrease)	Unfunded Recommended Positions
City Clerk	16.55	16.80	16.80	-	0.25
City Manager	6.10	6.60	6.80	0.20	0.75
General Services	49.15	49.10	49.10	-	-
Finance	21.00	21.00	21.00	-	-
Fire	67.00	67.00	67.00	-	2.00
Police	175.00	175.00	177.00	2.00	1.00
Planning & Development Services	47.00	54.00	56.00	2.00	-
Public Utilities	154.20	159.50	165.30	5.80	-
TOTAL	536.00	549.00	559.00	10.00	4.00

RECOMMENDED 2019-2020



CURRENT 2018-2019



**DETAIL OF POSITIONS
BY DEPARTMENT**

<u>Department</u>	<u>2017-18 Prior Year</u>	<u>2018-19 Current Year</u>	<u>2019-20 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>	<u>Unfunded Recommended Positions</u>
CITY CLERK					
Assistant City Manager/City Clerk	0.50	0.50	0.50	-	-
Deputy City Manager	0.25	0.25	0.25	-	0.25
Geographic Info System Analyst	-	0.25	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	7.00	7.00	7.00	-	-
TOTAL	<u>16.55</u>	<u>16.80</u>	<u>16.80</u>	<u>-</u>	<u>0.25</u>
CITY MANAGEMENT					
Assistant City Manager/City Clerk	0.50	0.50	0.50	-	-
Business Development Manager	1.00	1.00	1.00	-	-
City Manager	0.80	0.80	1.00	0.20	-
Community & Econ Development Dir	1.00	1.00	1.00	-	-
Deputy City Manager	0.75	0.75	0.75	-	0.75
Executive Assistant	0.85	1.00	1.00	-	-
Housing Program Coordinator	1.00	0.85	0.85	-	-
Principal Office Assistant	0.20	0.20	0.20	-	-
Public Affairs & Information Supervisor	-	0.50	0.50	-	-
TOTAL	<u>6.10</u>	<u>6.60</u>	<u>6.80</u>	<u>0.20</u>	<u>0.75</u>
GENERAL SERVICES					
Administrative Assistant	2.00	3.00	3.00	-	-
Assistant Building Technician	3.00	3.00	3.00	-	-
Building Maint Worker/Leadworker	2.00	2.00	2.00	-	-
Bus Driver	16.00	16.00	16.00	-	-
Facilities Maint. and Purchasing Manager	1.00	1.00	1.00	-	-
Executive Assistant	0.15	-	-	-	-
Facilities Maintenance Supervisor	1.00	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	3.00	3.00	3.00	-	-
Personnel Technician	3.00	3.00	3.00	-	-
Personnel/Risk Manager	1.00	1.00	1.00	-	-
Principal Office Assistant	3.00	2.00	2.00	-	-
Public Affairs & Information Supervisor	-	0.10	0.10	-	-
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	-	-
TOTAL	<u>49.15</u>	<u>49.10</u>	<u>49.10</u>	<u>-</u>	<u>-</u>

**DETAIL OF POSITIONS
BY DEPARTMENT**

<u>Department</u>	<u>2017-18 Prior Year</u>	<u>2018-19 Current Year</u>	<u>2019-20 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>	<u>Unfunded Recommended Positions</u>
FINANCE					
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	9.00	9.00	9.00	-	-
TOTAL	21.00	21.00	21.00	-	-
PLANNING & DEVELOPMENT SERVICES					
Administrative Assistant	1.00	1.00	1.00	-	-
Assistant Dir of Plan & Devlp Serv	-	1.00	1.00	-	-
Assistant Engineer	9.00	11.00	11.00	-	-
Assistant/Associate Planner	2.00	2.00	2.00	-	-
Associate Civil Engineer	2.00	2.00	2.00	-	-
Building Inspector/Sr Bldg Inspector	4.00	5.00	5.00	-	-
Building Official	1.00	1.00	1.00	-	-
Business Workflow Analyst	1.00	1.00	1.00	-	-
Business Workflow Specialist	-	1.00	1.00	-	-
City Engineer	1.00	1.00	1.00	-	-
City Planner	1.00	1.00	1.00	-	-
Construction Manager	1.00	1.00	1.00	-	-
Deputy Building Official/Plan Checker	-	1.00	1.00	-	-
Deputy City Planner	-	1.00	1.00	-	-
Dir of Planning & Development Serv	1.00	1.00	1.00	-	-
Engineering Inspector	4.00	5.00	5.00	-	-
Engineering Program Supervisor	1.00	1.00	1.00	-	-
Engineering Tech/Sr Eng Tech	3.00	3.00	3.00	-	-
Geographic Info System Analyst	-	0.75	0.75	-	-
Geographic Info System Specialist	1.00	-	-	-	-
Geographic Info System Tech	-	1.00	1.00	-	-
Housing Program Coordinator	-	0.15	0.15	-	-
Junior Engineer	4.00	2.00	2.00	-	-
Management Analyst	1.00	1.00	1.00	-	-
PDS Admin Services Manager	1.00	1.00	1.00	-	-
Permit Technician	2.00	2.00	3.00	1.00	-
Planning Technician I/II	1.00	1.00	1.00	-	-
Plans Examiner	3.00	3.00	3.00	-	-
Principal Office Assistant	1.00	1.00	2.00	1.00	-
Public Affairs & Information Supervisor	-	0.10	0.10	-	-
Senior Planner	1.00	1.00	1.00	-	-
TOTAL	47.00	54.00	56.00	2.00	-

**DETAIL OF POSITIONS
BY DEPARTMENT**

<u>Department</u>	<u>2017-18 Prior Year</u>	<u>2018-19 Current Year</u>	<u>2019-20 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>	<u>Unfunded Recommended Positions</u>
POLICE					
Administrative Assistant	2.00	4.00	4.00	-	-
Animal Control Officer	3.00	4.00	5.00	1.00	-
Communication Supervisor	1.00	1.00	-	(1.00)	-
Community Service Officer	17.00	16.00	16.00	-	-
Crime Analysis Supervisor	1.00	1.00	1.00	-	-
Crime Specialist	1.00	1.00	1.00	-	-
Deputy Police Chief	1.00	1.00	1.00	-	1.00
Digital Forensic Analyst	1.00	1.00	1.00	-	-
Lead Police Service Officer	3.00	3.00	4.00	1.00	-
Management Analyst	2.00	1.00	1.00	-	-
Office Assistant	5.00	5.00	-	(5.00)	-
Police Captain	2.00	2.00	5.00	3.00	-
Police Chief	1.00	1.00	1.00	-	-
Police Corporal	14.00	14.00	14.00	-	-
Police Lieutenant	5.00	5.00	2.00	(3.00)	-
Police Officer/Recruit	72.00	72.00	75.00	3.00	-
Police Sergeant	11.00	11.00	12.00	1.00	-
Police Service Manager	1.00	1.00	1.00	-	-
Police Service Officer	19.00	19.00	19.00	-	-
Principal Office Assistant	6.00	4.00	7.00	3.00	-
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	2.00	1.00	-
Supervisor of Animal Services	1.00	2.00	2.00	-	-
TOTAL	<u>175.00</u>	<u>175.00</u>	<u>177.00</u>	<u>2.00</u>	<u>1.00</u>
FIRE					
Administrative Assistant	-	1.00	1.00	-	-
Battalion Chief	4.00	3.00	3.00	-	-
Deputy Fire Chief	-	1.00	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	1.00	-
Firefighters	24.00	24.00	24.00	-	2.00
Principal Office Assistant	3.00	2.00	2.00	-	-
Senior Fire Prevention Officer	1.00	1.00	-	(1.00)	-
Spec Proj/Life Safety Enforcement Mgr	1.00	1.00	1.00	-	-
Training Officer (Captain)	1.00	1.00	1.00	-	-
TOTAL	<u>67.00</u>	<u>67.00</u>	<u>67.00</u>	<u>-</u>	<u>2.00</u>

**DETAIL OF POSITIONS
BY DEPARTMENT**

<u>Department</u>	<u>2017-18 Prior Year</u>	<u>2018-19 Current Year</u>	<u>2019-20 Recommended Positions</u>	<u>Change Increase/ (Decrease)</u>	<u>Unfunded Recommended Positions</u>
PUBLIC UTILITIES					
Administrative Assistant	-	1.00	1.00	-	-
Assistant Engineer	1.00	2.00	2.00	-	-
Assistant Mechanic/Service Worker	4.00	4.00	5.00	1.00	-
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	-	-
City Manager	0.20	0.20	-	(0.20)	-
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	37.00	37.00	38.00	1.00	-
Management Analyst	1.00	1.00	1.00	-	-
Meter Reader	4.00	4.00	4.00	-	-
Office Assistant	4.00	2.00	-	(2.00)	-
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	4.00	6.00	2.00	-
Public Affairs & Information Supervisor	-	0.30	0.30	-	-
Public Utilities Director	1.00	1.00	1.00	-	-
Senior Sanitation Operator	23.00	25.00	25.00	-	-
Senior Engineering Inspector	1.00	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	22.00	23.00	27.00	4.00	-
Water Production Manager	1.00	1.00	1.00	-	-
Water System Technician	1.00	1.00	1.00	-	-
Water Treatment Plant Operator	3.00	3.00	3.00	-	-
TOTAL	154.20	159.50	165.30	5.80	-
CITY TOTAL	536.00	549.00	559.00	10.00	4.00

OPERATIONS

The Operations Section includes all of the operational activities of the City. The activities are presented by section within each department. The narrative for each department includes a summary identifying all activities for the department along with department goals and objectives to meet those goals. The summary is followed by a section narrative, budget detail, and performance measures. Section narratives include a brief "Five-Year Outlook" that addresses future budget considerations based on current trends.

OPERATIONS TABLE OF CONTENTS

Summary of Expenditures by Department and Function	66-67
City Council.....	68-69
City Clerk Department	
Summary & Performance Measures	70-73
City Clerk.....	74-75
Information Services	76-77
City Attorney	78-79
City Manager Department	
Summary & Performance Measures	80-83
Administration	84-85
Community & Economic Development.....	86-87
Housing & Community Development Administration	88-89
General Services Department	
Summary & Performance Measures	90-93
Personnel	94-95
Employee Benefits	96-97
Liability and Property Insurance.....	98-99
Facilities Maintenance.....	100-101
Department Support.....	102-103
Senior Services	104-105
Recreation.....	106-107
Transit	108-109
Finance Department	
Summary & Performance Measures	110-113
Administration	114-115
Planning and Development Services Department	
Summary & Performance Measures	116-119
Planning	120-121
Building	122-123
Engineering.....	124-125
Police Department	
Summary & Performance Measures	126-129
Patrol.....	130-131
Communication	132-133
Investigations	134-135
Youth Services	136-137
Support Services.....	138-139
Administration	140-141
Animal Services	142-143
Fire Department	
Summary & Performance Measures	144-147
Emergency Services	148-149
Life Safety and Enforcement.....	150-151
Emergency Preparedness.....	152-153
Administration and Support Services	154-155
Public Utilities Department	
Summary & Performance Measures	156-161
Street Maintenance	162-163
Street Lighting	164-165
Storm Drain	166-167
Parks	168-169
Landscape Maintenance District.....	170-171
Fleet Maintenance.....	172-173
Community Sanitation	174-175
Wastewater	176-177
Water	178-179
Clovis Successor Agencies	
Summary & Administration & Debt Service.....	180-181

SUMMARY OF EXPENDITURES

BY DEPARTMENT

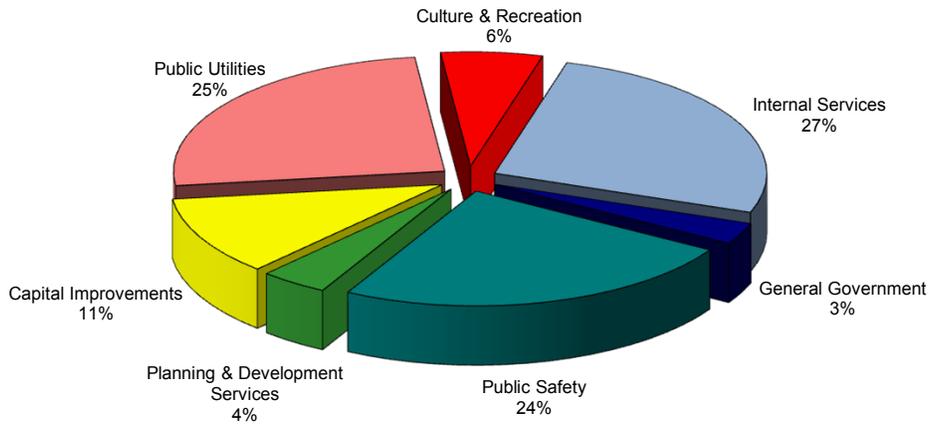
	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
City Council	312,620	325,100	348,200
City Clerk	3,748,855	4,658,300	4,549,900
City Attorney	801,609	866,600	933,900
City Management	1,580,260	1,785,400	2,076,900
General Services	48,942,882	46,628,600	48,990,600
Finance	2,742,044	3,352,400	3,276,500
Police	34,256,185	37,325,500	39,984,100
Fire	15,475,199	15,760,700	16,740,300
Public Utilities	64,922,110	75,527,900	79,996,000
Planning & Development Services	8,873,273	10,663,300	11,760,100
Capital Improvements	22,070,652	65,172,100	60,056,000
TOTAL	203,725,689	262,065,900	268,712,500

BY FUNCTION

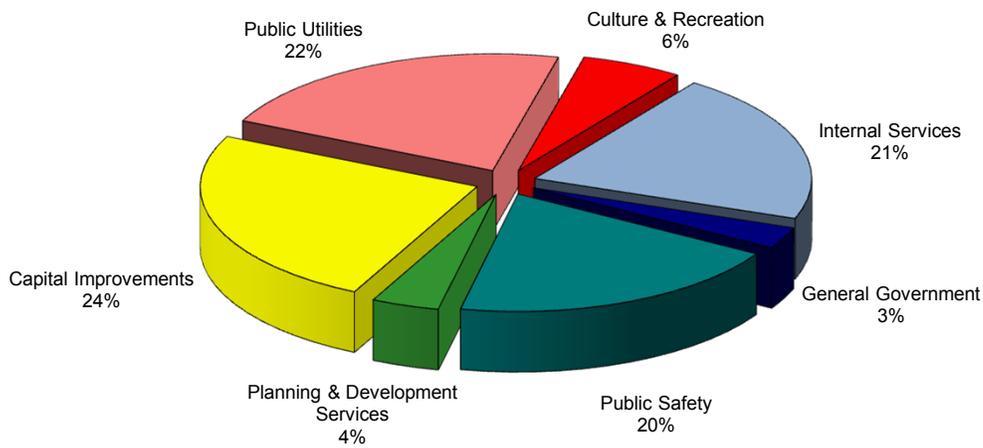
General Government	6,163,620	7,287,400	7,484,500
Public Safety	49,731,384	53,086,200	56,724,400
Planning & Development Services	8,873,273	10,663,300	11,760,100
Capital Improvements	22,070,652	65,172,100	60,056,000
Public Utilities	50,744,668	56,767,700	60,862,400
Culture & Recreation	12,517,607	14,732,100	13,995,700
Internal Services	53,624,485	54,357,100	57,829,400
TOTAL	203,725,689	262,065,900	268,712,500

EXPENDITURES BY FUNCTION

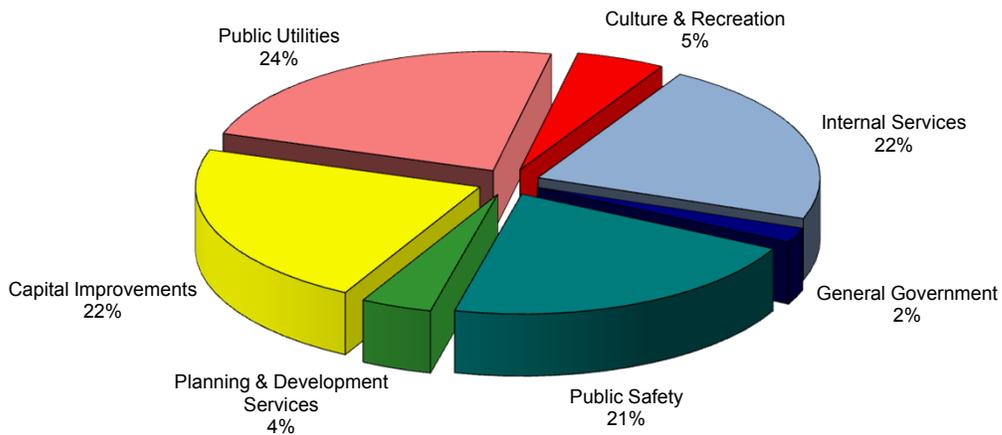
2017-2018 ACTUAL



2018-2019 ESTIMATED



2019-2020 BUDGET



CITY COUNCIL SUMMARY

The City Council is the elected legislative body of the City of Clovis and has the 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 2019-2020

- 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 the 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

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	81,960	83,300	87,300
Benefits	95,859	100,900	112,800
Professional Services	0	200	200
Travel & Meeting Expense	13,217	27,000	27,000
Dues & Subscriptions	31,284	33,000	33,000
Admin & Overhead	<u>90,300</u>	<u>80,700</u>	<u>87,900</u>
TOTAL CITY COUNCIL	<u><u>312,620</u></u>	<u><u>325,100</u></u>	<u><u>348,200</u></u>

SOURCES OF FUNDING

Interfund Charges	193,000	171,000	180,000
Use of Discretionary Funds	<u>119,620</u>	<u>154,100</u>	<u>168,200</u>
TOTAL	<u><u>312,620</u></u>	<u><u>325,100</u></u>	<u><u>348,200</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 the 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 overseeing elections, maintaining the Municipal Code, maintaining official City records and responding to records requests, electronic record keeping and imaging, providing 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 provided by 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 include 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 2019-2020

- 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.
- Implement new firewalls that securely connect the City to the regional fiber optics network and provide access to partner agency resources.
- Increase data storage capacity in its data centers.
- Upgrade the City's virtual server systems by completing the virtual desktop infrastructure test system.
- Implement new cloud-based storage capacity and hybrid operating environment to support Office 365 and Azure.
- Assist the Police Department in the upgrade of its video systems core network.
- Increase the available internet bandwidth for staff as more services move to a cloud-based system.
- Replace desktop computers, with the focus being on those most in need of costly repairs or on 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>2017-2018 (actual)</u>	<u>2018-2019 (estimated)</u>	<u>2019-2020 (proposed)</u>
<ul style="list-style-type: none"> • Conduct the General Municipal Election in accordance with state law in the most efficient and economical manner possible. Complete, but unofficial, results should be available by 10:00 p.m. on election night. 			
Unofficial Election Results	N/A	100%	N/A
<ul style="list-style-type: none"> • Implement the records management plan. 			
Implement the records imaging system	60%	65%	70%
<ul style="list-style-type: none"> • Operate the general records management program to provide accurate information and efficient response time for information requested by citizens, the City Council, and City departments. An indicator would be the Public Records Act which provides for ten-day response time. 			
Ten-Day Response Time	100%	100%	100%

CITY CLERK DEPARTMENT SUMMARY

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
BUDGET BY ACTIVITY			
City Clerk	200,210	400,700	240,900
Information Technology	<u>3,548,645</u>	<u>4,257,600</u>	<u>4,309,000</u>
TOTAL ALL ACTIVITIES	<u><u>3,748,855</u></u>	<u><u>4,658,300</u></u>	<u><u>4,549,900</u></u>
BUDGET BY FUND			
General Fund	200,210	400,700	240,900
General Services - Information Technology	<u>3,548,645</u>	<u>4,257,600</u>	<u>4,309,000</u>
TOTAL ALL FUNDS	<u><u>3,748,855</u></u>	<u><u>4,658,300</u></u>	<u><u>4,549,900</u></u>

2019-2020 Goals

- Complete the upgrade of the Onbase Document Management System by the end of the fiscal year.
- Provide timely response to citizen 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 1,300,000 pages being scanned, including over 140,000 documents in the City Clerk's office alone, is now in Phase III, scanning Planning & Development Services' records, which will continue in that department for several years due to the large volume of documents.

The next scheduled municipal election will be in March 2021 when two of the five seats on the City Council will be up for election.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	105,214	107,900	110,000
Extra Help	6,124	0	18,600
Benefits	40,347	49,600	50,800
Vehicle Charges	1,980	2,000	2,000
Professional Services	26,176	215,000	30,000
Travel & Meeting Expense	1,791	2,500	2,800
Training	1,103	3,000	4,000
Dues & Subscriptions	475	400	700
Admin & Overhead	17,000	20,300	22,000
	<u>200,210</u>	<u>400,700</u>	<u>240,900</u>
TOTAL CITY CLERK	<u>200,210</u>	<u>400,700</u>	<u>240,900</u>

SOURCES OF FUNDING

Interfund Charges	105,000	190,000	101,000
Miscellaneous Income	105	1,000	1,000
Use of Discretionary Funds	<u>95,105</u>	<u>209,700</u>	<u>138,900</u>
	<u>200,210</u>	<u>400,700</u>	<u>240,900</u>
TOTAL	<u>200,210</u>	<u>400,700</u>	<u>240,900</u>

DETAIL OF POSITIONS

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

2019-2020 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 citywide basis. In 2019-2020, the Division will expand the telecommunications network 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 that 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	1,135,494	1,325,400	1,370,300
Overtime	58,162	52,800	52,800
Extra Help	34,730	25,000	30,000
Benefits	396,901	483,600	541,800
Vehicle Charges	31,629	30,000	29,500
Communications	185,912	181,000	181,000
Professional Services	70,161	245,000	160,000
Repairs & Maintenance	563,123	605,000	640,500
Office Supplies	62,748	40,000	40,000
Materials & Supplies	39	0	0
Travel & Meeting Expense	80	5,000	5,000
Training	36,483	41,000	40,000
Admin & Overhead	51,300	61,800	66,100
Capital Outlays - Computers	867,140	1,162,000	1,152,000
Capital Outlays - Safety	54,743	0	0
TOTAL INFORMATION TECHNOLOGY	<u><u>3,548,645</u></u>	<u><u>4,257,600</u></u>	<u><u>4,309,000</u></u>

SOURCES OF FUNDING

Interfund Charges	3,533,515	4,257,600	4,309,000
Project Participation	14,400	0	0
Miscellaneous Income	730	0	0
TOTAL	<u><u>3,548,645</u></u>	<u><u>4,257,600</u></u>	<u><u>4,309,000</u></u>

DETAIL OF POSITIONS

Assistant City Manager/City Clerk	0.20	0.20	0.20
Geographic Information Systems Analyst	-	0.25	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
Senior Information Technology Analyst	7.00	7.00	7.00
TOTAL	<u><u>15.20</u></u>	<u><u>15.45</u></u>	<u><u>15.45</u></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 the 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, bonds and other financial documents, and other legal documents required by the City Council, City Manager, City Commissions, and City Departments; and pursues right-of-way acquisitions.

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

Department Goals 2019-2020

- Provide accurate and timely consultation and advice to City Council, the 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 the 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

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Professional Services	788,309	850,000	915,000
Admin & Overhead	<u>13,300</u>	<u>16,600</u>	<u>18,900</u>
TOTAL CITY ATTORNEY	<u><u>801,609</u></u>	<u><u>866,600</u></u>	<u><u>933,900</u></u>

SOURCES OF FUNDING

Intergovernmental Charges	511,000	579,000	627,000
Use of Discretionary Funds	<u>290,609</u>	<u>287,600</u>	<u>306,900</u>
TOTAL	<u><u>801,609</u></u>	<u><u>866,600</u></u>	<u><u>933,900</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 2019-2020

- 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.

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.
- Continue 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 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.
- Continue 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 120 affordable housing units.

