

RECOMMENDED

2020-2021

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, 2019

Christopher P. Morill

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, 2019.

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



2020 - 2021 BUDGET

**Submitted to City Council
May 18, 2020**

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 2020-2021 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 brief descriptions of the data within each section. 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 2020-2021 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 2020-2021 through 2024-2025 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) 324-2130.

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

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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 18, 2020

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

EXECUTIVE SUMMARY

The 2020-2021 Annual Budget for general operations and capital improvement programs for the City of Clovis in the amount of \$282.4 million is hereby submitted, in accordance with the Clovis Municipal Code.

The 2020-2021 Annual Budget is not a status quo budget. Significant cuts have been implemented in the 2019-2020 fiscal year budget which is being carried forward into this budget. The major challenge in the current budget, and years to come, is the \$76.8M General Fund budget where sales and property taxes make up 67% of the total General Fund revenues. Due to the financial impact of the COVID-19 pandemic statewide stay-at-home order, General Fund forecasted revenues will be less than forecasted expenditures for the fiscal year 2020-2021 budget. This budget forecasts the need to use emergency reserves to balance a proposed structurally imbalanced budget. Staff is forecasting a \$10 million General Fund revenue reduction between March 2020 and June 2021. Staff is estimating that approximately \$2 million in emergency reserves, use of 2019-2020 expenditure savings, and proposed expenditure cuts will be required to balance the fiscal year 2020-2021 budget, and potentially more the following fiscal year. At this point staff is estimating an emergency reserve fund balance for June 30, 2020 of \$12.8 million, or 17.1% of the General Fund expenditures. Staff is estimating that reserve amount will drop to \$10.8 million by June 30, 2021, or 14% of General Fund expenditures.

The 2020-2021 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 22, 2020. 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 1, 2020 and, if needed, June 15, 2020 with adoption scheduled at the conclusion of the hearings.

Budget Overview

Sales tax revenues are not expected to perform as previously expected, with projected declines of 1.8% in 2019-2020 and 12.6% in 2020-2021 due to the COVID-19 pandemic which prompted the Governor's Executive Orders to shelter-in-place and close businesses not deemed essential. Normally, sales taxes comprise approximately 38% of total General Fund discretionary revenue and largely support public safety services, but they will provide a significantly lower percentage of discretionary revenue in the budget year.

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 41% of total General Fund discretionary revenue and largely support public safety services.

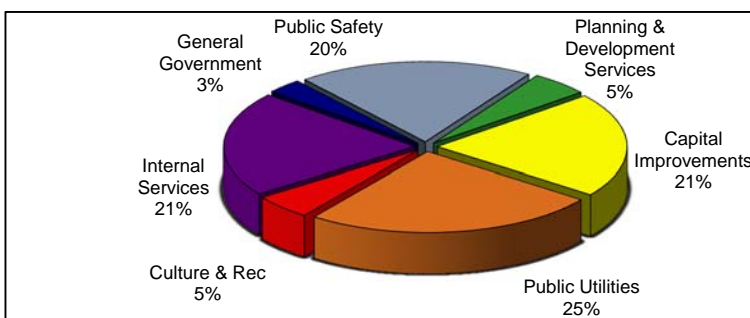
One of the keys for the long-term fiscal health of a growing community like Clovis is to accumulate savings sufficient to fund an emergency reserve that would adequately protect the City against an unexpected catastrophic event, and protect City services until other options could be implemented during a rapid economic downturn. The COVID-19 pandemic meets this definition and the use of emergency reserves will be required in 2020-2021, and likely the following year. The emergency reserve is being used and is projected to drop to 14% by June of 2021.