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>2017-2018 (actual)</u>	<u>2018-2019 (estimated)</u>	<u>2019-2020 (proposed)</u>
Total Jobs	962	500	750
Jobs/Housing Balance Ratio	.84:1	.81:1	.80:1

- 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>2017-2018 (actual)</u>	<u>2018-2019 (estimated)</u>	<u>2019-2020 (proposed)</u>
Total Retail Sales	\$2,011,061,250	\$2,136,900,000	\$2,251,900,000
Percentage Increase/Decrease	3%	10%	11%

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>2017-2018 (actual)</u>	<u>2018-2019 (estimated)</u>	<u>2019-2020(proposed)</u>
New Units Constructed	20	2	60
Rehabilitated Housing	77	55	50
Down Payment Assistance Program	7	3	10
Mobile Home Replacement	3	0	0

CITY MANAGER DEPARTMENT SUMMARY

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET BY ACTIVITY

Administration	669,233	760,800	985,800
Community & Economic Development	775,557	904,300	957,700
Housing & Community Development	<u>135,470</u>	<u>120,300</u>	<u>133,400</u>
 TOTAL ALL ACTIVITIES	 <u><u>1,580,260</u></u>	 <u><u>1,785,400</u></u>	 <u><u>2,076,900</u></u>

BUDGET BY FUND

General Fund	1,444,790	1,665,100	1,943,500
Housing & Community Dev Fund	<u>135,470</u>	<u>120,300</u>	<u>133,400</u>
 TOTAL ALL FUNDS	 <u><u>1,580,260</u></u>	 <u><u>1,785,400</u></u>	 <u><u>2,076,900</u></u>

2019-2020 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 Landmark Commons project to allow for a new Fresno County Library, Senior Center, and Transit Hub and allow for 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	369,513	386,200	496,600
Extra Help	0	0	18,700
Benefits	123,711	134,300	211,800
Vehicle Charges	13,651	14,200	15,400
Professional Services	5,423	79,600	75,000
Travel & Meeting Expense	9,227	9,000	9,000
Dues & Subscriptions	2,308	5,100	5,100
Admin & Overhead	145,400	132,400	154,200
TOTAL ADMINISTRATION	<u>669,233</u>	<u>760,800</u>	<u>985,800</u>

SOURCES OF FUNDING

Interfund Charges	502,000	479,000	523,000
Miscellaneous Income	1,730	76,200	75,000
Use of Discretionary Funds	<u>165,503</u>	<u>205,600</u>	<u>387,800</u>
TOTAL	<u>669,233</u>	<u>760,800</u>	<u>985,800</u>

DETAIL OF POSITIONS

Assistant City Manager/City Clerk	0.50	0.50	0.50
City Manager	0.80	0.80	1.00
Deputy City Manager	0.75	0.75	0.75
Executive Assistant	0.85	1.00	1.00
Principal Office Assistant	0.20	0.20	0.20
Public Affairs & Information Supervisor	-	0.50	0.50
TOTAL	<u>3.10</u>	<u>3.75</u>	<u>3.95</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.

2019-2020 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.
- 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, the Small Business Development Center, the Clovis Culinary Center, 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 the 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 department 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	283,814	301,300	316,200
Extra Help	23,622	43,800	46,700
Benefits	100,926	123,300	134,800
Vehicle Charges	12,660	12,700	12,700
Professional Services	290,462	335,000	352,000
Travel & Meeting Expense	7,354	21,000	26,000
Dues & Subscriptions	1,819	2,500	2,800
Admin & Overhead	<u>54,900</u>	<u>64,700</u>	<u>66,500</u>
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	<u><u>775,557</u></u>	<u><u>904,300</u></u>	<u><u>957,700</u></u>

SOURCES OF FUNDING

Intergovernmental Charges	45,000	45,000	46,000
Interfund Charges	120,000	120,000	50,000
Miscellaneous Income	1,433	2,000	0
Use of Discretionary Funds	<u>609,124</u>	<u>737,300</u>	<u>861,700</u>
TOTAL	<u><u>775,557</u></u>	<u><u>904,300</u></u>	<u><u>957,700</u></u>

DETAIL OF POSITIONS

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

2019-2020 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 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.
- Be a resource for affordable housing information for private developers, in an effort to promote private investment in affordable housing development.
- 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 units created or rehabilitated will be 120. 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	96,059	78,500	88,000
Benefits	22,356	20,600	25,500
Professional Services	1,440	2,000	2,000
Materials & Supplies	0	700	0
Travel & Meeting Expense	1,165	4,000	4,000
Dues & Subscriptions	2,550	2,600	2,600
Admin & Overhead	<u>11,900</u>	<u>11,900</u>	<u>11,300</u>
Housing & Comm Dev Administration	<u><u>135,470</u></u>	<u><u>120,300</u></u>	<u><u>133,400</u></u>

SOURCES OF FUNDING

Federal Grants	0	120,300	133,400
Project Participation	134,106	0	0
Miscellaneous Income	<u>1,364</u>	<u>0</u>	<u>0</u>
TOTAL	<u><u>135,470</u></u>	<u><u>120,300</u></u>	<u><u>133,400</u></u>

DETAIL OF POSITIONS

Housing Program Coordinator	<u>1.00</u>	<u>0.85</u>	<u>0.85</u>
TOTAL	<u><u>1.00</u></u>	<u><u>0.85</u></u>	<u><u>0.85</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 e-procurement system, 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, and 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 2019-2020

- 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 all available 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>2017-2018 (actual)</u>	<u>2018-2019 (estimated)</u>	<u>2019-2020 (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 7.35%%	Increased Costs of 7.14%	Increased Costs Estimated at 10.00%
---------------------------------	------------------------------	-----------------------------	--

- 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	17	17	17
Safety/Risk Management Training Programs	172	125	125

- 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	936	971	950
Response Time Within 24 Hours	95%	95%	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>2017-2018 (actual)</u>	<u>2018-2019 (estimated)</u>	<u>2019-2020 (proposed)</u>
Number of Major Projects	14	14	12
Projects Completed within Established Budget and Time Frame	85%	90%	90%
Square Footage of Buildings/Facilities Maintained	399,400	400,360	400,360

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

Program Participants/Contact	282,435	*258,813	271,000
Nutrition Meals Served (In-Center)	12,639	12,036	12,600
Nutrition Meals Served (Home-Delivered)	20,314	28,709	29,000
Number of Programs Offered	88	95	100

- 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. *In October, 2018, a mandatory change requiring additional safety equipment to be worn while using the skate park has resulted in drastic decline in participation. Other programs continue to grow.

Program Participants	173,643	*69,490	73,000
Number of Programs Offered	99	103	105

- 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	98%	99%	99%
Fresno Destinations	97%	99%	99%
Maintain Scheduled Fixed-Route Headways	96%	97%	97%

*Tracking procedures were revised FY18/19 to more accurately represent program participants and contacts made.

GENERAL SERVICES DEPARTMENT SUMMARY

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
BUDGET BY ACTIVITY			
Personnel	662,347	677,500	741,500
Employee Benefits	30,975,349	24,523,800	28,997,300
Liability and Property Insurance	2,148,319	2,601,400	2,997,700
Facilities Maintenance	4,077,164	5,073,200	5,068,400
Department Support	3,521,997	4,564,700	3,217,800
Senior Services	608,597	718,200	701,500
Recreation	675,741	851,300	859,600
Transit	<u>6,273,368</u>	<u>7,618,500</u>	<u>6,406,800</u>
 TOTAL ALL ACTIVITIES	 <u><u>48,942,882</u></u>	 <u><u>46,628,600</u></u>	 <u><u>48,990,600</u></u>

BUDGET BY FUND			
General Fund	1,946,685	2,247,000	2,302,600
General Services Fund	7,599,161	9,637,900	8,286,200
Employee Benefits Fund	30,975,349	24,523,800	28,997,300
Liability and Property Insurance Fund	2,148,319	2,601,400	2,997,700
Transit Fund	<u>6,273,368</u>	<u>7,618,500</u>	<u>6,406,800</u>
 TOTAL ALL FUNDS	 <u><u>48,942,882</u></u>	 <u><u>46,628,600</u></u>	 <u><u>48,990,600</u></u>

2019-2020 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 departmental 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 workplace 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.

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

	2018-2019	
2017-2018	Revised	2019-2020
Actual	Estimate	Budget

BUDGET DETAIL

Salaries - Regular	297,080	292,700	308,000
Overtime	23	500	1,000
Extra Help	0	0	5,000
Benefits	110,447	119,500	138,000
Vehicle Charges	16,214	15,700	15,700
Professional Services	84,334	104,000	116,000
Travel & Meeting Expense	198	1,000	3,000
Training	17,815	18,000	20,000
Dues & Subscriptions	2,536	4,600	4,600
Admin & Overhead	133,700	121,500	130,200
	<u>662,347</u>	<u>677,500</u>	<u>741,500</u>
TOTAL PERSONNEL	<u><u>662,347</u></u>	<u><u>677,500</u></u>	<u><u>741,500</u></u>

SOURCES OF FUNDING

Interfund Charges	270,000	270,000	273,000
Miscellaneous Income	1,239	0	0
Use of Discretionary Funds	<u>391,108</u>	<u>407,500</u>	<u>468,500</u>
TOTAL	<u><u>662,347</u></u>	<u><u>677,500</u></u>	<u><u>741,500</u></u>

DETAIL OF POSITIONS

Administrative Assistant	-	0.300	0.300
Executive Assistant	0.150	-	-
General Services Director	0.250	0.250	0.250
Management Analyst	0.300	0.300	0.300
Personnel/Risk Manager	0.300	0.300	0.300
Personnel Technician	2.400	2.400	1.900
Principal Office Assistant	0.600	0.300	0.300
	<u>4.000</u>	<u>3.850</u>	<u>3.350</u>
TOTAL	<u><u>4.000</u></u>	<u><u>3.850</u></u>	<u><u>3.350</u></u>

2019-2020 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 healthcare, workers' compensation, and retirement healthcare 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 healthcare 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 healthcare 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**

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	283,760	296,600	368,100
Overtime	27	500	1,200
Benefits	100,445	116,800	135,500
Vehicle Charges	14,197	15,200	15,200
Professional Services	7,051	10,100	10,900
Special Events	63,211	70,000	82,000
Travel & Meeting Expense	147	500	1,200
Training	19,829	16,500	17,400
Dues & Subscriptions	0	300	500
Admin & Overhead	71,200	70,300	76,100
Health Insurance Program - ISF	8,518,346	9,183,700	10,545,700
Unemployment Charges - ISF	52,461	74,000	76,000
Workers Comp Program - ISF	3,673,548	3,116,000	3,439,000
Retirement Contribution - ISF	17,367,560	10,871,300	13,392,500
Deferred Compensation - ISF	602,567	661,000	746,000
Compensated Future Absences	201,000	0	30,000
Capital Outlays - Computers	0	21,000	60,000
TOTAL EMPLOYEE BENEFITS	<u>30,975,349</u>	<u>24,523,800</u>	<u>28,997,300</u>

SOURCES OF FUNDING

Employee Benefit Charges	<u>30,975,349</u>	<u>24,523,800</u>	<u>28,997,300</u>
TOTAL	<u>30,975,349</u>	<u>24,523,800</u>	<u>28,997,300</u>

DETAIL OF POSITIONS

Administrative Assistant	-	0.350	0.350
General Services Director	0.125	0.125	0.125
Management Analyst	1.300	1.300	1.300
Personnel/Risk Manager	0.350	0.350	0.350
Personnel Technician	0.300	0.300	0.800
Principal Office Assistant	0.700	0.350	0.350
TOTAL	<u>2.775</u>	<u>2.775</u>	<u>3.275</u>

2019-2020 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.
- Pursue 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.

**General Services
Department**

**Liability and Property Insurance
Section 32000**

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	144,887	147,300	157,100
Overtime	27	500	1,200
Benefits	53,549	63,400	75,100
Vehicle Charges	5,733	6,200	6,200
Supplies - Safety	3,854	2,100	3,500
Travel & Meeting Expense	3,272	3,400	4,700
Training	14,412	12,200	21,000
Dues & Subscriptions	787	600	1,000
Admin & Overhead	44,500	43,800	47,300
Liability Insurance	<u>1,877,298</u>	<u>2,321,900</u>	<u>2,680,600</u>
TOTAL LIABILITY & PROPERTY INSURANCE	<u><u>2,148,319</u></u>	<u><u>2,601,400</u></u>	<u><u>2,997,700</u></u>

SOURCES OF FUNDING

Liability and Property Charges	<u>2,148,319</u>	<u>2,601,400</u>	<u>2,997,700</u>
TOTAL	<u><u>2,148,319</u></u>	<u><u>2,601,400</u></u>	<u><u>2,997,700</u></u>

DETAIL OF POSITIONS

Administrative Assistant	-	0.350	0.350
Management Analyst	0.400	0.400	0.400
Personnel/Risk Manager	0.350	0.350	0.350
Personnel Technician	0.300	0.300	0.300
Principal Office Assistant	<u>0.700</u>	<u>0.350</u>	<u>0.350</u>
TOTAL	<u><u>1.750</u></u>	<u><u>1.750</u></u>	<u><u>1.750</u></u>

2019-2020 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 43 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**

	2017-2018	2018-2019	
	Actual	Revised Estimate	2019-2020 Budget

BUDGET DETAIL

Salaries - Regular	565,821	618,100	663,500
Overtime	1,339	7,000	7,000
Extra Help	0	34,200	15,000
Benefits	231,119	278,000	327,800
Vehicle Charges	111,298	92,000	90,000
Communications	4,795	6,500	6,500
Professional Services	134,965	198,700	198,700
Repairs & Maintenance	881,104	1,387,900	1,390,900
Building & Equipment Rental	1,654	2,500	2,500
Materials & Supplies	50,971	60,200	62,000
Supplies - Safety	11,953	22,000	22,000
Supplies - Shop	8,920	6,000	8,000
Travel & Meeting Expense	0	1,800	1,800
Training	819	25,900	19,000
Dues & Subscriptions	14	600	1,000
Admin & Overhead	41,400	51,500	52,600
Debt Service	1,967,455	1,968,000	1,970,000
Lease Purchases	32,789	124,800	130,000
Capital Outlays - Office Equip/Furn	0	0	30,700
Capital Outlays - Public Works	2,145	17,000	27,400
Capital Outlays - Miscellaneous	0	80,000	0
Capital Outlays - Government Facilities	28,603	90,500	42,000
	<u>4,077,164</u>	<u>5,073,200</u>	<u>5,068,400</u>
TOTAL FACILITIES MAINTENANCE	<u>4,077,164</u>	<u>5,073,200</u>	<u>5,068,400</u>

SOURCES OF FUNDING

Rents & Concessions	33,752	39,000	39,000
Facility Reimb - County	33,429	32,000	32,000
General Services Charges	4,009,983	5,002,200	4,997,400
	<u>4,077,164</u>	<u>5,073,200</u>	<u>5,068,400</u>
TOTAL	<u>4,077,164</u>	<u>5,073,200</u>	<u>5,068,400</u>

DETAIL OF POSITIONS

Administrative Assistant	0.500	0.500	0.500
Assistant Building Technician	3.000	3.000	3.000
Building Maintenance Leadworker	1.000	1.000	1.000
Building Maintenance Worker	1.000	1.000	1.000
Facilities Maint. & Purchasing Manager	0.600	0.600	0.600
Facilities Maintenance Supervisor	1.000	1.000	1.000
General Services Director	0.250	0.250	0.250
Senior Custodian	1.000	1.000	1.000
	<u>8.350</u>	<u>8.350</u>	<u>8.350</u>
TOTAL	<u>8.350</u>	<u>8.350</u>	<u>8.350</u>

2019-2020 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
BUDGET DETAIL			
Salaries - Regular	120,768	133,000	120,600
Overtime	0	600	600
Overtime	0	22,800	10,000
Benefits	38,853	41,100	45,700
Vehicle Charges	3,834	2,700	2,700
Energy	880,664	943,400	988,600
Professional Services	68,654	91,800	114,800
Repairs & Maintenance	53,166	82,600	84,600
Building & Equipment Rental	389	0	0
Office Supplies	355,213	430,200	441,000
Materials & Supplies	5,539	9,500	9,500
Travel & Meeting Expense	1,374	2,000	2,000
Training	866	2,000	3,000
Dues & Subscriptions	637	1,300	1,300
Admin & Overhead	207,600	224,300	227,700
Debt Service	474,287	464,700	519,000
Lease Purchases	541,905	512,600	531,000
Capital Outlays - Office Equip/Furn	33,908	153,000	115,700
Capital Outlays - Public Works	734,340	1,447,100	0
TOTAL DEPARTMENT SUPPORT	<u>3,521,997</u>	<u>4,564,700</u>	<u>3,217,800</u>

SOURCES OF FUNDING

Interfund Charges	3,485,136	4,514,700	3,167,800
Miscellaneous Income	<u>36,861</u>	<u>50,000</u>	<u>50,000</u>
TOTAL	<u>3,521,997</u>	<u>4,564,700</u>	<u>3,217,800</u>

DETAIL OF POSITIONS

Administrative Assistant	0.500	0.500	0.500
Facilities Maint. & Purchasing Manager	0.400	0.400	0.400
General Services Director	<u>0.250</u>	<u>0.250</u>	<u>0.250</u>
TOTAL	<u>1.150</u>	<u>1.150</u>	<u>1.150</u>

2019-2020 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 for citizens 50 years and older that supports their independence, improves their health, and encourages their involvement in the community.
- Utilize software that tracks participation and activity at the Senior Center and evaluate the data for short- and long-term program planning.
- Continue outreach to the community requesting input regarding the new Clovis 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.

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 an opportunity for those 50 or better to discover opportunities for enrichment and engagement.

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 2021. 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, Clovis Unified School District, local hospitals and medical schools, and the many civic and service organizations that supplement the programs offered by the City of Clovis.

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

	2017-2018	2018-2019	
	Actual	Revised Estimate	2019-2020 Budget

BUDGET DETAIL

Salaries - Regular	141,586	152,200	160,000
Overtime	226	0	0
Extra Help	147,098	170,000	180,000
Benefits	80,670	105,000	119,000
Professional Services	33,843	30,500	33,600
Office Supplies	19,555	28,000	28,500
Travel & Meeting Expense	2,767	2,500	6,000
Training	9,452	16,500	10,500
Dues & Subscriptions	0	800	800
Admin & Overhead	173,400	212,700	163,100
	<u>608,597</u>	<u>718,200</u>	<u>701,500</u>
TOTAL SENIOR SERVICES	<u>608,597</u>	<u>718,200</u>	<u>701,500</u>

SOURCES OF FUNDING

Rents and Concessions	40,333	37,200	38,000
State Grants	32,000	26,000	26,000
Project Participation - Other Govt	40,000	40,000	0
User Fees	84,504	79,000	87,000
Senior Service Charges	54,596	60,300	59,800
Miscellaneous Income	5,887	16,000	9,000
Use of Discretionary Funds	<u>351,277</u>	<u>459,700</u>	<u>481,700</u>
	<u>608,597</u>	<u>718,200</u>	<u>701,500</u>
TOTAL	<u>608,597</u>	<u>718,200</u>	<u>701,500</u>

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
	<u>2.800</u>	<u>2.800</u>	<u>2.800</u>
TOTAL	<u>2.800</u>	<u>2.800</u>	<u>2.800</u>

2019-2020 Goals

The Recreation Section will focus on administering activities at the Clovis Recreation Center, the Clovis Rotary Skatepark, the Clovis Batting Range, and Bicentennial Park, as well as focus on 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.
- Coordinate with Parks Division staff to provide outdoor facilities and programs.
- Expand the use of 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.
- Continue to maximize all available 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 inside the Recreation Center has helped address those needs and provides 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	182,944	204,100	209,900
Overtime	0	1,400	2,000
Extra Help	114,209	152,500	175,500
Benefits	81,442	114,100	132,900
Vehicle Charges	20,990	20,600	19,300
Communications	5	1,200	1,200
Professional Services	94,323	110,000	119,000
Repairs & Maintenance	934	1,000	1,000
Office Supplies	5,028	6,500	6,500
Travel & Meeting Expense	3,711	3,600	4,100
Dues & Subscriptions	2,224	2,500	2,500
Admin & Overhead	152,300	213,000	164,800
Capital Outlays - Public Works	9,761	10,000	10,000
Capital Outlays - Miscellaneous	7,870	10,800	10,900
TOTAL RECREATION	<u><u>675,741</u></u>	<u><u>851,300</u></u>	<u><u>859,600</u></u>

SOURCES OF FUNDING

User Fees	244,850	259,500	267,500
Taxable Sales	1,394	500	500
Miscellaneous Income	410	0	0
Use of Discretionary Funds	<u><u>429,087</u></u>	<u><u>591,300</u></u>	<u><u>591,600</u></u>
TOTAL	<u><u>675,741</u></u>	<u><u>851,300</u></u>	<u><u>859,600</u></u>

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
TOTAL	<u><u>3.000</u></u>	<u><u>3.000</u></u>	<u><u>3.000</u></u>

2019-2020 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.
- Begin the assessment of service delivery and route structure through a comprehensive study that includes incorporation of electric vehicles and new technology.

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 FAX, 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.
- Continue to maximize features and upgrades of the Round Up dispatch software 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.
- Begin comprehensive fixed-route service evaluation for redesign project providing connections to new transit hub facility and other points of interest within the City.
- Monitor new electric bus technology for potential implementation for fixed-route and paratransit services.

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 countywide farebox system. The addition of a centrally located Clovis Transit center in 2021 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	1,285,545	1,412,400	1,531,700
Overtime	111,263	62,900	74,300
Extra Help	826,849	900,000	953,000
Benefits	821,481	1,037,200	1,139,600
Vehicle Charges	1,111,341	1,041,700	1,114,500
Communications	73,178	89,000	90,000
Professional Services	370,911	433,400	457,400
Office Supplies	0	0	50,000
Travel & Meeting Expense	15,292	21,700	15,000
Training	10,544	18,900	6,000
Dues & Subscriptions	560	600	800
Admin & Overhead	847,400	1,065,700	974,500
Liability Insurance Prog - ISF	1,500	0	0
Capital Outlays - Office Equip/Furn	0	517,000	0
Capital Outlays - Public Works	180,043	0	0
Capital Outlays - Vehicles	617,461	1,018,000	0
TOTAL TRANSIT	6,273,368	7,618,500	6,406,800

SOURCES OF FUNDING

Rents & Concessions	44,774	40,000	44,000
Taxes	1,463,005	1,967,000	1,643,000
Transit Fares	183,108	175,000	177,000
State Grants	161,224	261,000	505,000
Local Transportation	4,420,491	5,175,500	4,037,800
Miscellaneous Income	766	0	0
TOTAL	6,273,368	7,618,500	6,406,800

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
Public Affairs & Information Supervisor	-	0.100	0.100
Transit Dispatcher	2.000	2.000	2.000
Transit Supervisor	1.000	1.000	1.000
TOTAL	25.325	25.425	25.425

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 Section 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 regarding finance issues. The Section is also responsible for arranging all long-term financing.

Department Goals 2019-2020

- Provide support to other operating departments.
- Enhance training for key departmental personnel.
- Obtain long-term financing as needed.
- Refund existing bonds as appropriate.
- Implement software to streamline the preparation of the annual financial statements.
- Recommend to Council, at year-end, 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 online 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 staff in key Finance positions.

FINANCE

DEPARTMENT SUMMARY

Budgetary Highlights

- Review and audit revenues and departmental budgets.
- Continue to work with Central Square on another upgrade of the 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 (GFOA) awards.
- Prepare the Five-year Financial Forecast and present it to Council.
- 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 citywide department staff on more efficient methods of entering and researching financial information in OneSolution.
- 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.
- Maintain a reserve of 16.7% of budgeted expenditures.
- 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>2017-2018 (actual)</u>	<u>2018-2019 (estimated)</u>	<u>2019-2020 (proposed)</u>
City Rate of Return	1.35%	1.96%	1.97%
Greater than 120% of Treasury rate	93%	84%	84%

- On an annual basis, complete a Comprehensive Annual Financial Report (CAFR) prepared in conformity with generally accepted accounting principles, facilitate the conducting of an audit by an independent accounting firm, and receive an unqualified opinion that indicates that 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
----------------------------------	---------------------	---------------------	---------------------

- Submit for consideration a CAFR and receive a Certificate of Achievement for Excellence in Financial Reporting from the GFOA.

Receive a Certificate of Achievement for Excellence In Financial Reporting	Certificate	Certificate	Certificate
--	-------------	-------------	-------------

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

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

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

On-time	98.8%	98.9%	98.9%
---------	-------	-------	-------

FINANCE

DEPARTMENT SUMMARY

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
BUDGET BY ACTIVITY			
Administration	<u>2,742,044</u>	<u>3,352,400</u>	<u>3,276,500</u>
TOTAL ALL ACTIVITIES	<u><u>2,742,044</u></u>	<u><u>3,352,400</u></u>	<u><u>3,276,500</u></u>
BUDGET BY FUND			
General Fund	<u>2,742,044</u>	<u>3,352,400</u>	<u>3,276,500</u>
TOTAL ALL FUNDS	<u><u>2,742,044</u></u>	<u><u>3,352,400</u></u>	<u><u>3,276,500</u></u>

2019-2020 Goals

The goals of the Finance Administration Section 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:

- Providing support to departments for finance-related questions, budget analysis and internal auditing.
- Investing the City's idle cash to maximize the rate of return given the priorities of safety and liquidity.
- Developing long-range financing plans as needed.
- Providing timely billing and collection for the City's enterprise operations.
- Providing for the timely recording of new business license applications and existing business license renewals and searching relevant financial information for businesses who have not obtained business licenses.
- Providing summary financial and budgetary reports for department and general public use as needed.
- Completing upgrades to the utility billing 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 Central Square to complete the upgrade to the Financial Accounting Software system and commit staff resources for testing and development.
- Upgrade the Paymentus online utility billing portal.
- Use temporary staffing and volunteers to remain current on all financial activities.

Five-Year Outlook

New building construction continues to move in a positive direction. For the 2019-2020 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 new and existing 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	1,553,276	1,665,400	1,765,600
Overtime	7,712	10,100	30,000
Extra Help	44,921	42,000	42,000
Benefits	560,440	637,500	739,200
Vehicle Charges	24,780	23,800	24,800
Professional Services	134,553	463,400	220,400
Office Supplies	850	14,900	2,000
Travel & Meeting Expense	1,544	21,000	8,000
Training	14,130	75,000	30,000
Dues & Subscriptions	938	5,300	3,800
Admin & Overhead	398,900	394,000	410,700
	<u>2,742,044</u>	<u>3,352,400</u>	<u>3,276,500</u>
TOTAL FINANCE ADMINISTRATION	<u><u>2,742,044</u></u>	<u><u>3,352,400</u></u>	<u><u>3,276,500</u></u>

SOURCES OF FUNDING

Licenses	71,000	71,000	71,000
Annexation Processing Fee	22,500	37,500	30,000
Capital Development - Streets	60,000	60,000	60,000
User Fees	248,610	196,000	197,000
Interfund Charges	2,183,850	2,322,000	2,405,000
Miscellaneous Income	15,002	15,000	15,000
Use of Discretionary Funds	<u>141,082</u>	<u>650,900</u>	<u>498,500</u>
	<u>2,742,044</u>	<u>3,352,400</u>	<u>3,276,500</u>
TOTAL	<u><u>2,742,044</u></u>	<u><u>3,352,400</u></u>	<u><u>3,276,500</u></u>

DETAIL OF POSITIONS

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	9.00	9.00	9.00
	<u>21.00</u>	<u>21.00</u>	<u>21.00</u>
TOTAL	<u><u>21.00</u></u>	<u><u>21.00</u></u>	<u><u>21.00</u></u>

PLANNING AND DEVELOPMENT SERVICES DEPARTMENT SUMMARY

The Planning and Development Services Department is responsible for implementing the Clovis General Plan. It performs this duty by integrating the planning, engineering, and building inspection activities of City development under a single department. The department prepares and implements the Community Investment Program for all City departments. 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. The mission of the Building Division is 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 ensure short and long range plans that 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 which 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 2019-2020

- Complete the Agriculture Preserve Policy, Shaw Avenue Corridor Overlay Zoning, and implement the recently approved Central Clovis Specific Plan and Heritage Grove Master Plan Community Design Guidelines.
- Continue to monitor and maintain the City's Regional Housing Needs Allocation.
- Maintain effective communication with citizens, the business community, and interest groups on planning, building, and development-related issues.
- Ensure that new development and construction conform to development standards, design guidelines, 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, Behmyer Avenue, and Copper Avenue.

Budgetary Highlights

- Implementation of the Housing Element for Clovis' 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>2017-2018 (actual)</u>	<u>2018-2019 (estimated)</u>	<u>2019-2020 (proposed)</u>
% of CIP projects Final Design	72%	81%	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
-----------------------------------	-----------	-----------	-----------

- 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 24 hours/person/year required by state law. The increase in the training is attributed to mandatory ADA training and new certified accessibility specialist requirements from the state.

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

The citizenry looks to the department for enforcement of violations of the Clovis Municipal Code. With full staffing, the established goal is to resolve 95% of the violations reported within the budget year. The Division responds to a high degree of development requests, and provides a focused response to code enforcement requests that pose a threat to life or safety.

PLANNING AND DEVELOPMENT SERVICES DEPARTMENT PERFORMANCE MEASURES

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

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

For the coming fiscal year, staffing levels will remain relatively constant. 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. Requests for additional Planning Commission meetings will be considered on a case-by-case basis and will be dependent upon the timing constraints for the specific application.

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

	<u>2017-2018 (actual)</u>	<u>2018-2019 (estimated)</u>	<u>2019-2020 (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	50%	50%	85%
Subsequent submittal engineering plan checks within target time	60%	60%	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

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
BUDGET BY ACTIVITY			
Planning	1,832,013	2,349,200	2,695,500
Building	2,295,193	2,675,400	2,993,400
Engineering	<u>4,746,067</u>	<u>5,638,700</u>	<u>6,071,200</u>
TOTAL ALL ACTIVITIES	<u><u>8,873,273</u></u>	<u><u>10,663,300</u></u>	<u><u>11,760,100</u></u>
BUDGET BY FUND			
Planning & Development Services Fund	<u>8,873,273</u>	<u>10,663,300</u>	<u>11,760,100</u>
TOTAL ALL FUNDS	<u><u>8,873,273</u></u>	<u><u>10,663,300</u></u>	<u><u>11,760,100</u></u>

2019-2020 Goals

The goals of the Planning Division are to implement the current Clovis General Plan, manage the Planning Program activities that support the General Plan, ensure that all public and private development is consistent with the General Plan, the Development Code, City policies and state law, and coordinate public and private projects so they result in a high-quality, sustainable community. Specifically these goals include:

- Performing the activities identified in the Planning Program.
- Providing accurate information to the public regarding land development.
- Implementing the zoning requirements of the Housing Element.
- Implementing the Central Clovis Specific Plan.
- Implementing the Heritage Grove Master Plan Community Design Guidelines.
- Monitoring the Regional Housing Needs Allocation and Zoning programs.
- Completing a local Agriculture Preservation Policy Plan to address agriculture mitigation.
- Implementing a paperless filing system including electronic storage of legacy permits.
- Providing timely processing of applications to the Planning Commission and City Council within the Division's current limitations.

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 Central Clovis Specific Plan by creating pedestrian/bike facilities and continue creating opportunity for alley cottage homes.
- Complete the Shaw Avenue Corridor Zoning Overlay and zone properties necessary to maintain the Regional Housing Needs Allocation.
- 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

New development in the community has continued to grow at a rapid pace. Loma Vista reached its 60% entitlement and annexation mark in late 2017, which opened up the northwest growth area (Heritage Grove). Future growth will center on exploring water reduction measures for both private and public landscaping. P&DS will also facilitate work on major infrastructure planning in response to the General Plan program to ensure timely community development.

Residential development has surpassed the 30-year average of 750 dwelling units annually for the past couple of years, with a projection of over 1,000 units for 2018-2019. The Planning Division is cautious in forecasting a continuation of this trend, but anticipates maintaining the 750 average. The Clovis Medical Center has completed the Cancer Center and is under construction with a third bed tower, central plant expansion, additional medical office building and second parking garage. The hospital EIR is currently being updated to address future phasing. All of this has sparked interest and development of surrounding properties. California Health Sciences University is under construction north of State Route 168, in the Research and Technology Business Campus. Industrial development in Clovis is at an all-time high with projects occurring along Herndon Avenue, Gettysburg Industrial Park, and the Clovis Industrial Park.

Staff will continue to explore zoning options to address the General Plan Housing Element, specifically related to the Regional Housing Needs Allocation and changes in State legislation. This effort may require amendment to the General Plan, Zoning and development standards to address affordable housing needs.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	638,875	796,100	1,006,100
Overtime	13,092	8,800	10,000
Extra Help	24,852	110,000	135,000
Benefits	234,709	317,100	378,000
Vehicle Charges	21,958	28,900	32,200
Communications	3,726	5,000	5,000
Professional Services	363,687	482,200	487,000
Special Events	40	500	2,000
Office Supplies	1,490	2,000	2,000
Travel & Meeting Expense	9,598	20,000	22,000
Training	8,180	20,000	20,000
Dues & Subscriptions	2,288	3,000	5,000
Admin & Overhead	506,400	540,100	578,200
Capital Outlays - Office Equip/Furn	1,017	3,000	0
Capital Outlays - Computers	2,101	12,500	13,000
	<u>1,832,013</u>	<u>2,349,200</u>	<u>2,695,500</u>
TOTAL PLANNING	<u>1,832,013</u>	<u>2,349,200</u>	<u>2,695,500</u>

SOURCES OF FUNDING

State Grants	207	0	0
User Fees	1,812,623	2,319,200	2,657,500
Interfund Charges	19,071	30,000	15,000
Miscellaneous Income	112	0	8,000
Use of Discretionary Funds	<u>0</u>	<u>0</u>	<u>15,000</u>
	<u>1,832,013</u>	<u>2,349,200</u>	<u>2,695,500</u>
TOTAL	<u>1,832,013</u>	<u>2,349,200</u>	<u>2,695,500</u>

DETAIL OF POSITIONS

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	0.40
City Planner	1.00	1.00	1.00
Deputy City Planner	-	1.00	1.00
Dir of Planning & Development Services	0.40	0.40	0.40
Geographic Information Systems Analyst	-	0.30	0.30
Geographic Information Systems Tech.	-	0.40	0.40
Housing Program Coordinator	-	0.15	0.15
PDS Admin Services Manager	0.40	0.40	0.40
Permit Technician	0.50	-	-
Planning Technician I/II	1.00	1.00	1.00
Principal Office Assistant	1.00	1.00	0.70
Public Affairs & Information Supervisor	-	0.10	0.10
Senior Planner	1.00	1.00	1.00
	<u>7.70</u>	<u>9.55</u>	<u>9.25</u>
TOTAL	<u>7.70</u>	<u>9.55</u>	<u>9.25</u>

2019-2020 Goals

The goals of the Building Division, interrelated with the goals of other City departments, are 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.
- Expand the use of new technology to keep pace with the increases in documentation requirements and to facilitate the retrieval of documents.
- Keep the community informed about current California Building Code requirements.

Objectives to Meet the Goals

- Provide expertise on the 2016 California Building, Electrical, Energy, Mechanical, and Plumbing Codes along with new state-mandated programs.
- 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 activity is very robust within the City of Clovis. Since 2012, there has been an average of 190 commercial permits issued each year. This represents, on average, approximately \$50 million dollars in valuation for each year. Last year, 2018, commercial activity reached \$60 million in valuation. 2019 has already seen over \$72 million in valuation. The 2019 calendar year could see \$150 million dollars in valuation.

Residential development activity and solar system permitting are still very strong. Strong activity is expected to continue into the following year. New single-family dwelling permits and multi-family dwelling units combined are expected to exceed 1,000 units for the next few years. This is well above the 30-year average. Even with this increase in demand the Building Division continues to improve performance times and has eliminated their 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 use of new technology and new permitting software will enable the Building Division's overall service provided to the community to continue to improve.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	991,451	1,059,300	1,347,600
Overtime	44,662	56,000	45,000
Extra Help	155,490	253,000	160,000
Benefits	448,479	546,200	713,900
Vehicle Charges	50,592	51,100	57,800
Communications	15,358	15,000	15,000
Professional Services	196,858	205,000	185,000
Special Events	465	0	2,000
Office Supplies	4,982	3,500	4,000
Supplies - Shop	36	1,000	1,000
Travel & Meeting Expense	19,669	35,000	35,000
Training	3,111	7,000	17,000
Dues & Subscriptions	4,447	6,000	6,000
Admin & Overhead	352,700	426,800	392,100
Liability Insurance Prog - ISF	0	500	1,000
Capital Outlays - Office Equip/Furn	3,626	8,500	9,000
Capital Outlay - Computers	3,267	1,500	2,000
TOTAL BUILDING	<u>2,295,193</u>	<u>2,675,400</u>	<u>2,993,400</u>

SOURCES OF FUNDING

User Fees	2,269,981	2,666,400	2,986,400
Miscellaneous Income	25,212	9,000	7,000
Use of Discretionary Funds	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>2,295,193</u>	<u>2,675,400</u>	<u>2,993,400</u>

DETAIL OF POSITIONS

Administrative Assistant	0.30	0.30	0.30
Assistant Dir of Planning & Development Serv	-	0.30	0.30
Building Inspector/Senior Bldg Inspector	4.00	5.00	5.00
Building Official	1.00	1.00	1.00
Business Workflow Analyst	1.00	1.00	1.00
Business Workflow Specialist	-	1.00	1.00
Deputy Building Official/Plan Checker	-	1.00	1.00
Dir of Planning & Development Services	0.30	0.30	0.30
Geographic Information Systems Analyst	-	0.20	0.20
Geographic Information Systems Tech.	-	0.30	0.30
PDS Admin Services Manager	0.30	0.30	0.30
Permit Technician	1.50	1.00	2.00
Plans Examiner	3.00	3.00	3.00
Principal Office Assistant	-	-	0.60
TOTAL	<u>11.40</u>	<u>14.70</u>	<u>16.30</u>

2019-2020 Goals

The Engineering Division will continue to 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 citizens' health and safety.

Engineering goals for 2019-2020 include:

- Utilizing the best technology and equipment for the design, review, and improvement of infrastructure.
- Striving to maintain the highest level of customer service by actively responding to service requests.
- Ensuring that private development activities 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, protecting 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.
- Establishing major street plan lines in Heritage Grove in advance of development and ensuring that public safety and convenience are major considerations with all new development.
- Initiate the development of the Willow Avenue and Shaw Avenue street improvement projects and begin the design phase of the State Route 168 pedestrian bridge.

Objectives to Meet the Goals

- Implement efficiency and accountability standards to consistently guide project delivery.
- 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 engineers to handle a dynamic workload and fluctuating market demands.

Five-Year Outlook

The City's Engineering Division will continue its work on community service and public facilities planning in support of the General Plan update and subsequent community master plans. This includes continuing work on implementation of the new Parks Master Plan, and transportation plans for the new growth areas. Strategizing on how to fund growth in the new areas continues to 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, the City is 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 edges of our City sphere 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. Engineering will continue to encourage paperless submittals and reviews due to the growing use of this technology within the industry with the goal of improving our level of service.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
BUDGET DETAIL			
Salaries - Regular	2,253,798	2,672,400	2,977,700
Overtime	77,623	83,000	78,000
Extra Help	272,232	253,200	269,000
Benefits	857,617	1,131,300	1,344,800
Vehicle Charges	118,192	134,200	125,700
Communications	30,083	31,100	33,000
Professional Services	174,421	236,100	85,000
Special Events	221	500	5,000
Office Supplies	2,064	7,500	6,000
Materials & Supplies	115	0	0
Supplies - Safety	724	3,500	6,000
Supplies - Shop	1,628	4,000	5,000
Travel & Meeting Expense	4,602	7,100	9,000
Training	12,509	28,000	46,000
Dues & Subscriptions	6,136	11,500	14,000
Admin & Overhead	926,800	992,900	1,034,000
Capital Outlays - Office Equip/Furn	0	23,000	13,000
Capital Outlays - Computers	6,321	14,400	15,000
Capital Outlays - Public Utilities	981	5,000	5,000
TOTAL ENGINEERING	4,746,067	5,638,700	6,071,200

SOURCES OF FUNDING			
Taxes	10,000	10,000	10,000
State Grants	13,917	17,000	17,000
User Fees	4,368,058	5,301,700	5,749,200
Miscellaneous Income	54,092	10,000	10,000
Use of Discretionary Funds	300,000	300,000	285,000
TOTAL	4,746,067	5,638,700	6,071,200

DETAIL OF POSITIONS			
Administrative Assistant	0.30	0.30	0.30
Assistant Engineer	9.00	11.00	11.00
Assistant Dir of Planning & Development Serv	-	0.30	0.30
Associate Civil Engineer	2.00	2.00	2.00
City Engineer	1.00	1.00	1.00
Construction Manager	1.00	1.00	1.00
Dir of Planning & Development Services	0.30	0.30	0.30
Engineering Inspector	4.00	5.00	5.00
Engineering Program Supervisor	1.00	1.00	1.00
Engineering Tech/Senior Engineering Tech	3.00	3.00	3.00
Geographic Information Systems Analyst	-	0.25	0.25
Geographic Information Systems Tech	-	0.30	0.30
Geographic Information Systems Specialist	1.00	-	-
Junior Engineer	4.00	2.00	2.00
Management Analyst	1.00	1.00	1.00
PDS Admin Services Manager	0.30	0.30	0.30
Permit Technician	-	1.00	1.00
Principal Office Assistant	-	-	0.70
TOTAL	27.90	29.75	30.45

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 comprised 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, K-9 Unit, 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 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.

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. The Youth Services Division is committed to supporting parents by providing information about parenting and education about juvenile trends related to drug/alcohol use. The Youth Services Division is committed to providing youth with drug education to encourage youth to refrain from experimenting with alcohol or drugs. The Youth Services Division will continue to work closely with the Clovis Unified School District (CUSD) and other agencies to consistently hold juveniles accountable and deter juvenile crime.

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. 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 the 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 Clovis Animal Services Division consists of the Animal Response Team, the Animal Receiving and Care Center, and the Miss Winkles Pet Adoption Center. The Animal Response Team is responsible for responding to calls for service in the community, investigating cruelty, issuing municipal code violations, and representing the City in Administrative Hearings. The Animal Receiving and Care Center is responsible for caring for approximately 3000 animals per year. This includes pets that are released by their owners, stray dogs, injured animals, and deceased animals. The Miss Winkles Pet Adoption Center is responsible for adopting approximately 1000 pets to citizens throughout the Central Valley. The Animal Services Division also provides public education about spaying/neutering pets, information about proper pet care, and information on both state and local animal laws.

2019-2020 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 and maintain 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 and dispatch radio infrastructure.
- Implement use of cadets in a variety of rolls throughout the department.

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 One) calls for service is critical. The benchmark is an average response time for emergency calls not to exceed 5 minutes.

	<u>2017-2018 (actual)</u>	<u>2018-2019 (actual)</u>	<u>2019-2020 (estimate)</u>
Priority I Average Response Times	4.69 Min	4.58 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.

	<u>2017-2018 (actual)</u>	<u>2018-2019 (actual)</u>	<u>2019-2020 (goal)</u>
Citizen Surveys (Above Average or Excellent)	94.7%	89.3%	90%

- 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>2018 (actual)</u>	<u>2019 (estimated)</u>	<u>2020 (proposed)</u>
Clovis	814	642	1,200

POLICE DEPARTMENT SUMMARY

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
BUDGET BY ACTIVITY			
Patrol	19,371,688	20,441,900	22,912,800
Communications	2,496,225	2,763,900	2,933,300
Investigations	3,680,782	4,162,400	4,248,500
Youth Services	693,453	714,800	692,600
Support Services	3,378,190	3,639,100	3,753,300
Administration	2,922,082	3,842,300	3,635,200
Animal Shelter	<u>1,713,765</u>	<u>1,761,100</u>	<u>1,808,400</u>
TOTAL ALL ACTIVITIES	<u><u>34,256,185</u></u>	<u><u>37,325,500</u></u>	<u><u>39,984,100</u></u>

BUDGET BY FUND			
General Fund	<u>34,256,185</u>	<u>37,325,500</u>	<u>39,984,100</u>
TOTAL ALL FUNDS	<u><u>34,256,185</u></u>	<u><u>37,325,500</u></u>	<u><u>39,984,100</u></u>

2019-2020 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 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.
- Involve officers in school 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.

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.

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

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	9,629,257	10,053,700	11,087,300
Overtime	920,790	1,033,800	1,094,000
Extra Help	193,568	311,000	341,000
Benefits	5,839,070	6,236,900	7,347,100
Vehicle Charges	25	4,300	5,500
Communications	102,995	93,000	93,000
Professional Services	272,498	191,800	219,800
Repairs & Maintenance	7,254	3,600	3,600
Office Supplies	70,809	69,500	88,500
Supplies - Safety	70,494	41,000	41,000
Travel & Meeting Expense	31,641	26,000	26,000
Training	135,368	152,900	152,900
Dues & Subscriptions	6,786	5,600	5,600
Admin & Overhead	1,929,000	1,913,900	2,228,600
Capital Outlays - Computers	0	5,000	5,000
Capital Outlays - Police Equipment	161,935	294,900	168,900
Capital Outlays - Communications	198	5,000	5,000
TOTAL PATROL	<u><u>19,371,688</u></u>	<u><u>20,441,900</u></u>	<u><u>22,912,800</u></u>

SOURCES OF FUNDING

Taxes	1,367,789	1,551,000	1,753,000
Other Permits	11,500	12,000	12,000
Fines & Fees	176,588	181,000	185,000
State Grants	327,781	276,000	281,000
Program Participation	5,603	6,000	1,000
Mandated Claims	241,481	186,000	437,000
Planning & Processing Fees	9,888	12,000	12,000
User Fees	77,431	41,000	40,000
Miscellaneous Income	10,115	29,000	9,000
Use of Discretionary Funds	<u><u>17,143,512</u></u>	<u><u>18,147,900</u></u>	<u><u>20,182,800</u></u>
TOTAL	<u><u>19,371,688</u></u>	<u><u>20,441,900</u></u>	<u><u>22,912,800</u></u>

DETAIL OF POSITIONS

Community Service Officer	13.00	13.00	12.00
Deputy Police Chief	1.00	1.00	1.00
Police Captain	2.00	2.00	5.00
Police Corporal	13.00	13.00	12.00
Police Lieutenant	5.00	5.00	2.00
Police Officer/Recruit	60.00	60.00	63.00
Police Sergeant	9.00	9.00	10.00
Police Service Officer	1.00	1.00	-
TOTAL	<u><u>104.00</u></u>	<u><u>104.00</u></u>	<u><u>105.00</u></u>

2019-2020 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 radio communication 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.
- Continue working on completing the upgrade of the Zetron Dispatch Radio 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	1,234,495	1,405,800	1,490,300
Overtime	228,837	251,700	251,700
Extra Help	4,873	11,200	11,200
Benefits	641,479	729,000	783,300
Vehicle Charges	228	0	0
Communications	68,071	48,200	48,200
Professional Services	31,878	28,300	28,300
Repairs & Maintenance	11,428	18,500	18,500
Office Supplies	10,393	9,000	9,000
Materials & Supplies	2,242	1,000	1,000
Travel & Meeting Expense	0	2,400	2,400
Training	14,332	13,000	13,000
Dues & Subscriptions	0	1,300	1,300
Admin & Overhead	247,900	244,500	275,100
Capital Outlays - Communications	69	0	0
TOTAL COMMUNICATION	<u>2,496,225</u>	<u>2,763,900</u>	<u>2,933,300</u>

SOURCES OF FUNDING

Miscellaneous Income	263	0	0
Use of Discretionary Funds	<u>2,495,962</u>	<u>2,763,900</u>	<u>2,933,300</u>
TOTAL	<u>2,496,225</u>	<u>2,763,900</u>	<u>2,933,300</u>

DETAIL OF POSITIONS

Communication Supervisor	1.00	1.00	-
Lead Police Service Officer	3.00	3.00	4.00
Police Service Officer	<u>16.00</u>	<u>16.00</u>	<u>18.00</u>
TOTAL	<u>20.00</u>	<u>20.00</u>	<u>22.00</u>

2019-2020 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.
- Enhance knowledge and expertise within the Investigations Unit.
- Continue to ensure that drug and gang activities in the community are not tolerated.
- 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.
- Utilize the full-time Computer Forensic Analyst position dedicated to processing computer and high technology evidence.
- Gain and retain membership to online databases 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 realignment, 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.