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 the full \$7.30 bond surcharge will 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 green waste services and a 4% 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 2020-2021 Annual Budget for all funds totals \$282.4 million, including \$223.5 million in operating expenses and \$58.9 million in capital improvement expenditures. The budget is balanced by the use of current revenues, anticipated rate increases, capital reserves, and the use of \$2 million of the designated emergency reserve. This budget represents a 5% increase compared to estimated expenditures for 2019-2020, due primarily to increased operational costs. The General Fund Budget represents a 0.5% increase compared to estimated expenditures for 2019-2020. A summary of expenditures by function is provided below:

General Government	\$ 7,779,100
Public Safety	56,973,300
Planning & Development Services	14,725,600
Capital Improvements	58,926,000
Public Utilities	70,367,200
Culture & Recreation	14,446,200
Internal Services	59,231,700
TOTAL	\$ 282,449,100



Fiscal Overview

In early 2020, the City of Clovis' economy was robust and growing quickly. Unemployment was at historic lows, commercial development at record highs, healthy residential growth was occurring, and significant job and revenue producing projects either came to be or were nearing completion. This includes the completion of a new Costco, filling of then vacant large-box retail space with national tenants, the completion of the medical school, additional hotels being completed and/or under construction, a major expansion of Clovis Community Medical Center and the reuse of the buildings in the Clovis Industrial Park for a major employment center. The economy and prospects for continued growth of the community and related revenues were strong.

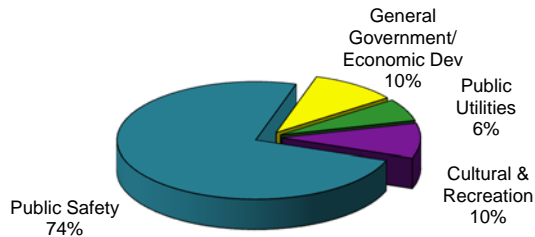
In mid-March of 2020, it became apparent that the spread of the novel corona virus was going to severely disrupt the global economy. This disruption has not spared the City of Clovis and uncertainty has been mounting ever since. Unemployment, drops in gross domestic product, consumer spending, and capital outlays are all expected to make historic negative shifts in the coming months if not already. Due to the unprecedented nature of the pandemic and its impact on the economy, there is not yet any real consensus as to the expected duration of the economic downturn or timing for the eventual recovery. This is not a conducive environment for investment in any community across the globe. It is prudent for the City to constrain expenditures as much as possible in the near term to better manage the uncertainty and rapidly changing economic realities. More knowledge and understanding of the economy will be available in the months to come.

Before the crisis, the City was robust with a strong economy poised to get to another level of job growth. Once the disruption lessens, the new economy is better understood and Clovis is on some solid ground, the economy is expected to expand rapidly. This may not be in the same form as it was a few months ago and may take time to fully recognize but the fundamentals of a well-educated community, excellent infrastructure, good land use policies, and a heritage of hard work will seed an economic engine that gives hope for the future. Continuing a spirit of partnership with Clovis businesses is going to be critical in reaching mutual goals of a vibrant community that allows for success for all residents.

General Fund

The General Fund as proposed is balanced with the previous year's unassigned fund balance, current year revenues and the use of \$2 million in designated emergency reserves. Revenues as projected are \$73.3M, which is a decrease of 4% when compared to the prior year. Expenditures as projected are \$76.8M and represent an increase of 0.5% compared to the prior year. The decrease in revenue is attributable mostly to the COVID-19 pandemic ramifications resulting in decreases in both sales and transient occupancy taxes, while property tax is projected to remain stable at least for the 2020-2021 fiscal year.

The summary of General Fund expenditures for both by function is provided below:



Public Safety	\$ 56,973,300
General Government/Economic Dev.	7,779,100
Public Utilities	4,742,500
Cultural & Recreation	7,326,700
TOTAL	\$ 76,821,600

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 21% 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 2020-2021 fiscal year is estimated to be almost zero (\$19,000). The use of emergency reserves in the following fiscal year will be determined by how revenues rebound (or worsen) over the next fifteen months and how expenditures are managed. It is likely that within the next year, the City will need to critically evaluate what we define as essential City services and begin to make what could be tough decisions on certain services, and at what level they are provided.