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

	2017-2018	2018-2019	2019-2020
	Actual	Revised Estimate	Budget

BUDGET DETAIL

Salaries - Regular	1,867,441	2,162,700	2,146,100
Overtime	165,521	176,000	176,000
Extra Help	44,403	40,000	40,000
Benefits	1,153,322	1,294,600	1,360,600
Vehicle Charges	2,525	6,100	6,100
Communications	27,727	23,000	23,000
Professional Services	123,630	141,600	141,600
Materials & Supplies	3,977	4,500	4,500
Supplies - Police	9,527	10,000	10,000
Supplies - Safety	1,176	5,000	5,000
Travel & Meeting Expense	5,790	13,800	13,800
Training	20,818	21,000	21,000
Dues & Subscriptions	1,962	2,200	2,200
Admin & Overhead	251,700	259,900	296,600
Capital Outlays - Police Equipment	1,263	2,000	2,000
TOTAL INVESTIGATIONS	<u>3,680,782</u>	<u>4,162,400</u>	<u>4,248,500</u>

SOURCES OF FUNDING

Federal Grants	799	3,100	0
User Fees	46,524	15,000	15,000
Use of Discretionary Funds	<u>3,633,459</u>	<u>4,144,300</u>	<u>4,233,500</u>
TOTAL	<u>3,680,782</u>	<u>4,162,400</u>	<u>4,248,500</u>

DETAIL OF POSITIONS

Community Service Officer	-	-	1.00
Crime Specialist	-	-	1.00
Digital Forensic Analyst	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00
Police Corporal	1.00	1.00	2.00
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
TOTAL	<u>18.00</u>	<u>18.00</u>	<u>21.00</u>

2019-2020 Goals

- 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 juvenile proactive Police operations to identify, prevent, and intervene when juveniles engage in underage drinking and/or drug use.
- Provide youth leadership opportunities through the Police Explorer Post.
- Provide juvenile drug and alcohol education.
- 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	313,485	274,300	279,700
Overtime	35,266	29,500	29,500
Extra Help	26,383	80,000	80,000
Benefits	147,575	144,300	158,700
Vehicle Charges	6,060	6,100	6,100
Communications	2,130	2,000	2,000
Professional Services	13,615	11,100	11,100
Office Supplies	767	1,800	1,800
Materials & Supplies	4,879	3,000	3,000
Supplies - Police	1,729	2,000	2,000
Supplies - Shop	13,667	10,000	10,000
Travel & Meeting Expense	2,758	2,700	2,700
Training	4,036	5,000	5,000
Dues & Subscriptions	747	1,100	1,100
Admin & Overhead	113,000	133,900	91,900
Capital Outlays - Computers	7,356	8,000	8,000
TOTAL YOUTH SERVICES	<u>693,453</u>	<u>714,800</u>	<u>692,600</u>

SOURCES OF FUNDING

User Fees	0	3,000	3,000
Miscellaneous Income	120	0	0
Use of Discretionary Funds	<u>693,333</u>	<u>711,800</u>	<u>689,600</u>
TOTAL	<u>693,453</u>	<u>714,800</u>	<u>692,600</u>

DETAIL OF POSITIONS

Community Service Officer	2.00	2.00	2.00
Office Assistant	1.00	1.00	-
Police Service Manager	1.00	1.00	1.00
Police Service Officer	1.00	1.00	-
TOTAL	<u>5.00</u>	<u>5.00</u>	<u>3.00</u>

2019-2020 Goals

- Continue to provide a high level of both in-house and offsite 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.
- Have an outside independent party conduct a full and comprehensive audit on the Property and Evidence Room.

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.
- 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 Uniform Crime Reporting (UCR) timely.
- Continue to work toward an e-filing system with the District Attorney's Office for criminal complaints.
- Prepare for both state and federal 2021 NIBIRS reporting requirements.

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 Records Section and the Police 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.

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

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	671,555	696,300	833,000
Overtime	15,944	21,700	21,700
Extra Help	216,292	225,000	150,000
Benefits	295,540	327,400	418,600
Vehicle Charges	1,612,529	1,744,000	1,686,100
Communications	6,480	11,000	11,000
Professional Services	88,630	86,900	131,900
Repairs & Maintenance	22,569	39,200	39,200
Office Supplies	1,417	2,000	2,000
Materials & Supplies	4,885	4,000	4,000
Supplies - Police	112,456	94,000	94,000
Supplies - Safety	0	100	100
Travel & Meeting Expense	0	2,100	2,100
Training	7,449	17,000	17,000
Dues & Subscriptions	2,756	2,900	2,900
Admin & Overhead	231,600	287,500	261,700
Capital Outlays - Computers	88,088	78,000	78,000
	<u>3,378,190</u>	<u>3,639,100</u>	<u>3,753,300</u>
TOTAL SUPPORT SERVICES	<u><u>3,378,190</u></u>	<u><u>3,639,100</u></u>	<u><u>3,753,300</u></u>

SOURCES OF FUNDING

Other Permits	68,320	63,000	42,000
Mandated Claims	347	0	0
User Fees	58,923	58,000	59,000
Miscellaneous Income	12,202	28,000	28,000
Use of Discretionary Funds	<u>3,238,398</u>	<u>3,490,100</u>	<u>3,624,300</u>
	<u>3,378,190</u>	<u>3,639,100</u>	<u>3,753,300</u>
TOTAL	<u><u>3,378,190</u></u>	<u><u>3,639,100</u></u>	<u><u>3,753,300</u></u>

DETAIL OF POSITIONS

Administrative Assistant	1.00	2.00	2.00
Office Assistant	4.00	4.00	-
Principal Office Assistant	6.00	4.00	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	-
Systems Video Technician	1.00	1.00	2.00
	<u>16.00</u>	<u>15.00</u>	<u>13.00</u>
TOTAL	<u><u>16.00</u></u>	<u><u>15.00</u></u>	<u><u>13.00</u></u>

2019-2020 Goals

- Seek ways to minimize departmental overtime use.
- 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 social media and mainstream 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 throughout the department.
- Establish leadership training and succession planning within the supervisor ranks.
- Promote the department through the preparation of the department's monthly and annual reports.
- 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, news 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 the 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 the 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	449,219	570,500	524,600
Overtime	770,963	1,125,900	1,114,100
Extra Help	9,000	31,000	0
Benefits	468,774	629,300	681,100
Vehicle Charges	10,920	7,100	5,500
Communications	7,146	7,000	7,000
Professional Services	68,475	205,000	80,500
Materials & Supplies	8,437	7,000	7,000
Travel & Meeting Expense	17,509	19,400	16,000
Training	137,251	86,000	86,000
Dues & Subscriptions	2,621	4,500	4,500
Admin & Overhead	788,300	875,600	908,900
Capital Outlays - Office Equip/Furn	0	55,000	0
Capital Outlay - Computers	438	0	0
Capital Outlays - Police Equipment	183,029	217,500	200,000
Capital Outlays - Safety Equipment	0	1,500	0
	<u>2,922,082</u>	<u>3,842,300</u>	<u>3,635,200</u>
TOTAL ADMINISTRATION	<u>2,922,082</u>	<u>3,842,300</u>	<u>3,635,200</u>

SOURCES OF FUNDING

State Grants	116,270	222,500	76,000
Federal Grants	103,361	259,100	114,500
Mandated Claims	4,691	0	0
User Fees	133,232	194,000	202,000
Miscellaneous Income	1,561	1,000	0
Use of Discretionary Funds	<u>2,562,967</u>	<u>3,165,700</u>	<u>3,242,700</u>
	<u>2,922,082</u>	<u>3,842,300</u>	<u>3,635,200</u>
TOTAL	<u>2,922,082</u>	<u>3,842,300</u>	<u>3,635,200</u>

DETAIL OF POSITIONS

Administrative Assistant	1.00	2.00	2.00
Crime Analysis Supervisor	1.00	1.00	1.00
Crime Specialist	1.00	1.00	-
Police Chief	1.00	1.00	1.00
Public Information Officer	1.00	1.00	-
	<u>5.00</u>	<u>6.00</u>	<u>4.00</u>
TOTAL	<u>5.00</u>	<u>6.00</u>	<u>4.00</u>

2019-2020 Goals

- To develop a Clovis Animal Care System that is responsive to animal calls for service from citizens and that provides excellent care to animals.
- The Animal Services Division will increase the ability to communicate with and educate citizens about animal related issues.
- To provide public education about proper pet care.

Objectives to Meet the Goals

- Increase the number of citizens and businesses who actively support Clovis Animal Services.
- Provide information about the importance of spaying and neutering pets to help manage the over-population of domestic dogs and cats.
- 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	606,806	576,300	626,500
Overtime	20,733	26,200	26,200
Extra Help	125,232	120,000	120,000
Benefits	254,741	250,800	286,600
Vehicle Charges	6,060	6,100	6,100
Communications	7,626	7,000	7,000
Professional Services	139,065	144,800	144,800
Repairs & Maintenance	4,214	2,400	2,400
Materials & Supplies	28,162	15,300	15,300
Supplies - Safety	74,137	74,500	74,500
Travel & Meeting Expense	998	1,000	1,000
Training	1,001	1,000	1,000
Dues & Subscriptions	1,506	1,500	1,500
Admin & Overhead	416,400	534,200	495,500
Capital Outlays - Office Equip/Furn	27,084	0	0
	<u>1,713,765</u>	<u>1,761,100</u>	<u>1,808,400</u>
TOTAL ANIMAL SHELTER	<u>1,713,765</u>	<u>1,761,100</u>	<u>1,808,400</u>

SOURCES OF FUNDING

Licenses	78,208	89,000	89,000
Fines & Fees	46,277	0	0
Miscellaneous Income	1,924	3,000	3,000
Use of Discretionary Funds	<u>1,587,356</u>	<u>1,669,100</u>	<u>1,716,400</u>
TOTAL	<u>1,713,765</u>	<u>1,761,100</u>	<u>1,808,400</u>

DETAIL OF POSITIONS

Animal Control Officer	3.00	4.00	5.00
Community Service Officer	2.00	1.00	1.00
Management Analyst	1.00	-	-
Principal Office Assistant	-	-	1.00
Supervisor of Animal Services	1.00	2.00	2.00
	<u>7.00</u>	<u>7.00</u>	<u>9.00</u>
TOTAL	<u>7.00</u>	<u>7.00</u>	<u>9.00</u>

FIRE

DEPARTMENT SUMMARY

The Fire Department is responsible for providing Fire Suppression, Technical Rescue, Hazardous Materials Spill/Release Mitigation, Emergency Medical Services (EMS), Life Safety and Enforcement Services and Emergency Preparedness for the citizens of Clovis. This responsibility includes the following functions: fire protection, emergency medical services, urban search and rescue, high angle, trench, water and confined space rescue, hazardous condition mitigation, strategic planning, administration, fire cause and origin investigations, community risk reduction, 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 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 that are 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

2019-2020 Goals

- Continue to provide an effective emergency response delivery system that provides the necessary resources to minimize the loss of life, property damage, 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).
- 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 Fire Department's overall fleet replacement plan.
- Start architectural design for a new Fire Station #6 in the Loma Vista Area (South of Bullard/East of Locan).
- Improve the current site for logistics including ADA bathrooms and more ergonomics for better function.
- Improve the Fire Training Center with ADA bathrooms, showers, and enhanced fire props.
- 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.
- 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.
- Manage past and future growth areas while recognizing the small increase in additional General Fund Revenue to support expansion of public safety.
- Continue cost recovery efforts for state mandated inspections and incidents caused by gross negligence.

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 and fires grow significantly every minute. After seven (7) minutes, less than 50% of heart attack victims will survive without CPR, and a fire can reach a point of a flashover. 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>2017-2018 (actual)</u>	<u>2018-2019 (estimated)</u>	<u>2019-2020(proposed)</u>
First Unit Arrival in under 6:30	7:17	7:41	7:50
Total Number of Calls for Service	9,784	10,339	10,970
Total Number of EMS Calls	5,821	6,421	6,750

- Public support and citizen satisfaction with Fire Department service delivery is essential. As an indicator, most citizens who have received our services will 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 which rated “excellent” as the level of emergency services the citizens received	98%	98%	98%
---	-----	-----	-----

Life Safety and Enforcement

- Maintaining property values and protecting the community from significant destruction of property by fire provides a safe and secure and economically vibrant 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 being 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	\$2,800,000	\$1,015,000	\$1,900,000
State Mandated Fire Inspections Completed	165 of 329 – 50%	212 of 336 – 63%	300 of 340 – 88%
Number of Children Receiving Life Safety Information	9,000	9,000	9,000

FIRE DEPARTMENT SUMMARY

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET BY ACTIVITY

Emergency Services	13,791,711	13,983,100	14,836,600
Life Safety and Enforcement	852,353	794,500	951,500
Emergency Preparedness	83,891	134,500	133,800
Fire Administration	<u>747,244</u>	<u>848,600</u>	<u>818,400</u>
 TOTAL ALL ACTIVITIES	 <u><u>15,475,199</u></u>	 <u><u>15,760,700</u></u>	 <u><u>16,740,300</u></u>

BUDGET BY FUND

General Fund	<u>15,475,199</u>	<u>15,760,700</u>	<u>16,740,300</u>
 TOTAL ALL FUNDS	 <u><u>15,475,199</u></u>	 <u><u>15,760,700</u></u>	 <u><u>16,740,300</u></u>

2019-2020 Goals

- Provide the first unit on the scene of an emergency medical call with a Total Response Time of six minutes and thirty seconds (6:30) 90% of the time. This includes one minute and thirty seconds minute call processing, 1 minute for turn out and four minutes for travel.
- Provide the first unit on the scene of a fire call, following dispatch, with a Total Response Time of seven minutes (7:00) 90% of the time. This includes one minute and thirty seconds minute call processing, 1 minute and thirty seconds for turn out and four minutes for travel.
- 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 90% of incidents.
- Lower demand for fire services from above average service users through code amendment processes and other enforcement strategies.
- Reduce and 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 2021. As of December 2018, the southeast area has 5,059 homes, 410 calls for service and a response time for first unit of 9:48.

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

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	5,931,431	6,053,000	6,392,900
Overtime	2,355,948	2,200,800	1,378,800
Extra Help	34,763	26,500	27,000
Benefits	3,202,040	3,392,900	3,834,100
Vehicle Charges	625,573	556,600	742,100
Communications	19,330	20,000	20,000
Professional Services	388,163	397,000	418,000
Repairs & Maintenance	32,446	63,700	52,500
Special Events	768	2,000	2,000
Office Supplies	2,594	4,500	5,800
Materials & Supplies	17,349	27,400	32,100
Supplies - Safety	89,276	123,000	100,000
Supplies - Shop	780	1,500	1,500
Travel & Meeting Expense	14,653	20,500	23,000
Training	60,127	124,000	99,000
Dues & Subscriptions	3,911	3,800	3,300
Admin & Overhead	974,200	803,900	1,632,500
Liability Insurance Program - ISF	500	0	0
Capital Outlays - Fire Equipment	31,253	143,000	60,000
Capital Outlays - Communications	986	15,000	8,000
Capital Outlays - Vehicles	5,620	4,000	4,000
TOTAL EMERGENCY SERVICES	<u><u>13,791,711</u></u>	<u><u>13,983,100</u></u>	<u><u>14,836,600</u></u>

SOURCES OF FUNDING

Taxes	518,090	609,000	647,000
State Grants	1,736,852	1,440,000	300,000
Project Participation	9,829	50,000	40,000
User Fees	33,319	27,000	27,000
Miscellaneous Income	17,787	9,800	3,000
Use of Discretionary Funds	<u><u>11,475,834</u></u>	<u><u>11,847,300</u></u>	<u><u>13,819,600</u></u>
	<u><u>13,791,711</u></u>	<u><u>13,983,100</u></u>	<u><u>14,836,600</u></u>

DETAIL OF POSITIONS

Battalion Chief	4.00	3.00	3.00
Deputy Fire Chief	-	1.00	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
TOTAL	<u><u>59.00</u></u>	<u><u>59.00</u></u>	<u><u>59.00</u></u>

2019-2020 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.
- Complete 90% or higher of all State Mandated Inspections and continue to with cost recovery for this unfunded mandate.
- 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 ensure 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.
- Develop and maintain training for staff and the public on residential fire sprinklers, smoke detectors and other life safety protection equipment.
- 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 to inspect all public occupancies at minimum of every two years using on-duty crews and Fire Prevention staff.
- 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.
- 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. Continue performing life safety inspections on all public occupancies and State Mandated occupancies. 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-6th graders annually, which has a measurable impact on one of our most at risk populations. 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.

Fire Department	Life Safety and Enforcement Section 62000
------------------------	--

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	434,772	381,000	456,600
Overtime	50,208	56,000	57,500
Benefits	188,923	173,800	235,700
Vehicle Charges	82,405	79,300	85,000
Professional Services	22,540	25,500	25,000
Repairs & Maintenance	54	600	800
Office Supplies	1,642	3,000	3,000
Material & Supplies	1,475	500	1,000
Supplies - Police	163	500	500
Supplies - Safety	0	500	1,500
Supplies - Shop	0	500	500
Travel & Meeting Expense	3,889	4,000	6,500
Training	7,471	8,500	10,000
Dues & Subscriptions	1,846	4,000	5,500
Admin & Overhead	55,100	54,800	60,400
Capital Outlays - Vehicles	1,865	2,000	2,000
TOTAL LIFE SAFETY AND ENFORCEMENT	<u><u>852,353</u></u>	<u><u>794,500</u></u>	<u><u>951,500</u></u>

SOURCES OF FUNDING

Other Permits	17,243	7,500	7,500
Federal Grants	0	2,000	0
Planning & Processing Fees	161,452	162,000	83,000
User Fees	114,274	95,000	100,000
Miscellaneous Income	15,861	3,600	3,500
Use of Discretionary Funds	<u><u>543,523</u></u>	<u><u>524,400</u></u>	<u><u>757,500</u></u>
TOTAL	<u><u>852,353</u></u>	<u><u>794,500</u></u>	<u><u>951,500</u></u>

DETAIL OF POSITIONS

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
TOTAL	<u><u>4.00</u></u>	<u><u>4.00</u></u>	<u><u>4.00</u></u>

2019-2020 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 NIMS.
- 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.
- Maintain the 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 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.
- Continue the use 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 EOC 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
BUDGET DETAIL			
Overtime	25,504	28,000	35,000
Benefits	370	0	0
Professional Services	4,978	6,000	6,500
Repairs & Maintenance	2,594	3,000	3,500
Materials & Supplies	147	1,000	2,500
Supplies - Safety	1,023	5,400	2,000
Travel & Meeting Expense	11,418	4,000	6,500
Training	9,984	17,500	16,000
Dues & Subscriptions	97	600	500
Admin & Overhead	1,300	2,500	3,300
Capital Outlays - Fire Equip	25,681	65,000	56,500
Capital Outlays - Vehicles	795	1,500	1,500
TOTAL EMERGENCY PREPAREDNESS	<u>83,891</u>	<u>134,500</u>	<u>133,800</u>

SOURCES OF FUNDING			
Federal Grants	0	29,000	30,500
Use of Discretionary Funds	<u>83,891</u>	<u>105,500</u>	<u>103,300</u>
TOTAL	<u>83,891</u>	<u>134,500</u>	<u>133,800</u>

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.

2019-2020 Goals

- Maintain accreditation through the CPSE for the years 2018-2023.
- 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 monitor performance with true data analytics.
- 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.
- Complete 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 and promotional testing process 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 increased 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	320,805	350,700	367,300
Overtime	14,518	9,300	20,000
Extra Help	36,438	39,000	41,000
Benefits	163,857	185,600	209,400
Vehicle Charges	109,925	133,200	68,300
Professional Services	15,708	25,000	15,000
Repairs & Maintenance	0	500	500
Special Events	1,952	3,000	3,000
Office Supplies	4,790	6,000	4,500
Materials & Supplies	263	500	800
Travel & Meeting Expense	11,472	14,500	11,500
Training	725	0	0
Dues & Subscriptions	1,548	2,500	2,500
Admin & Overhead	64,300	72,300	72,600
Capital Outlays - Fire Equip	632	6,500	2,000
Capital Outlays - Vehicles	311	0	0
TOTAL FIRE ADMINISTRATION	<u><u>747,244</u></u>	<u><u>848,600</u></u>	<u><u>818,400</u></u>

SOURCES OF FUNDING

Use of Discretionary Funds	<u><u>747,244</u></u>	<u><u>848,600</u></u>	<u><u>818,400</u></u>
	<u><u>747,244</u></u>	<u><u>848,600</u></u>	<u><u>818,400</u></u>

DETAIL OF POSITIONS

Administrative Assistant	-	1.00	1.00
Fire Chief	1.00	1.00	1.00
Principal Office Assistant	3.00	2.00	2.00
TOTAL	<u><u>4.00</u></u>	<u><u>4.00</u></u>	<u><u>4.00</u></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. This includes 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, as well as 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. This 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, 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 (LMD), which provides funding for maintenance of certain parks, trails, street landscaping, streetlights, and neighborhood architectural enhancement features for areas within the LMD.

Landscape Maintenance District

Section 73200

Provides a source of funds and an account for revenue derived from assessments through the 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, along with 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

2019-2020 Goals

The major goals of the department are to:

- 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 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, as well as 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 and 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). Take 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. Develop strategic plans for additional water supplies and implementation of the Sustainable Groundwater Management Act (SGMA).
- 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. Appropriately use LMD funds for periodic plant material replacement. Utilize available resources to meet peak maintenance seasonal demands.
- Utilize more efficient compaction 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. Complete implementation of 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 to more than 85 traffic signals and strive to keep approximately 11,100 streetlights working. Most streetlights are owned and maintained by PG&E although a portion are City-owned. All functioning service requests for PG&E lights are routed to them. The department maintains the City-owned streetlights.

Storm Drain - 72500

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

Fleet Maintenance – 75000

	<u>2017-2018 (actual)</u>	<u>2018-2019 (estimated)</u>	<u>2019-2020 (proposed)</u>
• Fleet Availability	94.7%	93.6%	95%
• Preventative maintenance % of work	55.1%	59.7%	50%

Wastewater - 76500

	2017-2018 (actual)	2018-2019 (estimated)	2019-2020 (proposed)
• Clean all City sewers every two years	175%	170%	175%
• Provide high-level of customer satisfaction by keeping system complaints (stoppages) below 2 per 1000 population	0.00	0.02	0.00

Water Service - 77000

	2017-2018 (actual)	2018-2019 (estimated)	2019-2020 (proposed)
• Meet all demands for water consumption (acre-feet delivered)	23,355	23,500	24,500
• Monitor system costs for unusual fluctuations (\$/acre foot delivered)	\$570	\$630	\$657
• Provide high level of customer satisfaction by keeping complaints under 2 per 1000 population	1.3	1.4	2.0

PUBLIC UTILITIES

DEPARTMENT PERFORMANCE MEASURES

STREET MAINTENANCE, SANITATION AND PARKS DIVISION

<u>Street Maintenance – 71000</u>	<u>2017-2018 (actual)</u>	<u>2018-2019 (estimated)</u>	<u>2019-2020 (proposed)</u>
• Weighted Average PCI	75	75	75
• Prepare streets for slurry/cape seal	291,000 sy	290,000 sy	300,000 sy
• Repair AC pavement as needed	240 tons	220 tons	250 tons
• Repair concrete sidewalks as needed	46 cu. yds.	45 cu. yds.	50 cu. yds.
• Repaint all lane striping each year	100%	100%	100%
• Replace/repair/install signs	781 signs	737 signs	750 signs
<u>Parks/Landscape Maintenance- 73000/73200</u>			
(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)	501	506	515
– Maintenance cost/acre/year	\$9,139	\$10,353	\$10,463
– Gen. Fund acres maintained	207	207	207
– Maintenance cost/acre/year	\$7,437	\$8,127	\$8,368
– LMD acres maintained	294	299	303
– Maintenance cost/acre/year	\$10,338	\$11,895	\$12,068
<u>Refuse Collection – 76100</u>			
• Perform refuse pickup (exclude CCU: tons collected, % achieved)	46,975 tons 100%	48,000 tons 100%	49,000 tons 100%
• Monitor system costs for unusual fluctuations (\$/ton)	\$161.47	\$166.51	\$167.24
<u>Refuse Landfill – 76200</u>			
• Landfill refuse received daily (include CCU: tons landfilled, % compliance)	54,797 tons 100%	56,000 tons 100%	57,000 tons 100%
• Monitor system cost for unusual fluctuations (\$/ton)	\$74.88	\$83.06	\$85.78
<u>Recycling Contracts - 76300</u>			
• Total tons recycled through private vendor contracts for curbside recycling greenwaste programs (does not include all waste diverted from City's landfill)	24,928 tons	27,000 tons	28,000 tons
• Monitor costs for unusual fluctuations (\$/ton)	\$172.40	\$175.23	\$174.27
• City AB939, AB341 & AB1826 Diversion Compliance	Yes	Yes	Yes
<u>Street Cleaning - 77500</u>			
• Sweep 100% of residential streets twice monthly, major street sweeping weekly (total miles swept, % achieved)	67,460 mi 100%	68,000 mi 100%	69,000 mi 100%
• Monitor service costs for unusual fluctuations (\$/mile)	\$19.90	\$21.82	\$21.81

PUBLIC UTILITIES DEPARTMENT SUMMARY

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
BUDGET BY CATEGORY			
Street Maintenance	2,151,466	2,370,800	2,599,800
Street Lighting	1,991,450	2,159,800	2,107,500
Storm Drain	26,593	35,800	39,200
Parks	4,824,431	5,423,800	5,894,400
Landscape Maintenance District	3,067,700	3,515,000	3,913,000
Fleet Maintenance	9,353,011	13,336,400	13,239,200
Community Sanitation	19,113,713	21,383,200	22,529,400
Wastewater	11,790,144	12,490,500	13,034,900
Water	<u>12,603,602</u>	<u>14,812,600</u>	<u>16,638,600</u>
TOTAL ALL ACTIVITIES	<u><u>64,922,110</u></u>	<u><u>75,527,900</u></u>	<u><u>79,996,000</u></u>

BUDGET BY FUND			
General Fund	8,993,940	9,990,200	10,640,900
Landscape Maintenance District	3,067,700	3,515,000	3,913,000
Community Sanitation Fund	19,113,713	21,383,200	22,529,400
Sewer Service Fund	11,790,144	12,490,500	13,034,900
Fleet Maintenance Fund	9,353,011	13,336,400	13,239,200
Water Service Fund	<u>12,603,602</u>	<u>14,812,600</u>	<u>16,638,600</u>
TOTAL ALL FUNDS	<u><u>64,922,110</u></u>	<u><u>75,527,900</u></u>	<u><u>79,996,000</u></u>

2019-2020 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:

- Providing efficient maintenance of City streets, sidewalks, and alleys.
- Providing timely and efficient repairs of potholes and tripping hazards in the City's streets and sidewalks.
- Protecting the safety of the public through well-maintained street striping, legends, and street signs.
- Structuring the preventative maintenance and repair program to maximize the 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
BUDGET DETAIL			
Salaries - Regular	860,654	910,400	1,025,200
Overtime	23,903	18,600	17,200
Extra Help	2,072	2,000	2,000
Benefits	439,484	506,000	578,200
Vehicle Charges	256,288	272,900	323,700
Communications	4,012	4,000	4,000
Professional Services	160,266	187,500	162,500
Repairs & Maintenance	5,527	6,300	6,300
Building & Equipment Rental	0	1,000	1,000
Office Supplies	155	300	300
Materials & Supplies	189,039	246,300	231,300
Supplies - Shop	3,093	4,000	5,000
Travel & Meeting Expense	628	3,000	3,000
Training	4,025	4,300	4,300
Dues & Subscriptions	469	500	500
Admin & Overhead	169,376	171,500	210,600
Capital Outlays - Office Equip/Furn	66	3,200	2,700
Capital Outlays - Public Utilities	25,862	12,000	7,000
Capital Outlays - Vehicles	5,454	17,000	5,000
Capital Outlays -Miscellaneous	1,093	0	10,000
TOTAL STREET MAINTENANCE	<u>2,151,466</u>	<u>2,370,800</u>	<u>2,599,800</u>

SOURCES OF FUNDING			
Taxes	514,941	578,000	847,800
Planning & Processing Fees	1,624	3,000	3,000
Engineering Processing Fees	31,344	27,000	28,000
Interfund Charges	1,568,000	1,627,000	1,703,000
Miscellaneous Income	17,786	18,000	18,000
Use of Discretionary Funds	<u>17,771</u>	<u>117,800</u>	<u>0</u>
TOTAL	<u>2,151,466</u>	<u>2,370,800</u>	<u>2,599,800</u>

DETAIL OF POSITIONS			
Administrative Assistant	-	0.05	0.05
Assistant Engineer	0.15	0.15	0.10
Assistant Public Utilities Director	0.05	0.05	0.05
Associate Civil Engineer	-	-	0.05
Maintenance Leadworker	2.00	2.00	2.00
Maintenance Worker/Senior Maint Worker	9.00	9.00	9.00
Management Analyst	0.09	0.09	0.09
Office Assistant	0.15	0.05	-
Principal Office Assistant	0.15	0.30	0.30
Senior Engineering Inspector	0.35	0.35	0.35
Street Maintenance Manager	1.00	1.00	1.00
Utility Worker	-	-	2.00
TOTAL	<u>12.94</u>	<u>13.04</u>	<u>14.99</u>

2019-2020 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:

- Maximizing the public's convenience and safety.
- Aiding 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.
- Provide accurate underground service alert marking of traffic signal and street lighting facilities.

Five-Year Outlook

Costs to fund streetlight 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 resulted in no cost savings in the near term due to the costs of the retrofit being included in the rate schedules. However, it will improve the lighting in the City due to the longer life of the LED bulbs, which will require less maintenance. Traffic signal maintenance costs will continue to increase with the addition of new signals as the City expands.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	91,331	102,700	105,800
Overtime	675	6,500	6,300
Benefits	33,574	41,900	42,300
Vehicle Charges	37,520	37,200	38,200
Energy	1,673,508	1,800,000	1,750,000
Professional Services	0	300	0
Repairs & Maintenance	91,055	94,100	86,000
Materials & Supplies	6,605	13,900	13,900
Supplies - Safety	1,853	2,000	2,000
Training	529	1,100	1,100
Admin & Overhead	54,800	60,100	61,900
	<u>1,991,450</u>	<u>2,159,800</u>	<u>2,107,500</u>
TOTAL STREET LIGHTING	<u>1,991,450</u>	<u>2,159,800</u>	<u>2,107,500</u>

SOURCES OF FUNDING

Taxes	630,964	626,000	626,000
User Fees	12,800	13,000	13,000
Miscellaneous Income	21,512	79,500	6,000
Use of Discretionary Funds	<u>1,326,174</u>	<u>1,441,300</u>	<u>1,462,500</u>
TOTAL	<u>1,991,450</u>	<u>2,159,800</u>	<u>2,107,500</u>

DETAIL OF POSITIONS

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

2019-2020 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:

- Providing a well-maintained storm drain system by performing annual maintenance.
- Preventing flooding of private and public property by responding quickly to emergency situations.
- Protecting storm water quality through implementation of, and compliance with, the National Pollutant Discharge Elimination System (NPDES) program.

Objectives to Meet the Goals

- Maintain temporary storm water basins.
- Provide sandbags and assistance to residents during flooding.
- Set up pumps in flooded areas.
- Ensure maintenance of all storm drain systems in cooperation with the Fresno Metropolitan Flood Control District (FMFCD).
- 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. The current permit was adopted in 2013 and a new order was issued in 2016 that is currently being worked on. 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Overtime	5,221	7,000	7,500
Benefits	662	0	0
Vehicle Charges	5,033	5,100	5,100
Professional Services	10,097	11,900	12,200
Repairs & Maintenance	0	500	500
Office Supplies	0	100	100
Materials & Supplies	4,980	9,900	12,000
Admin & Overhead	600	700	800
Capital Outlays - Public Utilities	0	600	1,000
	<u>26,593</u>	<u>35,800</u>	<u>39,200</u>
TOTAL STORM DRAIN	<u>26,593</u>	<u>35,800</u>	<u>39,200</u>

SOURCES OF FUNDING

Miscellaneous Income	3	0	0
Use of Discretionary Funds	<u>26,590</u>	<u>35,800</u>	<u>39,200</u>
TOTAL	<u>26,593</u>	<u>35,800</u>	<u>39,200</u>

2019-2020 Goals

- The goal of the Parks Section is to maintain City recreational facilities, streetscape, parks and other landscaped open space areas, trees, and building grounds at a reasonable cost, and in the best possible condition, commensurate with available funding.
- Maintain 515 acres consisting of:
 - 81 parks totaling 174 acres. Two of these parks include active recreational areas with lighted baseball diamonds, lighted soccer fields, snack bars, restroom buildings, and beach volleyball and basketball courts. Twelve are medium-sized parks that include picnic areas, play lots, restrooms and open spaces. The remaining 67 parks are passive neighborhood and mini-parks, most with tot lots that are scattered throughout the community.
 - 245 acres of green belts and street gardens, and landscaped median islands.
 - 84 acres of Trails and Paseos.
 - 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.
 - 6 acres of undeveloped park land, and miscellaneous public right-of-way property.
 - Approximately 40,500 City street trees.
- Participate in landscape-plan design and review, as well as 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 saving measures are no longer adequate to cover maintenance and capital replacement costs within certain benefit zones in the LMD. LMD elections 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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
BUDGET DETAIL			
Salaries - Regular	1,046,514	1,184,900	1,275,700
Overtime	81,840	76,200	60,000
Extra Help	55,472	35,000	65,000
Benefits	601,634	756,600	822,000
Vehicle Charges	403,212	412,700	419,900
Energy	719,188	784,300	782,000
Communications	3,370	3,200	5,000
Professional Services	1,334,932	1,488,300	1,630,000
Repairs & Maintenance	23,798	21,600	21,600
Office Supplies	479	800	600
Materials & Supplies	207,897	276,500	389,100
Supplies - Safety	6,193	8,500	5,500
Supplies - Shop	5,504	5,500	4,500
Travel & Meeting Expense	704	2,000	2,000
Training	17,581	13,300	22,000
Dues & Subscriptions	1,968	2,000	2,000
Admin & Overhead	308,000	335,400	371,000
Liability Insurance Program - ISF	500	0	0
Capital Outlays - Office Equip/Furn	109	1,000	500
Capital Outlays - Public Utilities	5,536	16,000	16,000
TOTAL PARKS	4,824,431	5,423,800	5,894,400

SOURCES OF FUNDING			
State Grants	8,114	0	0
Rents & Concessions	0	12,200	6,400
Facility Reimbursements	79,215	77,000	77,000
Planning & Processing Fees	16,012	30,000	31,000
Engineering Processing Fees	16,800	22,000	19,000
User Fees	3,117,323	3,560,000	3,958,000
Miscellaneous Income	12,283	11,500	11,500
Use of Discretionary Funds	1,574,684	1,711,100	1,791,500
TOTAL	4,824,431	5,423,800	5,894,400

DETAIL OF POSITIONS			
Administrative Assistant	-	0.05	0.05
Assistant Engineer	0.10	0.10	0.10
Assistant Public Utilities Director	0.10	0.10	0.10
Maintenance Worker/Senior Maint Worker	9.40	9.40	9.40
Management Analyst	0.13	0.13	0.13
Office Assistant	0.65	0.30	-
Parks Maintenance Leadworker	3.00	3.00	3.00
Parks Manager	1.00	1.00	1.00
Principal Office Assistant	0.45	0.75	1.05
Utility Worker	6.00	6.00	6.00
TOTAL	20.83	20.83	20.83

2019-2020 Goals

The City's Landscape Maintenance District (LMD) goal is to keep the parks, greenbelts, streetscape, urban forest, and lighting systems located within the LMD in good condition for the enjoyment of the citizens of Clovis, at reasonable costs to property owners in the LMD. Approximately 59% of the City's landscaped acreage is within the LMD.

Specific goals include:

- Providing quality, cost-effective maintenance services for LMD parks, landscape, and other facilities.
- Managing 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.
- Monitoring 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, facilitate full cost recovery, and identify inefficiencies.
- Adjust LMD assessments annually, 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 showing growth, with new housing tracts springing up around the future planned Loma Vista City Center. The LMD 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 2020. However, an assessment increase election will need to take place in order to increase funding sufficient to restore service levels in two of the zones. Benefit zones without the capability of an automatic assessment will periodically require an assessment increase election.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Professional Services	<u>3,067,700</u>	<u>3,515,000</u>	<u>3,913,000</u>
TOTAL LANDSCAPE MAINTENANCE DISTRICT	<u><u>3,067,700</u></u>	<u><u>3,515,000</u></u>	<u><u>3,913,000</u></u>

SOURCES OF FUNDING

User Fees	<u>3,067,700</u>	<u>3,515,000</u>	<u>3,913,000</u>
TOTAL	<u><u>3,067,700</u></u>	<u><u>3,515,000</u></u>	<u><u>3,913,000</u></u>

2019-2020 Goals

The goal of the Fleet Maintenance Section is to maintain, in a cost-effective manner, the City's vehicles and related equipment at 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, and the 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.

Public Utilities Department	Fleet Maintenance Section 75000
--	--

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	1,101,090	1,239,500	1,367,600
Overtime	12,709	15,000	15,000
Extra Help	42,412	60,000	30,000
Benefits	553,737	699,400	769,400
Vehicle Charges	54,231	61,800	62,500
Communications	29	100	500
Professional Services	78,402	92,000	93,500
Repairs & Maintenance	840,320	847,500	828,000
State Mandates	2,120	9,000	9,000
Office Supplies	1,002	1,400	1,500
Materials & Supplies	2,120	2,200	3,200
Supplies - Safety	10,194	18,000	15,000
Supplies - Shop	2,380,348	2,517,500	2,647,500
Travel & Meeting Expense	167	1,000	4,000
Training	8,463	8,500	13,500
Dues and Subscriptions	296	600	1,100
Admin & Overhead	894,200	952,500	958,900
Debt Service	52,429	80,300	104,000
Lease Purchases	595,641	821,100	836,000
Capital Outlays - Office Equip/Furn	821	1,000	1,000
Capital Outlay - Computers	0	0	10,000
Capital Outlays - Public Utilities	135,045	65,000	193,000
Capital Outlays - Vehicles	2,587,235	5,843,000	5,275,000
TOTAL FLEET MAINTENANCE	<u><u>9,353,011</u></u>	<u><u>13,336,400</u></u>	<u><u>13,239,200</u></u>

SOURCES OF FUNDING

Long-Term Proceeds	573,000	1,125,000	1,250,000
Fleet Maintenance Charges	8,548,331	12,122,700	11,989,200
Miscellaneous Income	231,680	88,700	0
TOTAL	<u><u>9,353,011</u></u>	<u><u>13,336,400</u></u>	<u><u>13,239,200</u></u>

DETAIL OF POSITIONS

Administrative Assistant	-	0.05	0.05
Assistant Mechanic/Service Worker	4.00	4.00	5.00
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	0.11	0.11	0.11
Office Assistant	0.95	0.05	-
Parts Clerk	2.00	2.00	2.00
Principal Office Assistant	0.05	0.35	1.00
TOTAL	<u><u>17.21</u></u>	<u><u>16.66</u></u>	<u><u>18.26</u></u>

2019-2020 Goals

- Provide a clean and healthy environment for the community by efficiently collecting municipal refuse generated by City commercial and residential customers and by routinely removing dirt and debris from all City streets, curbs and gutters.
- Produce and efficiently deliver collection services to our customers.
- 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 service contracts (commercial compactor, curbside recycling, and greenwaste).
- Provide resources for superior customer service and operational efficiency.
- Identify additional recycling opportunities.
- Provide financial assurance for landfill closure costs, post-closure care costs, and corrective action costs.

Objectives to Meet the Goals

- Provide recycling services to residential customers and encourage recycling by commercial customers by informing them of 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.
- Utilize route-optimization software to meet or exceed industry standards for collection services.
- 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, 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 in use was completed in the Spring of 2013 and 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 current and future operations at an acceptable level. 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 be particularly 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.

**Public Utilities
Department**

**Community Sanitation
Section 76000/77500**

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	3,327,615	3,748,700	4,112,100
Overtime	251,829	355,900	291,300
Extra Help	25,690	74,000	90,000
Benefits	1,723,214	2,154,600	2,367,400
Vehicle Charges	3,822,606	4,345,900	4,779,700
Energy	12,071	18,000	18,000
Communications	4,724	9,700	13,500
Professional Services	4,239,445	4,558,100	5,230,500
Repairs & Maintenance	14,094	28,100	48,200
State Mandates	785,543	925,000	1,053,900
Building & Equipment Rental	0	10,000	50,000
Office Supplies	178,825	222,300	229,100
Travel & Meeting Expense	42,934	46,000	44,500
Dues & Subscriptions	12,669	7,500	11,000
Admin & Overhead	2,619,400	2,771,400	2,971,200
Debt Service	1,506,311	0	0
Capital Outlays - Public Utilities	529,318	503,000	564,000
Capital Outlays - Vehicles	17,425	1,355,000	355,000
Capital Improvements	0	250,000	300,000
TOTAL COMMUNITY SANITATION	<u>19,113,713</u>	<u>21,383,200</u>	<u>22,529,400</u>

SOURCES OF FUNDING

User Fees	<u>19,113,713</u>	<u>21,383,200</u>	<u>22,529,400</u>
TOTAL	<u>19,113,713</u>	<u>21,383,200</u>	<u>22,529,400</u>

DETAIL OF POSITIONS

Administrative Assistant	-	0.30	0.30
Assistant Engineer	0.75	1.10	0.75
Assistant Public Utilities Director	0.85	0.85	0.85
Associate Civil Engineer	0.25	0.25	0.35
Disposal Leadworker	3.00	3.00	3.00
Equipment Operator	2.00	2.00	2.00
Junior Engineer	-	-	0.25
Landfill Leadworker	1.00	1.00	1.00
Maintenance Worker/Senior Maint Worker	1.00	1.00	1.00
Management Analyst	0.35	0.35	0.35
Office Assistant	1.35	0.90	-
Principal Office Assistant	0.65	1.10	2.05
Public Affairs & Information Supervisor	-	0.10	0.10
Public Utilities Director	0.50	0.50	0.50
Sanitation Operator/Sr Sanitation Operator	23.00	25.00	25.00
Senior Engineering Inspector	0.10	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	11.00	13.00
TOTAL	<u>51.80</u>	<u>55.55</u>	<u>57.60</u>

2019-2020 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:

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

Objectives to Meet the Goals

- Operate, clean, and repair approximately 396 miles of sanitary sewer mains and six sewer lift stations within the City.
- Record video of 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 STWRF for the City's new growth areas through the City's design, build and operate contractor (JACOBS, formerly 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. The City of 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 recently adopted on April 4, 2019 and will become effective on June 1, 2019 and is set to expire on May 31, 2024. Additional monitoring and studies will occur during the five-year permit term and will result in additional requirements in the next permit term. The five-year forecast showed a projected 3% increase in rates annually; however, the Sewer Enterprise financial forecast has been reevaluated and no increase in rates is needed and being requested this year. Half of the bond charge (\$3.65) will continue to be in effect for one more year. This charge will be reevaluated each year and may be needed depending on the number of development units and the corresponding revenue.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	811,830	862,800	981,300
Overtime	9,633	13,300	16,600
Extra Help	1,317	3,000	5,000
Benefits	360,588	437,900	496,700
Vehicle Charges	259,023	321,100	351,700
Energy	932,013	1,100,000	1,300,000
Communications	1,523	1,400	2,500
Professional Services	4,711,751	4,761,100	5,156,500
Repairs & Maintenance	38,865	67,600	82,600
Office Supplies	338	3,200	5,500
Materials & Supplies	58,262	90,900	200,700
Travel & Meeting Expense	5,305	12,100	12,200
Dues and Subscriptions	3,233	3,000	3,000
Admin & Overhead	2,233,600	2,239,800	2,362,600
Debt Service	1,225,022	1,239,300	1,240,000
Capital Outlays - Office Equip/Furn	219	2,500	2,500
Capital Outlays - Public Utilities	19,565	41,500	165,500
Capital Outlays - Vehicles	0	450,000	0
Capital Impr - Sewer	1,118,057	840,000	650,000
TOTAL SEWER	11,790,144	12,490,500	13,034,900

SOURCES OF FUNDING

User Fees	11,790,144	12,490,500	13,034,900
TOTAL	11,790,144	12,490,500	13,034,900

DETAIL OF POSITIONS

Administrative Assistant	-	0.20	0.20
Assistant Engineer	-	0.30	0.30
Assistant Public Utilities Director	0.35	0.35	0.35
Associate Civil Engineer	0.50	0.50	0.25
Engineering Tech/Senior Engineering Tech	0.75	0.75	0.75
Junior Engineer	-	-	0.25
Maintenance Leadworker	1.00	1.00	1.00
Maintenance Worker/Senior Maint Worker	6.00	6.00	6.00
Management Analyst	0.08	0.08	0.08
Office Assistant	0.20	0.10	-
Principal Office Assistant	0.15	0.35	0.35
Public Affairs & Information Supervisor	-	0.10	0.10
Public Utilities Director	0.20	0.20	0.20
Senior Engineering Inspector	0.25	0.25	0.25
Utility Manager	0.50	0.50	0.50
Utility Worker	2.25	2.25	2.25
TOTAL	12.23	12.93	12.83

2019-2020 Goals

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

Specifically, these goals include:

- Producing and efficiently delivering enough water to serve our customers and ensuring that the water delivered meets or exceeds all state and federal standards.
- Providing a high-level of customer satisfaction with regard to complaint response and meter reading.
- Maintaining a level of system pressure for adequate fire flow and meeting peak customer demands.
- Preserving and managing our groundwater supplies to meet the future needs of our customers.
- Implementing appropriate demand reduction methods to both preserve our supplies and to minimize costs for our customers.
- Increase production at the Surface Water Treatment Plant (SWTP)
- Increase groundwater recharge at the Marion Basins

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 STWRF, and protect the quality of the water provided to our customers by aggressively implementing the backflow prevention program.
- Increase utilization of the STWRF 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 (NKGSA) to implement the Sustainable Groundwater Management Act (SGMA).

Five-Year Outlook

New state and federal regulations are expected to be adopted. This makes it increasingly challenging and costly to furnish water that meets standards. Unregulated Contaminant Monitoring Rule (UCMR) Phase 4 began this year, Per- and Polyfluoroalkyl substances (PFAS) monitoring has also begun this year and 1,2,3 TCP monitoring began in 2018 and is continuing. The results of this monitoring (and previous monitoring) will likely result in additional water quality standards that the City's sources may not meet without additional treatment, such as granular activated carbon. Due to the recent drought conditions and recent court decisions related to water rates, revised rates were adopted in the 2015-2016 fiscal budget year. 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. The City is participating in the NKGSA, in order to implement the SGMA passed in 2014. These imposed regulations have the potential to increase costs to the City through the purchase of additional surface water supplies and intentional recharge to meet the sustainability requirements to be developed in an approved Groundwater Management Plan (GSP). The five-year forecast shows a projected 3% increase in rates annually.

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

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
--	---------------------	----------------------------------	---------------------

BUDGET DETAIL

Salaries - Regular	2,493,849	2,703,100	2,969,400
Overtime	98,454	111,300	119,000
Extra Help	2,600	10,000	25,000
Benefits	1,240,693	1,481,400	1,632,800
Vehicle Charges	564,418	562,300	573,400
Energy	2,452,008	2,500,000	2,600,000
Communications	7,572	18,000	18,000
Professional Services	1,010,882	1,544,100	1,828,400
Repairs & Maintenance	496,972	797,200	847,700
Office Supplies	863,370	1,028,600	1,145,200
Travel & Meeting Expense	29,641	40,500	41,800
Admin & Overhead	2,465,328	2,590,500	2,753,400
Capital Outlays - Office Equip/Furn	2,597	5,000	5,000
Capital Outlays - Public Utilities	756,836	889,600	1,048,500
Capital Outlays - Vehicles	118,382	291,000	881,000
Capital Improvements	0	240,000	150,000
TOTAL WATER	12,603,602	14,812,600	16,638,600

SOURCES OF FUNDING

User Fees	12,603,602	14,812,600	16,638,600
TOTAL	12,603,602	14,812,600	16,638,600

DETAIL OF POSITIONS

Administrative Assistant	-	0.35	0.35
Assistant Engineer	-	0.35	0.75
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	0.35
City Manager	0.20	0.20	-
Electrician	1.00	1.00	1.00
Engineering Tech/Senior Engineering Tech	1.25	1.25	1.25
Junior Engineer	1.00	1.00	0.50
Maintenance Leadworker	3.00	3.00	3.00
Maintenance Worker/Senior Maint Worker	11.60	11.60	12.60
Management Analyst	0.24	0.24	0.24
Meter Reader	4.00	4.00	4.00
Office Assistant	0.70	0.60	-
Principal Office Assistant	0.55	1.15	1.25
Public Affairs & Information Supervisor	-	0.10	0.10
Public Utilities Director	0.30	0.30	0.30
Senior Engineering Inspector	0.30	0.30	0.30
Utility Manager	0.50	0.50	0.50
Utility Worker	3.75	3.75	3.75
Water Production Manager	1.00	1.00	1.00
Water System Technician	1.00	1.00	1.00
Water Treatment Plant Operator	3.00	3.00	3.00
TOTAL	38.09	39.39	39.69

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 2019/20 budget is \$770,000 for principal and \$570,000 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>
19/20	770,000	570,000	1,340,000
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>\$12,835,000</u>	<u>\$4,475,187</u>	<u>\$17,310,187</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.

	2017-2018 Actual	2018-2019 Revised Estimate	2019-2020 Budget
ADDITIONS			
Redevelopment Property Tax Trust Fund	1,594,136	1,651,900	1,445,000
TOTAL SUCCESSOR AGENCIES	1,594,136	1,651,900	1,445,000
DEDUCTIONS			
Admin & Overhead	400	500	0
Professional Services	250,000	250,000	100,000
Debt Service	1,339,224	1,343,400	1,345,000
Capital Improvements	4,512	58,000	0
TOTAL SUCCESSOR AGENCIES	1,594,136	1,651,900	1,445,000

(This page intentionally left blank)

COMMUNITY INVESTMENT PROGRAM

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

COMMUNITY INVESTMENT PROGRAM BUDGET SUMMARY

The 2019-2020 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 2019-2020 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 of Shaw Avenue widening from DeWolf to McCall Avenues.
- Design of Herndon Avenue widening from Temperance to DeWolf Avenues.
- Design of Nees Avenue widening from Minnewawa to Clovis Avenues.
- Design of Loma Vista Village Green Park
- 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 2019-2020 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 projects included in the 2019-2020 budget may increase or decrease the burden to the current operating budgets depending on the project. Each section summary includes an explanation of the impact to the operating budget. The Five-Year Community Investment Program follows the budget summary.

**2019 - 2020 COMMUNITY INVESTMENT PROGRAM
GENERAL GOVERNMENT FACILITIES**

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 2019 - 2020 are:

- Design and development of the Landmark Commons Campus.
- Design and construction of a new Transit Station.
- Rehabilitation of existing City facilities for compliancy with ADA.
- Update to emergency dispatch radio system.
- Upgrades and repairs to Fire Station Facilities.
- Design and construction of Fire Station 6 in the Southeast area.

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

SUMMARY

2019 - 2020 COMMUNITY INVESTMENT PROGRAM

GENERAL GOVERNMENT FACILITIES

<u>General Government Facilities:</u> <i>Section 90000</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Public Safety Services</i>			
Fire Station 6	940,000	7,700,000	0
Fire Logistics Building	157,000	25,000	0
Fire/Police Training Site-Restroom Remodel	200,000	25,000	225,000
Dispatch Center	350,000	150,000	0
<i>Public Services and Utilities</i>			
ADA Master Planning	20,000	25,000	0
Corporation Yard Alarm System Upgrades	0	217,000	0
Landmark Commons	3,850,000	13,383,000	0
Fiber Security/Fiber Optics	<u>35,000</u>	<u>15,000</u>	<u>558,000</u>
 TOTAL	 <u>5,552,000</u>	 <u>21,540,000</u>	 <u>783,000</u>

Budget Year Revenues:

General Fund	1,736,000
Sale of Bonds	11,820,000
Lease Purchase Proceeds	7,700,000
Enterprise Funds	167,000
Proposition 1B	<u>117,000</u>
 TOTAL	 <u>21,540,000</u>

**2019 – 2020 COMMUNITY INVESTMENT PROGRAM
SEWER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER**

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

The Sewer Capital Projects - Developer budget includes the debt service payments for the 2013 Wastewater Revenue Bond, the 2015 Wastewater Revenue Bond, and the 2017 Sewer Revenue Bond which is the previous 2007 Sewer Revenue Bond for the Sewage Treatment and Water Reuse Facility (ST-WRF) and related components that has been refinanced. 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 2019 – 2020 include:

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

The sewer main improvement projects for 2019 - 2020 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.

<p>SUMMARY</p> <p>2019 - 2020 COMMUNITY INVESTMENT PROGRAM</p> <p>SEWER PROJECTS</p>

	PRIOR YEARS	BUDGET YEAR	FUTURE YEARS
<u>Sewer Capital Projects - Enterprise:</u>			
<i>Section 91000</i>			
<i>Corporation Yard Improvements</i>	0	50,000	0
<i>Sewer Facility Improvements</i>	20,000	50,000	0
Subtotal	20,000	100,000	0
 <u>Sewer Capital Projects - Developer:</u>			
<i>Extensions</i>			
Miscellaneous Extensions	0	50,000	200,000
<i>Master Planning</i>			
Wastewater Master Plan	25,000	25,000	100,000
<i>Sewer Treatment Water Reuse Facility</i>			
Shepherd Pump Station	0	50,000	21,250,000
<i>Debt Services</i>			
Bond Handling Charges	311,700	351,000	200,000
2013 Wastewater Revenue Bond	1,017,200	1,017,000	12,233,000
2015 Wastewater Revenue Bond	1,049,600	1,051,000	30,581,000
2017 Wastewater Revenue Bond	3,836,000	3,836,000	74,976,000
Subtotal	6,239,500	6,380,000	139,540,000
 TOTAL	 6,259,500	 6,480,000	 139,540,000

Budget Year Revenues:

Sewer Enterprise	845,000
Major Sewer Fees	5,625,000
Sewer Connections	10,000
 TOTAL	 6,480,000

**2019 - 2020 COMMUNITY INVESTMENT PROGRAM
PARK IMPROVEMENTS**

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

Major projects planned for 2019 - 2020 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.
- Design of the Loma Vista Village Green in the Southeast.

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 2019-2020 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

2019 - 2020 COMMUNITY INVESTMENT PROGRAM

PARK IMPROVEMENT PROJECTS

<u>Park Improvements:</u> <i>Section 93000</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Park Improvements</i>			
Park Property Acquisition	1,196,500	1,000,000	4,000,000
Miscellaneous Park Improvements	0	120,000	400,000
Loma Vista Village Green	1,800,000	500,000	6,200,000
Trail System Survey	20,000	20,000	80,000
TOTAL	3,016,500	1,640,000	10,680,000

Budget Year Revenues:

Measure "C" Extension	281,000
Park Fees	1,359,000
TOTAL	1,640,000

**2019 – 2020 COMMUNITY INVESTMENT PROGRAM
STREET IMPROVEMENTS**

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

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

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

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

Major projects planned for 2019 - 2020 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

2019 - 2020 COMMUNITY INVESTMENT PROGRAM

STREET IMPROVEMENT PROJECTS

<u>Street Improvements:</u>	<u>PRIOR YEAR</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Section 95000</i>			
<i>Reimbursement</i>			
Miscellaneous Street Widening	5,000	250,000	1,000,000
<i>Preventative Maintenance</i>			
Slurry Seals and Reclamite	990,000	630,000	2,620,000
<i>Bridge and Stream Crossings</i>			
Bridge Maintenance Plan	2,000	0	1,005,000
<i>Pedestrian Facilities</i>			
Bicycle, Pedestrian and Handicap Facilities	1,737,500	292,000	1,035,000
ADA Survey and Projects	240,000	50,000	910,000
<i>Traffic Signal/Intersection Improvements</i>			
Miscellaneous Intersection Improvements	2,300,000	215,000	913,000
Shepherd/Minnewawa Traffic Signal	330,000	550,000	0
<i>Reconstruction, Overlay and Widening Projects</i>			
Miscellaneous Repairs & Alleys	260,000	270,000	665,000
Armstrong Avenue Improvements	885,000	365,000	2,960,000
Bullard Avenue Improvements	25,000	65,000	1,203,000
Fowler Avenue Improvements	70,200	985,000	2,245,000
Gettysburg Avenue Improvements	0	45,000	1,060,000
Herndon Avenue Improvements	1,210,000	5,750,000	8,336,000
Minnewawa Avenue Improvements	190,000	700,000	3,868,000
Nees Avenue Improvements	250,000	1,841,000	2,370,000
Owens Mountain Parkway	50,000	2,100,000	0
Shaw Avenue Improvements	5,680,000	0	14,905,000
Sunnyside Avenue Improvements	70,000	600,000	2,445,000
Villa Avenue Improvements	70,000	950,000	1,285,000
Willow Avenue Improvements	10,500,500	0	730,000
Local Streets and ADA Ramps	1,875,000	1,075,000	4,300,000
TOTAL	26,740,200	16,733,000	53,855,000

Budget Year Revenues:

Proposition 111	220,000
Proposition 42 Replacement	400,000
SB1 Road Maintenance and Rehabilitation	2,810,000
Measure "C" Extension	7,220,000
Federal/State/Other Agency Grants	6,083,000
TOTAL	16,733,000

**2019 - 2020 COMMUNITY INVESTMENT PROGRAM
WATER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER**

The proposed Water Capital Projects budget for 2019 - 2020 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 2019 - 2020 include:

- Investment for Water Development.
- Construction of new water mains, install/replace water services, and make new connections to improve the City's water distribution system at various locations throughout the City.
- Partial reimbursement for construction of the 24" water transmission main in Nees Avenue.
- Construction and improvements at various well sites.
- Continued examination and development for new well sites throughout the City of Clovis.
- Design for an additional storage tank at the Surface Water Treatment Plant
- 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 2019 - 2020 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>SUMMARY</p> <p>2019 - 2020 COMMUNITY INVESTMENT PROGRAM</p> <p>WATER PROJECTS</p>

<u>Water Capital Projects - Enterprise Fund:</u>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Section 96000</i>			
<i>Water Mains</i>			
Various Water Main Replacement	175,000	25,000	100,000
<i>Surface Water Supply</i>			
Recharge Facility	0	50,000	0
<i>Corporation Yard Improvements</i>	0	50,000	0
<i>Surface Water Treatment Plant Improvements</i>			
SWTP Pretreatment	0	1,525,000	0
SWTP Process Addition	0	30,000	1,500,000
<i>Well Site Improvements</i>			
Well 35	0	35,000	1,135,900
Well 18 GAC	0	675,000	0
Well Panel Upgrades	250,000	610,000	300,000
Aquifer Storage Recovery	0	50,000	0
Subtotal	<u>425,000</u>	<u>3,050,000</u>	<u>3,035,900</u>
 <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>			
Process Addition	0	10,000	500,000
Expansion	0	100,000	27,500,000
Nees Transmission Main	0	200,000	400,000
Storage Tank Addition	100,000	100,000	3,500,000
<i>Water Storage Facilities</i>			
Water Revenue Bond - Debt Service	3,125,900	3,078,000	24,105,000
Water Development	500,000	300,000	0
Water Storage Reservoirs	0	4,350,000	29,200,000
<i>Water Well Improvements</i>			
Well 34 - Auxiliary Power	0	85,000	0
Various Well Site Development	60,000	60,000	215,000
Subtotal	<u>3,835,900</u>	<u>8,333,000</u>	<u>85,620,000</u>
TOTAL	<u><u>4,260,900</u></u>	<u><u>11,383,000</u></u>	<u><u>88,655,900</u></u>

Budget Year Revenues:

Water Enterprise	4,251,000
Water Major Facilities	7,127,000
Water Connections	5,000
TOTAL	<u><u>11,383,000</u></u>

**2019 - 2020 COMMUNITY INVESTMENT PROGRAM
COMMUNITY SANITATION**

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 2019 - 2020 are:

- Improvements to the Public Utilities Corporation Yard operations buildings.

The new projects proposed in the 2019 - 2020 programs are not anticipated to impact the Community Sanitation operation budget.

<p>SUMMARY</p> <p>2019 -2020 COMMUNITY INVESTMENT PROGRAM</p> <p>COMMUNITY SANITATION PROJECTS</p>

<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>2,975,000</u>	<u>50,000</u>	<u>17,755,000</u>
TOTAL	<u><u>2,975,000</u></u>	<u><u>50,000</u></u>	<u><u>17,755,000</u></u>

Budget Year Revenues:

Community Sanitation Enterprise Fund	<u>50,000</u>
TOTAL	<u><u>50,000</u></u>

**2019 - 2020 COMMUNITY INVESTMENT PROGRAM
HOUSING AND COMMUNITY DEVELOPMENT**

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

Major expenses for 2019 - 2020 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

2019 - 2020 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	0	0	320,000
Home Improvement Grants	217,000	250,000	600,000
First Time Homebuyer Loans	0	1,000,000	400,000
Affordable Housing Project	<u>300,000</u>	<u>980,000</u>	<u>600,000</u>
 TOTAL	 <u>517,000</u>	 <u>2,230,000</u>	 <u>1,920,000</u>

Budget Year Revenues

Federal/State/Other Agency Grants	1,250,000
Housing Successor Agency Fund Balance	<u>980,000</u>
 TOTAL	 <u>2,230,000</u>

(This page intentionally left blank)

FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

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

FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

TABLE OF CONTENTS

Summary of Five-Year Community Investment Projects	C18-C19
General Government Facilities	C20-C27
Sewer Capital Projects - Enterprise	C28
Sewer Capital Projects - Developer	C29-C31
Park Improvements	C32-C35
Street Improvements	C36-C48
Water Capital Projects - Enterprise.....	C49-C52
Water Capital Projects - Developer.....	C53-C58
Community Sanitation Improvements	C59-C61
Housing and Community Development.....	C62
Glossary of Terms, Acronyms, and Abbreviations	C64-C65

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:

- 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.
- Design and construction of a Fire Station in the Southeast area.
- 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, construction and maintenance 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:
 - Shaw Avenue Widening from DeWolf to McCall.
 - Herndon Avenue Widening from Temperance to DeWolf
 - Nees Avenue Widening from Minnewawa to Clovis
 - Owens Mountain Parkway extension east of Temperance
 - 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>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024 or Later</u>
General Services	21,540,000	765,000	1,430,000	90,000	27,630,000
Sewer	6,480,000	8,009,000	6,303,000	6,025,000	211,644,000
Parks	1,640,000	7,480,000	1,740,000	1,260,000	15,100,000
Streets	16,733,000	28,074,000	10,915,000	6,326,000	26,991,000
Water	11,383,000	8,222,500	8,723,500	5,221,900	77,327,600
Community Sanitation	50,000	0	75,000	0	17,680,000
Housing and Community Development	2,230,000	480,000	480,000	480,000	480,000
TOTAL	<u>60,056,000</u>	<u>53,030,500</u>	<u>29,666,500</u>	<u>19,402,900</u>	<u>376,852,600</u>

Sources of Funding

Fund Balance	13,161,400	7,830,450	7,530,034	1,112,135	11,105,000
Revenue from Agencies	10,966,000	25,982,050	6,324,000	3,988,500	3,647,775
Developer Capital Fees	12,313,600	14,678,410	13,887,466	12,772,265	19,189,316
Enterprise Revenues	4,095,000	2,293,590	1,500,000	1,500,000	1,500,000
Long-Term Financing	19,520,000	0	0	0	0
Property Sale Proceeds	0	0	0	0	0
*Unfunded	0	2,246,000	425,000	30,000	341,410,509
TOTAL	<u>60,056,000</u>	<u>53,030,500</u>	<u>29,666,500</u>	<u>19,402,900</u>	<u>376,852,600</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	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>PUBLIC SAFETY SERVICES</u>							
71057	Facilities Administration Master Plan					80,000	d Master plan for relocation of Fire Administration headquarters. (General Fund)
71096	Clovis Explorers/Youth Leadership Facility Improvements					5,000 75,000	d Explorer/Youth Leadership facility. c (General Fund)
71075	Fire Station 2 Minnewawa, S/O Shaw Rebuild Fire Station					250,000 4,000,000 50,000	d Demolish and rebuild or refurbish fire station to meet new construction standards. c (General Fund)
71435	Fire Station 6 Southeast Area Leonard/Loma Vista	7,700,000					c Design and construction of a new fire station in the southeast area. (General Fund)
71440	Fire Station 7 Northwest Area		500,000				a Design and construction of a new fire station in the northwest area. Adjacent to a major street. c (Developer Fees)
71458	Fire Logistics Building Building Remodel						c Remodel logistics building including office, living room, bedrooms and ADA bathrooms. (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	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
	Downtown Special Event						
71341	Street Bollards Phase II			40,000 d 600,000 c			Install removable bollards at downtown intersections for public safety during downtown events. Phase II: Pollasky from Fifth to Ninth. (General Fund)
	Fire / Police Training Site						
71429	Restroom remodel	25,000 c					Remodel facilities to upgrade the restrooms to meet ADA standards with showers. (General Fund & PG&E Lease Revenue)
71462	Shade Structures			20,000 d 105,000 c			Install three 20'x30' metal shade structures on site. (General Fund)
71463	Onsite Roads			25,000 d 75,000 c			Construct 30' wide x 150' long street east of training center and 30' wide pavement north to the north. (General Fund)
	Gate on north end					15,000 d 40,000 c	Install automatic rolling gate to access easement on the north property line. (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	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
Police/Fire Headquarters							
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)
71453	Public Safety Facility Flooring Repair			5,000 d 40,000 c			Replace flooring in EOC and Fire side hallways of the facility with stained concrete. (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)
	Interview Room Remodel					20,000 d 35,000 c	Convert two existing small interview rooms into one large one. (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)
Police Substation							
	Loma Vista Location					350,000 a 200,000 d 1,500,000 c	Building near Fire Station 6 that would house an alternate dispatch site, community room, and briefing room. (General Fund)
	Heritage Grove Location					450,000 a 350,000 d 2,500,000 c	Building near Fire Station 7 that would house an alternate dispatch site, community room, and briefing room. (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	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
Police Communication							
63250	Backup Dispatch Center	150,000					Update dispatch center radio communication software to maintain ability for interagency collaboration. (Measure A & General Fund)
71380 Shooting Range							
	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)
<u>Villa Yard Reorganization</u>							
Police Storage Facilities							
						120,000	d Design and construction of facilities for
						1,200,000	c impounding and storage of evidence including an area for the Community Service Work Program. (General Fund)
<u>PUBLIC SERVICES AND UTILITIES</u>							
71359	Civic Center Expansion						Acquisition of State courthouse for office expansion and demolition of the building. (General Fund)
	Acquire State Facility		250,000				

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

GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
Civic Center Plaza							
71361	Landscape/Irrigation Replacement Phase Approach					35,000 250,000	d Develop master plan, design and install c 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					25,000 120,000	d Remove/replace all existing pedestrian light c bollards w/higher density & efficiency for night security. (General Fund)
71392	ADA Improvements Phase Approach					35,000 200,000	d Address ADA compliancy standards in c the Civic Center campus. (General Fund)
71363	Tree Planter Rehabilitation Parking Lot					5,000 70,000	d Rehabilitate parking lot tree planters c between the library and I.S. building. (General Fund)
Corporation Yard							
	Parking Improvement					1,300,000 150,000	a Improvements to Public Utilities parking d facilities. (Sewer, Water, and Refuse Fund)
71025	Alarm and Camera System Upgrade	217,000					c Install access door strikers, upgrade alarm control panels and upgrade camera system. (Prop 1B, 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)

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	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
71397	ADA Master Planning	25,000					Continue ADA Master Plan compliance and upgrades. (General Fund)
	Landmark Commons						
71325	Build New Senior Center & Onsite Improvements	13,383,000					Build new Senior Center & Construct Civic Center North site improvements. (General Fund and Library Fee)
	Landscape Improvements						
	Willow - Shaw to Ashlan & Ashlan - Willow to Winery			35,000			Install landscape and irrigation in the median island. (Contingent on CalFire Grant)
				315,000			
	<u>Park Maintenance</u>						
	Sierra Bicentennial Park Sunnyside and Sierra						
75031	Accessibility Improvements				5,000		ADA Master Plan Improvements. (Contingent on CDBG Grant)
					70,000		

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

GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
	Sierra Bicentennial Park Sunnyside and Sierra Play Field Improvements					35,000 250,000	d Remove and replace existing infield soil c with suitable material for maintenance and use. Install drainage for field area. (General Fund)
75030	Play Field and Lighting					30,000 750,000	d Construct a baseball/soccer field and install c sports lighting. (Contingent upon a future grant and General Fund)
	Parking Lot Lighting					8,000 30,000	d Install additional lights to improve security. c (Contingent upon a future grant and General Fund)
	Stadium Lighting					4,000 40,000	d Install additional lighting to existing poles to c increase visibility on the playing field. (General Fund)
	Multi-purpose Pad Replacement					20,000 115,000	d Replace the basketball multi-purpose pad c which is deteriorating (General Fund)
	Kiwanis Park Tenth and DeWitt						Remove and replace irrigation system and
75540	Irrigation and Lighting					5,000 35,000	d install security lighting. c (Community Donations)
	Temperance/Gettysburg Northwest Corner-Greenbelt					15,000 125,000	d Remove and replace existing landscape c and irrigation of greenbelt. (Contingent Upon Funding)

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	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>Fiber Optics/Communications</u>							
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	10,000 c	10,000 c	10,000 c	10,000 c	10,000 c	Miscellaneous fiber optic repair and installation. (General Fund)
71401	Fiber Documentation	5,000 c	5,000 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's cameras for public safety. (Contingent Upon Funding)
TOTAL- GENERAL GOVERNMENT FACILITIES		<u>21,540,000</u>	<u>765,000</u>	<u>1,430,000</u>	<u>90,000</u>	<u>27,630,000</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.

SEWER CAPITAL PROJECTS - ENTERPRISE FUND

91000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>PUBLIC UTILITIES CORPORATION YARD IMPROVEMENTS</u>							
72631	Tenant Improvement of 79 N. Sunnyside	50,000 c					Renovate and upgrade newly acquired facility including ADA improvements. This project to be funded by Sewer, Water & Refuse enterprise accounts.
<u>SEWER FACILITY IMPROVEMENTS</u>							
72629	Lift Station #3 Upgrade	50,000 c					Upgrade lift station electrical and controls at the Gettysburg and Phillip Lift Station.
TOTAL - SEWER CAPITAL PROJECTS - ENTERPRISE		<u>100,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</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.

SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>EXTENSIONS</u>							
72010	Miscellaneous Extensions	50,000 c	50,000 c	50,000 c	50,000 c	50,000 c	Install sewer mains and laterals at various locations.
<u>MASTER PLANNING</u>							
73200	Wastewater Collection System Master Plan	25,000 d	25,000 d	25,000 d	25,000 d	25,000 d	Master planning for the conveyance of wastewater and required facilities for new General Plan update. (Development & GPA Consultant Fees)
<u>SEWAGE TREATMENT - WATER REUSE FACILITY</u>							
Sewage Treatment - Water Reuse Facility							
	Phase 2					1,500,000 d 22,000,000 c	Increase plant capacity from 2.84 MGD to 5.68 MGD. (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)
Clovis Sewage Treatment - Water Reuse Facility - Offsite Improvements							
73205	Shepherd Pump Station W/Force Main	50,000 d	1,500,000 a				Needed to serve the Northwest area. (Development Fees)
						1,500,000 d 18,250,000 c	

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

SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>RECYCLED WATER SYSTEM IMPROVEMENTS</u>							
	Pump Station No. 1 Phase 2					100,000 d	Construct pump station at ST-WRF.
						700,000 c	Upgrade plant capacity. (Development Fees)
73320	Pump Station No. 2 Temperance/Sierra					1,500,000 d	Construct pump station at Temperance
						8,500,000 c	and Sierra Avenues. (Development Fees)
73225	Pump Station No. 3 DeWolf/Owens Mountain					40,000 d	Construct pump station at DeWolf Avenue
						285,000 c	and Owens Mountain Parkway. (Pending Grant Funding)
<u>Recycled Water Mains</u>							
73370	Sierra Avenue Temperance to Peach					3,000,000 d	Install recycled water transmission main in
						18,500,000 c	Sierra Avenue. (Development Fees)
73376	Shaw Avenue E/O DeWolf		170,000 c				Install master planned recycled water main with street project. (Development Fees)
<u>SEWER SYSTEM IMPROVEMENTS</u>							
	Wastewater Pump Station Herndon/Clovis					100,000 d	Partial construction of pump station and
						266,000 c	related connection to sewer main. (Development Fees)
<u>SEWER MAINS</u>							
	Nees Avenue Dry Creek to Sunnyside			20,000 d			Install new 8 inch PVC main with wyes to serve properties on the south side of Nees.
				250,000 c			

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

SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>SEWER MAINS</u>							
	Nees Avenue		15,000 d				Install new 18 inch PVC sewer main in conjunction with street widening project. (Development Fees)
	Minnewawa to Clovis		300,000 c				
	Enterprise Avenue					15,000 d	Install new 8 inch PVC sewer main and services. (Reimbursement from property owners)
	W/O Locan					180,000 c	
<u>DEBT SERVICES</u>							
67201	Bond Handling Charges	351,000	50,000	50,000	50,000	50,000	Handling Charges.
<u>2013 Wastewater Revenue Bonds</u>							
67750	Principal	535,000	555,000	585,000	615,000	7,800,000	Debt Service Principal.
67850	Interest	482,000	459,000	434,000	404,000	1,381,000	Debt Service Interest.
<u>2015 Wastewater Revenue Bonds</u>							
67757	Principal	165,000	170,000	175,000	180,000	20,450,000	Debt Service Principal.
67857	Interest	886,000	880,000	873,000	865,000	6,988,000	Debt Service Interest.
<u>2017 Wastewater Revenue Bonds</u>							
67775	Principal	1,435,000	1,485,000	1,560,000	1,635,000	43,195,000	Debt Service Principal.
67875	Interest	2,401,000	2,350,000	2,281,000	2,201,000	20,269,000	Debt Service Interest.
TOTAL - SEWER CAPITAL PROJECTS - DEVELOPER		<u>6,380,000</u>	<u>8,009,000</u>	<u>6,303,000</u>	<u>6,025,000</u>	<u>211,644,000</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.

PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
75600	Park Property Acquisition	1,000,000 a	Acquire property for the future development of City park sites and trails. (Development Fees)				
75015	Misc. Park Improvements	120,000 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.
 <u>COMMUNITY PARKS (15 acres or greater)</u>							
Sierra Bicentennial Park							
Sunnyside and Sierra							
	Sports Field Area Modifications					25,000 d	Modification and improvement of existing
						160,000 c	sports field per Master Plan. (Contingent Upon Funding)
Sierra and Temperance							
	Security Lighting, Landscaping					60,000 d	Continued site grading and installation of
	Irrigation, Hardscape, Structures					500,000 c	turf, trees, irrigation, security lighting, hardscape and structures. (Contingent upon Grant Funding and Community Contributions)
76071	Playlot						Construct playlot with play equipment.
						65,000 c	(Development Fees)
	Amphitheater					40,000 d	Construct cover over stage. (Contingent
						300,000 c	upon Grant Funding and FMFCD Participation)

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

PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
75635	Loma Vista Village Green	500,000 d	6,200,000 c				Construct the Village Green park site per the Master Plan (Development Fees)
	Regional Park Northeast area						
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 d 1,250,000 a 1,000,000 c	Develop facilities, including lighting, for soccer fields and baseball diamonds. (Contingent Upon Funding)
	<u>AREA PARKS (3 to 20 acres)</u>						
	Railroad Park Peach and Alluvial						
	Workout Station			15,000 d 45,000 c			Install a fitness workout station. (Contingent Upon Funding)
	<u>BASIN PARKS</u>						
	Basin 1E Ashlan and Gould Canal						
75122	Landscaping and Play Fields					40,000 d 450,000 c	Construction of baseball and soccer facilities, irrigation, trees, and turf. (Development Fees and FMFCD Participation)

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

PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
Basin 1E							
Ashlan and Gould Canal							
75123	Recreation Facilities					17,000 d	Install recreation fields, parking lot ramps. (Development Fees and FMFCD Participation)
						114,000 c	
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)
 <u>TRAILS</u>							
75591	Trail System Survey	20,000 d	20,000 d	20,000 d	20,000 d	20,000 d	Bike and pedestrian survey and counting data for Clovis trail system. (Measure C Funded)
75592	Trail Counter Display		50,000 c				Install bike and pedestrian counting display on the Clovis trail system. (Measure C Funded)
 Clovis Old Town Trail							
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)
 Dry Creek Trail							
	Willow to Old Town Trail					83,000 d 455,000 a 828,000 c	Complete unfinished portion of trail. (Contingent upon Grant Funding)

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

PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
	Dry Creek Trail Lighting Minnewawa to Cottonwood Park			25,000 d 215,000 c			Install lighting along trail. (Contingent Upon Funding)
	Dry Creek/Enterprise Canal Trail Connection west of Fowler		25,000 d 85,000 c				Construct connection between the two existing trails west of Fowler. (Measure C Funded)
	Enterprise Canal Trail east of Sunnyside			35,000 d 120,000 c			Complete unfinished portion of the trail on the bank of the canal. Contingent on an agreement with Fresno Irrigation District. (Measure C Funded)
75580	Gould Canal Trail Fowler to DeWolf					250,000 a	Purchase property for the future development of the Gould Canal Trail. (Development Fees)
75630	Sierra Gateway Regional Trail Shepherd to DeWolf Phase II					20,000 d 750,000 c	Install trail lighting. (Contingent upon Grant Funding)
74980	SR168/Enterprise Canal Pedestrian Bridge Phase III - Construction					250,000 a 7,000,000 c	Construct pedestrian bridge over SR168 east of Temperance along the Enterprise Canal Trail. (Contingent upon Funding)
TOTAL - PARKS		<u><u>1,640,000</u></u>	<u><u>7,480,000</u></u>	<u><u>1,740,000</u></u>	<u><u>1,260,000</u></u>	<u><u>15,100,000</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.

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>REIMBURSEMENTS</u>							
74010	Misc. Street Widening	250,000 c	City participation in miscellaneous projects and provisions for unforeseen expenses. (Proposition 111 and Proposition 42 Funded)				
<u>PREVENTATIVE MAINTENANCE</u>							
74020	Slurry Seals and Pavement Rejuvenation	40,000 d 450,000 c	40,000 d 460,000 c	40,000 d 470,000 c	40,000 d 480,000 c	40,000 d 490,000 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	Trail Pavement Maintenance	10,000 d 70,000 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)				
74971	Pavement Maintenance Crack Seal	10,000 d 50,000 c	Crack sealing of various city streets. Locations prioritized on a yearly basis using Pavement Management System. (Proposition 111 Funded)				
<u>BRIDGE AND STREAM CROSSINGS</u>							
74529	Leonard/Enterprise Canal		1,000,000 c				Replace and widen bridge section at Leonard and Enterprise Canal. (HBRR Grant Funded)
74559	Bridge Maintenance Plan				5,000 d		Establish Plan for Bridge Maintenance. (HBRR Grant Funded)

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

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>RESEARCH AND TECHNOLOGY PARK</u>							
	Phase 2 Alluvial, E/O Armstrong					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)
<u>PEDESTRIAN / BICYCLE FACILITIES</u>							
74110	Bicycle and Pedestrian Facilities	55,000 c	Construct pedestrian and bicycle facilities at various locations. (LTF Article 3 Funding)				
74210	Misc. Concrete Improvements	10,000 d 100,000 c	Curb, gutter, sidewalk improvements and repairs at various locations. Includes ADA compliance. (Proposition 111 Funded)				
74211	ADA Survey	50,000 d	Citywide survey of City facilities located within the City's public right-of-way. (Proposition 111 Funded)				
74886	Misc. Wheelchair Ramps Various Locations		150,000 c	150,000 c	150,000 c	150,000 c	Install wheelchair accessible (ADA) ramps at various locations. (CDBG & Measure C ADA Funding)
74016	ADA Transit Various Locations			15,000 d 95,000 c			Improve existing Bus Stop locations to meet ADA compliance. (LCTOP Funded)

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

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>PEDESTRIAN / BICYCLE FACILITIES</u>							
74107	Sunnyside Avenue Bike Lane Alluvial to SR168	102,000					Bike lane striping on Sunnyside Avenue from Alluvial to south of SR168 (CMAQ Grant Funded)
74102	Misc Sidewalk Improvements Northeast area of Gettysburg and Peach	25,000		175,000			Install sidewalk for ADA compliance and accessibility concerns. (Contingent on CDBG funding)
	Santa Ana Sidewalk Repair Peach to Villa			15,000			Replace sidewalk for ADA compliance and accessibility concerns. (Contingent on CDBG funding)
	Villa Avenue Sidewalk Repair Gettysburg to Santa Ana				20,000		Replace sidewalk for ADA compliance and accessibility concerns. (Contingent on CDBG funding)
					90,000		
<u>LANDSCAPING IMPROVEMENTS</u>							
74023	LMD Landscape Improvements Sunnyside - Fwy 168 to Alluvial Alluvial - Clovis to Sunnyside					5,000	Modify soil and re-landscape to improve the current median and outside travel lane areas. (LMD Funded)
						75,000	
74866	Landscape Maintenance District - Area 2 Fowler Landscaping Gettysburg to Ashlan					19,000	Evaluate existing landscaping, design and install new landscaping and irrigation. (General Government Services Fund and LMD Reserves)
						188,000	
74024	Shaw Avenue Improvements Willow - Clovis					25,000	Modify soil and re-landscape to improve the current median and outside travel lane areas. (LMD Funded)
						115,000	

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

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>LANDSCAPING IMPROVEMENTS</u>							
74564	LMD - Benefit Zone 1 & 3 Clovis Center Median Sierra to Herndon					5,000 d	Remove and replace existing landscape
						75,000 c	and irrigation. (LMD Reserves)
<u>TRAFFIC SIGNAL/INTERSECTION IMPROVEMENTS</u>							
74547	Shepherd/Minnewawa Traffic Signal	550,000 c					Install traffic signal. (CMAQ Grant Funded)
74839	Clovis/Seventh Street Intersection Improvements	45,000 d 120,000 c					Intersection Improvements for pedestrian crossing. (Caltrans 168 Relinquishment Funding)
	Armstrong/Nees Traffic Signal		75,000 d	35,000 a		535,000 c	Install traffic signal. (CMAQ Grant Funded)
	Shepherd/Peach Traffic Signal		70,000 d	505,000 c			Install traffic signal. (CMAQ Grant Funded)
74973	Video Vehicle Detection Replacement	25,000 d	600,000 c				Replace the remaining video detection at various intersections with a magnetic detection systems. (Proposition 42 and 111 Funded)
74972	Pedestrian Push Button Upgrades	25,000 d	313,000 c				Install pedestrian push systems and pedestrian countdown modules at twenty- nine intersections throughout the city (HSIP Grant Funded)
	Peach/Herndon Quad Intersection					250,000 c	Completion of improvements to facilitate the quadrant intersection design and operation.

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

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
	Willow/Herndon Quad Intersection					750,000	c Completion of improvements to facilitate the quadrant intersection design and operation.
<u>RECONSTRUCTION AND WIDENING PROJECTS</u>							
74215	Miscellaneous Repairs	125,000	125,000	125,000	125,000	125,000	c Perform miscellaneous repairs at various locations. (Proposition 42 and 111 Funded)
<u>Alley Improvements</u>							
74123	Ashcroft/Holland Peach to Homsey	120,000					Alley reconstruction. (CDBG Funded)
74101	Gettysburg/Norwich Villa to Gettysburg	25,000	165,000				Alley reconstruction. (Contingent on CDBG funding)
<u>Armstrong Avenue Improvements</u>							
	Ashlan to Gould Canal					25,000	d Overlay street.
						150,000	c (Contingent upon Funding)
	Shaw to Gettysburg					65,000	d Reconstruct/overlay street.
						565,000	c (Contingent upon Funding)
	Shaw to Barstow					50,000	d Overlay street.
						625,000	c (Contingent upon Funding)
74981	Tollhouse to Sierra	65,000	525,000				Reconstruct/overlay street. (SB1 Funded)
74124	Tollhouse to Herndon	300,000					Reconstruct/overlay street. (Measure C Pass-through Flexible Funds)

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

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>Armstrong Avenue Improvements</u>							
	Herndon to Alluvial			60,000 d	350,000 c		Reconstruct/overlay street. (Proposition 42 and 111 Funded)
	Alluvial to Nees					65,000 d 480,000 c	Overlay street. (Contingent upon Funding)
<u>Ashlan Avenue Improvements</u>							
74554	Willow to Peach					125,000 d 1,365,000 c	Reconstruct/overlay street. (Contingent upon Funding)
	Temperance to Locan					70,000 d 720,000 c	Overlay street. (Contingent upon Funding)
<u>Barstow Avenue Improvements</u>							
	Fowler to Armstrong					35,000 d 310,000 c	Overlay street. (Contingent upon Funding)
	Minnewawa to Clovis		65,000 d	515,000 c			Reconstruct/overlay street. (STBG Grant Funded)
	Helm Canal E/O Peach					90,000 d 550,000 c	Remove constriction at the Dry Creek crossing and the hump at the Helm Canal crossing. Coordinate with sewer project. (Contingent upon Funding)
<u>Bullard Avenue Improvements</u>							
74979	Armstrong to Temperance	65,000 d	595,000 c				Reconstruct/overlay street. (SB1 Funded)

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

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>Bullard Avenue Improvements</u>							
	Villa to Minnewawa					33,000 d	Overlay street.
						325,000 c	(Contingent upon Funding)
74151	Minnewawa to DeWitt				250,000 c		Restripe and modify the connection to the couplet. (Contingent upon Funding)
<u>Clovis Avenue Improvements</u>							
	Nees to Alluvial		100,000 d				Reconstruct/overlay street. (STBG Grant Funded)
				940,000 c			
	Shepherd to Teague			35,000 d			Overlay street.
				230,000 c			(Proposition 42 and 111 Funded)
	Sierra to Fifth			35,000 d			Overlay street.
				250,000 c			(Proposition 42 and 111 Funded)
<u>DeWolf Avenue Improvements</u>							
	Bullard to Barstow					35,000 d	Overlay street.
						200,000 c	(Contingent upon Funding)
<u>Fifth Street Improvements</u>							
	Woodworth to Clovis					25,000 d	Overlay street.
						120,000 c	(Contingent upon Funding)
<u>Fowler Avenue Improvements</u>							
	Alluvial to Nees		75,000 d				Reconstruct/overlay street.
				1,075,000 c			(Contingent upon SB1 Funding)

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

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>Fowler Avenue Improvements</u>							
	Ashlan to City Limits		65,000 d	675,000 c			Reconstruct/overlay street. (Contingent upon SB1 Funding)
	Alluvial to Herndon					35,000 d	Overlay street. (Contingent upon Funding)
74126	Barstow to Shaw	985,000 c				320,000 c	Reconstruct/overlay street. (SB1 Funded)
<u>Gettysburg Avenue Improvements</u>							
	Temperance to Armstrong					60,000 d	Reconstruct/overlay street. (Contingent upon Funding)
74977	Sierra Vista Pkwy to Clovis	45,000 d	430,000 c			570,000 c	Reconstruct/overlay street. (SB1 Funded)
<u>Herndon Avenue Improvements</u>							
	Armstrong to Temperance				55,000 d		Overlay street. (Contingent upon Funding)
74184	Temperance to DeWolf	4,250,000 a	1,500,000 c	7,000,000 c	490,000 c		Widen, install dual lefts, traffic signal, sidewalk and other improvements. (Regional Measure C Funded)
	Villa to Clovis				65,000 d		Overlay street. (Contingent upon Funding)
					726,000 c		
<u>Locan Avenue Improvements</u>							
	Bullard to Barstow					30,000 d	Overlay street. (Contingent upon Funding)
						335,000 c	

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

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>Locan Avenue Improvements</u>							
	Shaw to Barstow					30,000	d Overlay street.
						320,000	c (Contingent upon Funding)
<u>Minnewawa Avenue Improvements</u>							
74059	Alluvial to Herndon		330,000				Reconstruct and Widening. (RSTP Grant Funded)
			1,711,000				
	S/O Herndon					15,000	d Reconstruct street.
						42,000	c (Contingent upon Funding)
74129	Shepherd to Teague						Reconstruct/overlay street. (SB1 Funded)
		700,000					
	Nees to Teague					70,000	d Reconstruct/overlay street.
						840,000	c (Contingent upon Funding)
	Barstow to Bullard					60,000	d Reconstruct/overlay street.
						565,000	c (Contingent upon Funding)
	Gettysburg to Ashlan					35,000	d Reconstruct/overlay street.
						200,000	c (Contingent upon Funding)
<u>Nees Avenue Improvements</u>							
74508	Minnewawa to Clovis						Reconstruction and Widening (RSTP Grant Funded)
		427,000					
		1,414,000					
74509	Temperance to Locan						Street Widening. (Contingent upon Funding)
			120,000				
				500,000			
				1,750,000			

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

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>Owens Mountain Parkway Improvements</u>							
74589	East of Temperance to east of Enterprise Canal	2,100,000	c				Street construction and widening. (RSTP Grant Funded)
<u>Peach Avenue Improvements</u>							
	Shepherd to Teague					45,000	d Overlay street.
						440,000	c (Contingent upon Funding)
	Teague to Nees					35,000	d Overlay street.
						290,000	c (Contingent upon Funding)
74729	Ashlan to Dakota					55,000	d Reconstruct/overlay street.
						515,000	c (Contingent upon Funding)
<u>Pollasky Avenue Improvements</u>							
	Third to Sierra					25,000	d Overlay street.
						210,000	c (Contingent upon Funding)
<u>Shaw Avenue Improvements</u>							
	Sunnyside to Fowler		115,000	d			Reconstruct/overlay street. (STBG Funded)
					1,110,000	c	
74844	Armstrong to Temperance					70,000	d Reconstruct/overlay street. (Measure C
						890,000	c Pass-through Flexible Funds)
	Temperance to Locan					45,000	d Overlay street.
						440,000	c (Contingent upon Funding)
	Peach to Villa					35,000	d Overlay street.
						200,000	c (Contingent upon Funding)

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

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>Shaw Avenue Improvements</u>							
74057	DeWolf to McCall		12,000,000 c				Construct 6-lane divided expressway, traffic signal, curb and gutter, and other improvements. (Regional Measure C Funded)
<u>Sierra Avenue Improvements</u>							
	Willow to Peach			35,000 d 340,000 c			Overlay street. (Proposition 42 and 111 Funded)
	Villa to Clovis					75,000 d 1,050,000 c	Reconstruct/overlay street. (Contingent upon Funding)
<u>Sunnyside Avenue Improvements</u>							
74131	Highway 168 to Alluvial		600,000 c				Reconstruct street. (Measure C Pass-through Flexible Funds)
	Nees to Alluvial					70,000 d 935,000 c	Reconstruct/overlay street. (Contingent upon Funding)
	Fifth to Barstow					100,000 d 1,340,000 c	Reconstruct street. (Contingent upon Funding)
<u>Teague Avenue Improvements</u>							
	Minnewawa to Clovis					35,000 d 305,000 c	Overlay street. (Contingent upon Funding)

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

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>Temperance Avenue Improvements</u>							
	Bullard to Barstow					40,000	d Overlay street.
						320,000	c (Contingent upon Funding)
	Alluvial to Herndon					60,000	d Reconstruct/overlay street.
						535,000	c (Contingent upon Funding)
<u>Third Street Improvements</u>							
74286	Clovis to Tollhouse					25,000	d Replace curb & gutter. Coordinate with
						400,000	c installation of water main. (Contingent upon Funding)
<u>Tollhouse Improvements</u>							
	Herndon to Temperance					25,000	d Overlay street.
						150,000	c (Contingent upon Funding)
	Fowler to Armstrong					35,000	d Overlay street.
						260,000	c (Contingent upon Funding)
	Sunnyside to Fowler					35,000	d Overlay street.
						375,000	c (Contingent upon Funding)
<u>Villa Avenue Improvements</u>							
	Bullard to Barstow			70,000	d		Reconstruct/overlay street. (Measure C
						1,020,000	c Pass-through Flexible Funds)
74132	Shaw to Barstow	950,000	c				Reconstruct/overlay street. (SB1 Funded)
	Gettysburg to Swift					25,000	d Overlay street.
						170,000	c (Contingent upon Funding)

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

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION			
<u>Willow Avenue Improvements</u>										
	Sierra to Herndon					35,000	d Reconstruct/overlay street.			
						270,000	c (Contingent upon Funding)			
	Sierra to Bullard			35,000	d		Overlay street.			
						170,000	c (Proposition 42 and 111 Funded)			
	Bullard to Barstow			35,000	d		Overlay street.			
						185,000	c (Proposition 42 and 111 Funded)			
<u>Local Streets</u>										
74995	Local Street Improvements	50,000	d	50,000	d	50,000	d			
	Various Streets	750,000	c	750,000	c	750,000	c			
	Cape Seal Program									
	Rehabilitation Program									
							Overlay various streets in local neighborhoods as programmed through the Pavement Management System (PMS) - per separate document.			
74567	ADA Ramps for Local Street Improvements	25,000	d	25,000	d	25,000	d			
		250,000	c	250,000	c	250,000	c			
							Improve access ramps at the same locations as the local street Improvement project to satisfy ADA requirements.			
TOTAL - STREET IMPROVEMENTS		16,733,000		28,074,000		10,915,000		6,326,000		26,991,000

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

WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
76010	Various Water Main Replacement	25,000	25,000	25,000	25,000	25,000	Replace water mains within the City that need to be upsized, relocated, or replaced.
	<u>WATER MAINS</u>						
	Clovis Avenue Gettysburg to Donner			30,000 d 85,000 c			Install 12 inch main in accordance with the Water Master Plan.
76509	Sierra Avenue DeWitt to SR168					140,000 c	Replace 12 inch main in the current alignment.
	<u>SURFACE WATER SUPPLY</u>						
	Rotary Park Pump, Motor, Electrical and Piping					25,000 d 225,000 c	Install pump, motor, electrical facilities and purple piping to provide surface water for park irrigation from Dry Creek.
76615	Railroad Park (Peach/Alluvial) Pump, Motor, Electrical and Piping					30,000 d 350,000 c	Extend purple piping from Cottonwood to Peach/Alluvial Park.
	Cottonwood Park & Dry Creek Trail Pump, Motor, Electrical and Piping					25,000 d 225,000 c	Install pump, motor, electrical facilities and purple piping to provide surface water for irrigation from Basin 7C at Alluvial and Clovis Avenues.
77501	Recharge Facility	50,000					Feasibility study for viable land for recharge

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

WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>SURFACE WATER TREATMENT PLANT IMPROVEMENTS</u>							
77528	SWTP Pretreatment	25,000 d 1,500,000 c					Add pretreatment to existing facilities to maximize surface water allocation during winter months.
77531	SWTP Process Addition	30,000 d		1,500,000 c			Add ozone treatment process to minimize the positive bacti and alleviate taste and odor concerns.
<u>PUBLIC UTILITIES CORPORATION YARD IMPROVEMENTS</u>							
72631	Tenant Improvement of 79 N. Sunnyside	50,000 c					Renovate and upgrade newly acquired facility including ADA improvements. This project to be funded by Sewer, Water & Refuse enterprise accounts.
<u>WELL SITE IMPROVEMENTS</u>							
77572	Well 14 - Peach N/O Sierra GAC		45,000 d 550,000 c				Install GAC facilities. (DBCP Settlement Fund)
77573	Well 18 - Clovis/Sussex Way GAC	675,000 c					Install GAC facilities. (DBCP Settlement Fund)
77516	Well Panel Upgrades						Upgrade electrical panels at well sites due to deterioration of well functionality.
	Wells 4AA & 17	30,000 d 280,000 c					
	Wells 8A, 21	30,000 d 270,000 c					Upgrade electrical panels at well sites due to deterioration of well functionality.
	Wells <u>23</u> , 25		30,000 d 270,000 c				Upgrade electrical panels at well sites due to deterioration of well functionality.

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

WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>WELL REPLACEMENT</u>							
77650	Well 6 Replacement Willow/Barstow Avenues						
	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		
77600	Well 35 - DeWitt/Santa Ana						
	Drill and Develop	35,000 d					Drill and develop well.
			450,000 c				
	Pump and Motor		20,000 d				Install pump and motor, water main and site improvements.
				450,000 c			
	Chlorination		13,500 d				Install chlorination facilities.
				60,000 c			
	Auxiliary Power				20,000 d		Install auxiliary power.
					122,400 c		

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

WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
Well T9							
Gettysburg/Minnewawa							
	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		
77502	Aquifer Storage Recovery at existing wells	50,000					Feasibility and Design of groundwater recharging through existing wells.
	Various Well Replacement					45,000	d Replacement of various wells within the City
						730,000	c to maintain water production.
TOTAL - WATER CAPITAL PROJECTS - ENTERPRISE		<u><u>3,050,000</u></u>	<u><u>1,403,500</u></u>	<u><u>2,973,500</u></u>	<u><u>1,040,900</u></u>	<u><u>1,820,000</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.

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>EXTENSIONS</u>							
76010	Miscellaneous Extensions	50,000	50,000	50,000	50,000	50,000	Install water mains and services at various locations.
76184	Nees Tie-in Clovis to 500' East					50,000	c Connect existing 12 inch water main in Nees and install fire hydrant, check valve and air release valves.
<u>WATER MAINS</u>							
	Barstow Avenue Peach to Minnewawa					8,000 125,000	d Upgrade to 12 inch main including valves in accordance with the Water Master Plan.
76635	Villa Avenue Barstow to Ninth					7,500 75,000	d Install 12 inch main in accordance with the Water Master Plan.
	Heritage Avenue E/O Temperance					15,000 160,000	d Install 8 inch water main and services. c (Reimbursement from property owners)
	Enterprise Avenue W/O Locan					15,000 160,000	d Install 8 inch water main and services. c (Reimbursement from property owners)
	Saginaw Avenue W/O DeWolf					15,000 159,000	d Install 8 inch water main and services. c (Reimbursement from property owners)

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

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>WATER STORAGE FACILITIES</u>							
2013 Water Revenue Bond Debt Service							
67751	Principal	1,965,000	2,050,000	2,155,000	2,235,000	13,135,000	Debt Service Principal.
67201	Bond Handling Charges	20,000	10,000	10,000	10,000	10,000	Handling Charges
67851	Interest & Handling Charges	1,093,000	959,000	857,000	749,000	1,925,000	Debt Service Interest.
	Water Storage Reservoir #2 Villa N/O Barstow					25,000 450,000	d Install a 500 GPM pump station to boost c water pressure during peak hour demands. Install 18 inch water main in Villa to Bullard Avenue per Water Master Plan.
78045	Water Storage Reservoir #9 Near Peach & Perrin	2,600,000	a			1,400,000 17,000,000	Acquire Property and Install a 7 million d gallon water storage tank in the northwest c vilage area.
78050	Water Storage Reservoir #10 Near Behymer & Clovis	1,750,000	a			800,000 10,000,000	Acquire Property and Install a 3.5 million d gallon water storage tank in the northwest c vilage area.
77725	Water Development	300,000	c				Secure water to serve areas within the City of Clovis General Plan.

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

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>SURFACE WATER TREATMENT PLANT IMPROVEMENTS</u>							
77531	SWTP Process Addition	10,000 d		500,000 c			Add ozone treatment process to minimize the positive bacti and alleviate taste and odor concerns.
77538	Nees Transmission Main Locan to DeWolf	200,000 c	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 \$600,000.
77529	SWTP Expansion	100,000 d				27,500,000 c	Expand capacity of plant from 22.5 MGD to 45 MGD. Project needs to be established in the Urban Water Management Plan.
77532	SWTP Storage Tank Addition	100,000 d					Install an additional 2.5 million gallon water storage tank at the treatment plant.
			3,500,000 c				
<u>WELL IMPROVEMENTS</u>							
77605	Landscape Improvements Well 29, 31, 36, 38, 42 and Reservoir 4					125,000 c	Install water service, backflow devices, irrigation valves and landscaping at Reservoir 4, Well 29, 31, 36, 38 and 42.
77587	Well 34 - Teague/Willow Auxiliary Power	85,000 c					Install auxiliary power.

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

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>WELL IMPROVEMENTS</u>							
77670	Well 36 - Nees E/O Willow Auxiliary Power					75,000	c Install auxiliary power.
77680	Well 39 - Willow/Magill Pump and Motor			35,000	d		Install pump and motor, water main and site improvements.
				450,000	c		
	Chlorination			13,000	d		Install chlorination facilities.
				60,000	c		
	Southeast Area Well Drill and Develop					7,500	d Drill and develop well.
						125,000	c
	Pump and Motor					15,000	d Install pump and motor, water main and site
						285,000	c improvements.
	Chlorination					13,500	d Install chlorination facilities.
						60,000	c
	Well 44 - Willow/Yeargin Drill and Develop			200,000	a		Drill and develop well.
				35,000	d		
				450,000	c		
	Pump and Motor				20,000	d	Install pump and motor, water main and site
					450,000	c	
	Chlorination				13,500	d	Install chlorination facilities.
					60,000	c	

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

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
	Auxiliary Power					20,000 d	Install auxiliary power.
						122,400 c	
	<u>WELL IMPROVEMENTS</u>						
77600	Well 45 - Minnewawa/Christopher						
	Drill and Develop			200,000 a			Drill and develop well.
				35,000 d			
				450,000 c			
	Pump and Motor				20,000 d		Install pump and motor, water main and site improvements.
					450,000 c		
	Chlorination				13,500 d		Install chlorination facilities.
					60,000 c		
	Auxiliary Power					20,000 d	Install auxiliary power.
						122,400 c	
	Well at Armstrong/Hwy 168						
	Drill and Develop					7,500 d	Drill and develop well.
						125,000 c	
	Pump and Motor					15,000 d	Install pump and motor, water main and site improvements.
						285,000 c	
	Chlorination Facilities					13,500 d	Install chlorination facilities.
						60,000 c	

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

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
77090	Various Well Site Development						
	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.
	TOTAL - WATER CAPITAL PROJECTS - DEVELOPER	<u><u>8,333,000</u></u>	<u><u>6,819,000</u></u>	<u><u>5,750,000</u></u>	<u><u>4,181,000</u></u>	<u><u>75,507,600</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 SANITATION IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
81130	Clovis Landfill Corrective Action Program					150,000	c Construction of monitoring equipment, evaluation of groundwater extraction pumps, gas extraction pumps, and water filtration system. (Refuse Enterprise Fund)
81180	Landfill Wireless Link					5,000 20,000	d Install wireless communication from City network capable of receiving/transmitting phone, fax and internet services. c (Refuse Enterprise Fund)
81120	Landfill Site Acquisition					20,000	a Purchase remnant parcel to avoid private development in close proximity to vicinity of landfill. (Refuse Enterprise Fund)
	Landfill Access Road			10,000	d		
	Pave Bridge Access Road			65,000	c		Pave access road with asphalt concrete from bridge approach to landfill property line. (Refuse Enterprise Fund)
	Landfill Security System					15,000	d Install chain link fence, interior lighting and
	Install Chain Link Fence, Interior Lighting and Video					185,000	c 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	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
81205	Landfill Transfer Station Green Waste					50,000 250,000	d Acquire land and build green waste transfer station. c (Refuse Enterprise Fund)
81200	Villa Corporation Yard Master Plan					5,000 80,000	d Develop short and long range Master Plans for the ongoing use of the corporation yard and make grading and drainage improvements. c (Refuse Enterprise Fund)
81147	Clovis Landfill Liner Liner System (Stage II)					300,000 5,000,000	d Landfill expansion as needed for City growth. Expansion estimated to occur in 2025 - 2026. c (Refuse Enterprise Funds)
	Liner System (Stage III)					100,000 1,000,000	d Landfill expansion as needed for City growth. Expansion estimated to occur in 2043 - 2044. c (Refuse Enterprise Funds)
	Clovis Landfill Closure					300,000 7,200,000	d Place impermeable cover over entire landfill, complete drainage system, and install gas vents. Estimate closure to occur in 2050. c (Landfill Closure/Post Closure Reserve)
	Clovis Landfill Post Closure					3,000,000	c 30-year post closure monitoring and maintenance. Estimate post closure to occur in 2050. (Landfill Closure/Post Closure Reserve)

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	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
<u>PUBLIC UTILITIES CORPORATION YARD IMPROVEMENTS</u>							
72631	Tenant Improvement of 79 N. Sunnyside	50,000 c					Renovate and upgrade newly acquired facility including ADA improvements. This project to be funded by Sewer, Water & Refuse enterprise accounts.
TOTAL - REFUSE		<u>50,000</u>	<u>0</u>	<u>75,000</u>	<u>0</u>	<u>17,680,000</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	2019-20	2020-21	2021-22	2022-23	2023-24 or Later	DESCRIPTION
80100	Home Repair Loans/Grants	0 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	1,000,000 c	100,000	100,000	100,000	100,000	Assist low to moderate income families with first home purchase. (HOME Grant)
80105	Home Improvement Grants	250,000 c	150,000	150,000	150,000	150,000	Home improvement and repair grants. (CDBG/Housing Successor Funding)
80170	Affordable Housing Project	980,000 c	150,000	150,000	150,000	150,000	Gap financing for development of affordable housing. (Housing Successor Funding)
TOTAL - HOUSING AND COMMUNITY DEVELOPMENT		<u><u>2,230,000</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.

(This page intentionally left blank)

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	FID	Fresno Irrigation District
s/o	South of	FMFCD	Fresno Metropolitan Flood Control District
e/o	East of	GAC	Granular Activated Carbon. Large (20,000 gallon ±) vessels filled with Granular Activated Carbon for removal of DBCP.
w/o	West of	GPA	General Plan Amendment
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
CalFire	California Department of Forestry and Fire Protection	HBRR	Highway Bridge Rehabilitation and Repair. A federal funding source for repair and replacement of bridges.
CalHome	A program to enable low and very-low income households to become or remain homeowners.	HOPE	Housing Opportunities through Education
CDBG	Community Development Block Grant. A source of federal funding for improvements in low income or blighted areas.	HOME	Federal block grant to state and local governments designed to create affordable housing for low-income households.
CIP	Community Investment Program		

COMMUNITY INVESTMENT PROGRAM GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS, CONT.

LCTOP	Low Carbon Transit Operations Program. A state source of funding under Senate Bill 862 to provide operating and capital assistance for transit agencies.	RSTP	Regional Surface Transportation Program
LMD	Landscape Maintenance District	SB1	Senate Bill 1 – The Road Repair and Accountability Act (2017)
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.	STBG	Surface Transportation Block Grant
Measure C	In 2007, Fresno County voters passed a half-cent sales tax extension for twenty years to improve the County's and all cities within the County's overall transportation systems.	STP	Surface Transportation Program. A federal source of funding under "SAFETEA-LU" for street construction and reconstruction activities.
MGD	Million Gallons per Day	Streetscape	The visual elements of a street that defines its character, such as building façade, landscaping, sidewalks, street furniture, signs, lighting, etc.
NFPA	National Fire Protection Association	ST-WRF	Sewage Treatment and Water Reuse Facility
PCI	Pavement Condition Index	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.
PD	Police Department	TE	Transportation Enhancement Activity. A federal source of funding under "SAFETEA-LU" for enhancement of transportation facilities through beautification or restoration of historic facilities.
PDS	Planning and Development Services Department	UGOH	Underground Overhead. The undergrounding of overhead facilities such as electric, phone and cable.
PMS	Pavement Management System. A computer-based pavement management and inventory system, which helps staff, identify street project priorities.	VCP	Vitrified Clay Pipe. A pipe material used for sewer main construction.
Prop. 42	Proposition 42 - Allocation of Gas Tax Revenues (2002)		
Prop. 111	Proposition 111 - Gasoline Tax Increase (1990)		
PVC	Polyvinyl Chloride. A pipe material used for sewer and water main construction.		
RDA	Redevelopment Agency		
R&T Park	Research and Technology Park		

(This page intentionally left blank)

APPENDIX

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

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.

Drew Bessinger, Mayor
drewb@cityofclovis.com

Jose Flores, Mayor Pro Tem
josef@cityofclovis.com

Lynne Ashbeck, Council Member
lynnea@cityofclovis.com

Vong Mouanoutoua, Council Member
vongm@cityofclovis.com

Bob Whalen, Council Member
bobw@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

Steve Brandau, 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

Andreas Boreas
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
	1950	2,766	276,550	2010	95,480	923,373
1960	5,546	365,945	2011	96,848	940,220	
1970	22,133	413,329	2012	98,377	938,467	
1980	33,021	514,621	2013	99,983	952,166	
1990	49,300	667,490	2014	102,188	964,040	
2000	70,746	805,005	2015	104,339	972,297	
2006	89,924	883,537	2016	108,039	984,541	
2007	92,269	899,514	2017	110,762	995,975	
2008	94,278	917,515	2018	113,883	1,007,229	
2009	95,128	942,298	2019	117,003	1,018,241	

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

CLIMATE

	2018 Average Daily Temperature (Degrees)			Precip. (Inches)
	Maximum	Minimum	Average	
January	72.0	35.0	52.6	1.23
February	79.0	31.0	53.2	0.26
March	84.0	37.0	56.8	4.19
April	93.0	41.0	64.9	0.64
May	101.0	51.0	70.9	0.00
June	104.0	53.0	79.4	0.00
July	108.0	64.0	88.2	0.00
August	106.0	60.0	83.0	0.00
September	100.0	56.0	78.0	0.00
October	90.0	50.0	68.1	0.10
November	80.0	39.0	57.8	1.67
December	66.0	34.0	50.0	0.56
YEAR	108.0	31.0	69.5	8.65

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

AREA (SQUARE MILES)

Year	City of Clovis	Year	City of Clovis
1950	1.05	2009	23.14
1960	2.88	2010	23.14
1970	4.22	2011	23.14
1980	9.02	2012	23.14
1990	14.34	2013	23.42
2000	17.28	2014	24.02
2005	19.75	2015	24.15
2006	20.66	2016	24.36
2007	22.77	2017	24.40
2008	23.14	2018	25.50

Source: City of Clovis, Planning and Development Services

RETAIL SALES INFORMATION

2017 RETAIL SALES (In Thousands of Dollars)	<u>Type of Business</u>	<u>City of Clovis</u>	<u>Fresno County</u>
	State and County Pools	262,372	1,848,678
	General Consumer Goods	630,736	3,086,233
	Autos and Transportation	461,618	2,681,212
	Building and Construction	252,637	1,375,134
	Restaurants and Hotels	224,800	1,451,305
	Fuel and Service Stations	122,806	1,429,918
	Business and Industry	70,371	2,155,539
	Food and Drugs	92,555	743,129
	TOTAL	<u><u>2,117,895</u></u>	<u><u>14,771,148</u></u>

Source: Board of Equalization 1970 - 2016/HdL Companies 2017

ANNUAL TAXABLE SALES (In Thousands of Dollars)	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>
	1970	25,012	883,810	2009	1,158,887	9,966,448
	1980	165,377	3,131,515	2010	1,201,964	10,154,265
	1990	448,565	5,739,359	2011	1,278,684	11,179,478
	2000	930,608	8,472,055	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
	2007	1,376,902	12,308,257	2016	1,757,621	14,073,247
	2008	1,284,915	11,729,171	2017	2,117,895	14,771,148

Source: Board of Equalization 1970 - 2016/HdL Companies 2017

MISCELLANEOUS BUILDING INFORMATION

DWELLING UNITS	<u>Year</u>	<u>City of Clovis</u>	<u>Year</u>	<u>City of Clovis</u>
		1970	4,347	2009
	1980	13,357	2010	35,701
	1990	19,379	2011	36,131
	2000	25,494	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	39,636
	2007	34,256	2017	40,620
	2008	34,780	2018	41,967

Source: City of Clovis, County of Fresno

NEW DWELLING UNITS AUTHORIZED	<u>Year</u>	<u>City of Clovis</u>		<u>Total</u>
		<u>Single</u>	<u>Multiple</u>	
	2004	1542	490	2,032
	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	707	0	707
	2017	926	58	984
	2018	968	379	1347

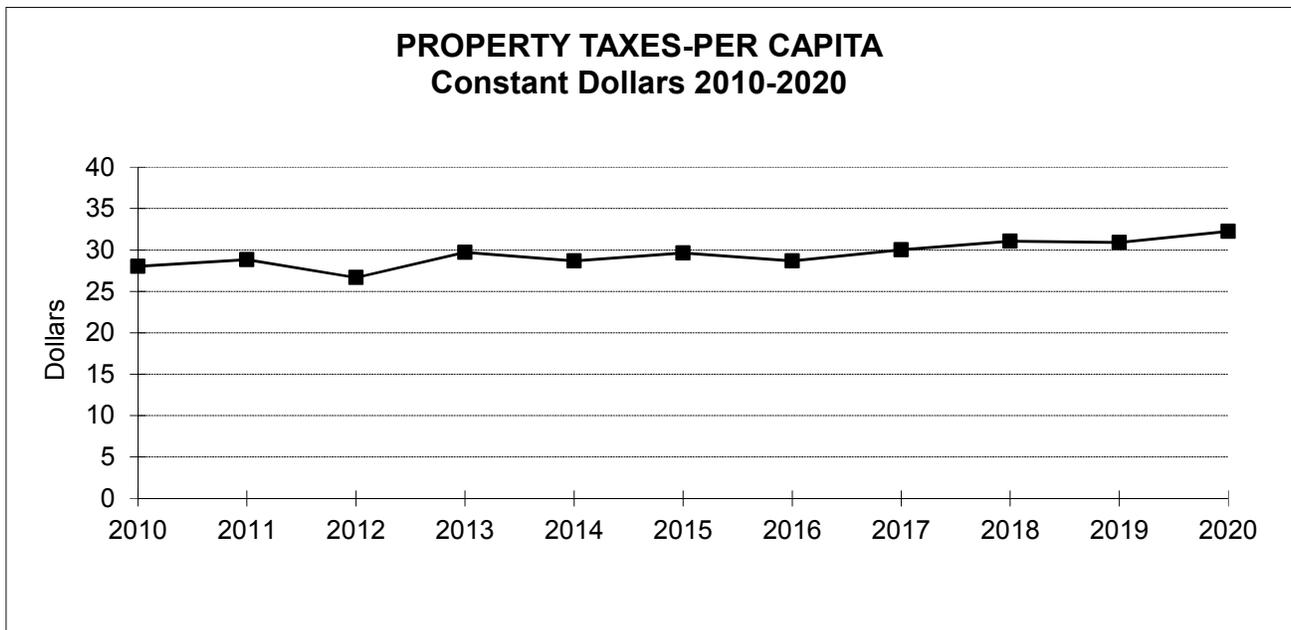
Source: City of Clovis CAFR

BUILDING PERMITS --- VALUATIONS	<u>Year</u>	<u>City of Clovis</u>
		2004
	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
	2017	372,821,000
	2018	497,918,000

Source: City of Clovis CAFR

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>
2009-10	9,118,597	18.02%	94.13	28.02
2010-11	9,619,835	18.18%	98.95	28.85
2011-12	9,230,690	19.12%	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	11,649,632	18.86%	107.83	28.68
2016-17	12,873,288	20.26%	116.22	30.03
2017-18	14,184,858	20.27%	124.56	31.06
2018-19 (EST)	15,007,000	20.40%	127.30	30.90
2019-20 (EST)	15,927,000	20.84%	132.85	32.25

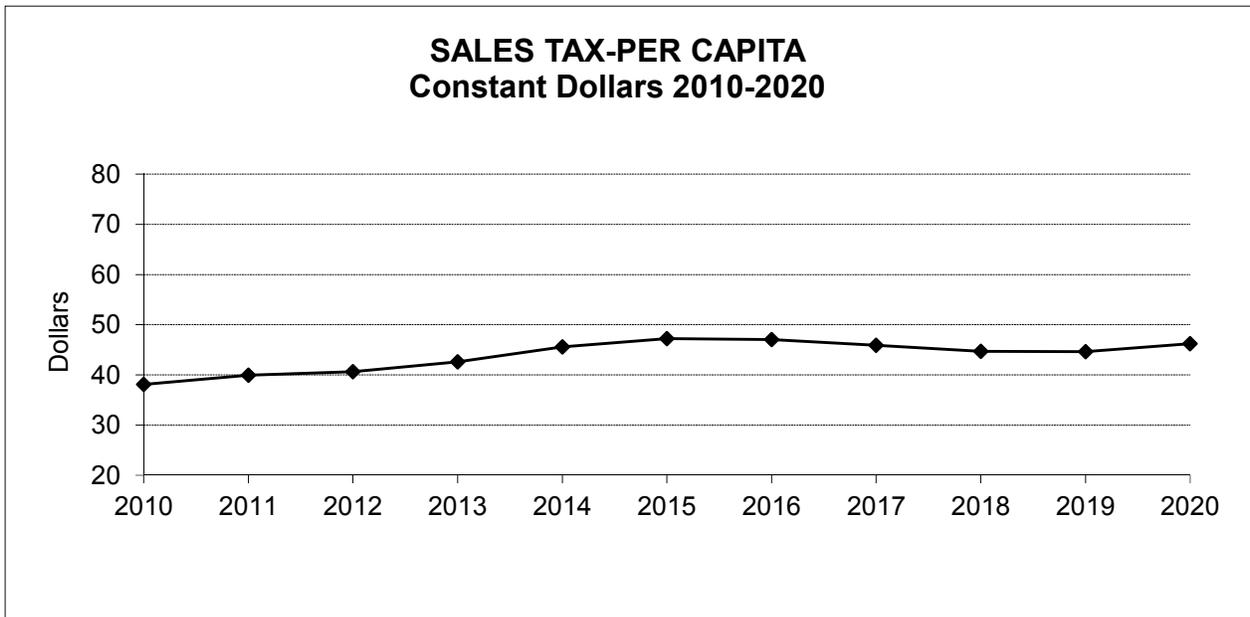


REVENUE BY CATEGORY

GENERAL FUND

SALES TAX

	<u>AMOUNT RECEIVED</u>	<u>% OF TOTAL REVENUE</u>	<u>PER CAPITA</u>	<u>PER CAPITA (ADJUSTED FOR INFLATION)</u>
2009-10	12,404,059	24.51%	128.05	38.11
2010-11	13,329,533	25.19%	137.11	39.97
2011-12	14,076,648	29.16%	142.75	40.67
2012-13	15,284,968	29.20%	152.88	42.58
2013-14	16,916,615	30.28%	165.54	45.60
2014-15	18,037,580	30.49%	172.87	47.23
2015-16	19,119,633	30.96%	176.97	47.07
2016-17	19,675,483	30.96%	177.64	45.90
2017-18	20,425,341	29.19%	179.35	44.73
2018-19 (EST)	21,679,000	29.48%	183.90	44.64
2019-20 (EST)	22,829,000	29.87%	190.43	46.22



**CITY OF CLOVIS
PRINCIPAL EMPLOYERS
JUNE 30, 2018**

<u>Employer</u>	<u>Approximate Number of Employees</u>
Clovis Unified School District	7,469
Clovis Community Hospital	1,923
Wal-Mart	715
City of Clovis	674
Wawona Frozen Foods	537
Alorica	501
Target	343
Anlin Industries	324
Costco	311
Lowe's	215

GLOSSARY

AB 109 – Assembly Bill 109 also known as the Public Safety Realignment Act passed by California voters in 2011 shifted responsibility for supervising certain populations of offenders and parolees from state prisons to county jails.

AC - Asphalt Concrete.

ACT – Adult Compliance Team. A multi-agency alliance with local law enforcement agencies that provides an additional layer of offender accountability and supervision as a result of AB109.

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.

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.

CalFire - California Department of Forestry and Fire Protection.

CalRecycle - California Department of Resources Recycling and Recovery.

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.

DIF - Development Impact Fees.

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.

EOD - Explosive Ordinance Disposal.

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.

Fleet Fund - The internal service fund that is for fleet purchases and maintenance.

FMFCD - Fresno Metropolitan Flood Control District.

Franchise Fees – Payments to the city from a utility company for use of the city's streets and rights of way for its services provided. The City of Clovis receives franchise fees from Pacific Gas & Electric, Comcast Cable, and AT&T/Pacific Bell.

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 Government Facilities Fund – The internal service fund that is responsible for building maintenance.

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.

Heritage Grove - The future housing development located between Willow and Sunnyside Avenues and Shepherd and Copper Avenues.

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.

JTD – Joint Technical Document.

LAFCO - Local Agency Formation Commission.

Landmark Commons - The future site of the new Senior Center, Transit hub and County Library to be located north of Third Street and Veterans Parkway

LIS - Land Information System.

LCTOP - 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.

MAGEC – Multi-Agency Gang Enforcement Consortium.

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.

Marjoree 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.

NKGS - North Kings Groundwater Sustainability Agency.

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.

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 service delivery activities of a government are controlled.

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

PCI - Per Capita Income.

PDS - The enterprise fund Planning and Development Services.

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.

RWQCB - California Regional Water Quality Control Board.

SB1 (Senate Bill 1) - A transportation funding package which increased several taxes, starting in November 2017, for the state's transportation network. It is anticipated to generate \$1.5 billion per year in new state revenue.

SEMS - Standard Emergency Management System.

SGMA - Sustainable Groundwater Management Act.

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.

South Dakota v. Wayfair - The United States Supreme Court ruling that states can mandate that businesses without a physical presence in a state with more than 200 transactions or \$100,000 in-state sales collect and remit sales taxes on transactions in the state.

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.

TOT – Transient Occupancy Tax.

Transfers - The movement of resources between funds.

UCR - Uniform Crime Reporting.

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.

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