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 2020-2021 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. In the Public Utilities Department, Sewer will not have a rate increase in this year’s budget and will refund the full \$7.30 bond surcharge. The Water Fund 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 4% increase for refuse service. The Transit Enterprise Fund 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 2020-2021 Annual Budget has been prepared at the outbreak of a global pandemic that will have profound consequences on the City's finances and ability to provide core services. This annual budget will be required to be revisited on at least a quarterly basis to measure how forecasts in the budget compare with actual numbers as they come in.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Luke Serpa", with a stylized flourish at the end.

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.

This budget document is being prepared approximately eight weeks after the State of California declared a COVID-19 pandemic statewide stay-at-home order which will significantly affect the City budget and finances for months, if not years to come. There is an unprecedented sense of uncertainty about what the next few months, and potentially years, might bring to the City of Clovis budget. Stay-at-home orders have left local businesses scrambling. Local restaurants have shuttered dining rooms. Major shopping centers are deserted. Canceled rodeo, conferences, public events, concerts and sporting events have left hotels practically empty. Unemployment has skyrocketed.

The swift reaction by consumers and businesses to the outbreak of COVID-19 pandemic in the U.S. has caused a massive decrease in spending on certain goods and services. The national and state response combined with the uncertainty of how long the presence of the virus will disrupt the U.S. economy has made forecasting City revenues particularly challenging. This budget was developed in April and May after numerous news updates detailing "shelter-in-place" related impacts, comparisons to previous economic downturns like the Great Recession, studying the data, reports and projections of many industry specific analysts and monitoring various datasets.

Already marginal or overly leveraged businesses still may not survive a lengthy shutdown even with federal subsidies and our observation from previous downturns; the return to previous spending patterns after significant income interruptions are not immediate and often evolves. Consumers may now take even more time to fully get back to previous leisure travel, dining and discretionary spending habits. Businesses similarly may become more cautious about capital investment and the number of employees to hire after emerging from an economic crisis. Business travelers who had to resort to teleconferencing may continue to teleconference. Formerly avid brick-and-mortar shoppers may find that online shopping and delivery services suits them just as well.

California cities forecast a nearly \$7 billion general revenue shortfall over the next two fiscal years, according to an analysis by the League of California Cities, threatening fundamental services like public safety, fire service, parks and recreation, and more.

After years of steady population and economic growth, the City of Clovis is beginning to see General Fund revenues significantly impacted, forcing the City to make cuts and plan for the use of emergency reserves.

The reality is that we do not believe we will have a clear picture of the economic impacts until September or October 2020 at the earliest. We are required to adopt a budget by June 30 of each year by ordinance. Staff has done significant analysis to forecast the impact on City revenues and has implemented plans to manage expenditures. Staff plans to return to City Council after the end of the first quarter of the next fiscal year to report out and adjust as necessary as actual numbers come in.

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 the 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.
- Due to the financial impact of the COVID-19 pandemic statewide stay-at-home order, General Fund forecasted revenues will be less than forecasted expenditures for the fiscal year 2020-2021 budget. This budget forecasts the need to use emergency reserves to balance a proposed structurally imbalanced budget. Staff is forecasting an approximate \$10 million General Fund revenue reduction between March 2020 and June 2021. Staff is estimating that approximately \$2 million in emergency reserves will be required to balance the fiscal year 2020-2021 budget, and potentially more the following fiscal year. At this point, staff is estimating an ending emergency reserve fund balance for June 30, 2020 of \$12.8 million, or 17.1% of the General Fund expenditures. Staff is estimating that reserve amount will drop to approximately \$10.8 million, or 14% of General Fund expenditures, by June 30, 2021.
- 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. That objective will not be met in the 2020-2021 budget as General Fund expenditures are forecasted to exceed revenues. The rapid decline in revenues exceeds the ability of the City to make expenditure reductions at that pace. Use of emergency reserves will be required to balance the 2020-2021 budget. The City will strive to maintain facilities and deliver essential core services at levels that will meet the most urgent needs of the community.

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.

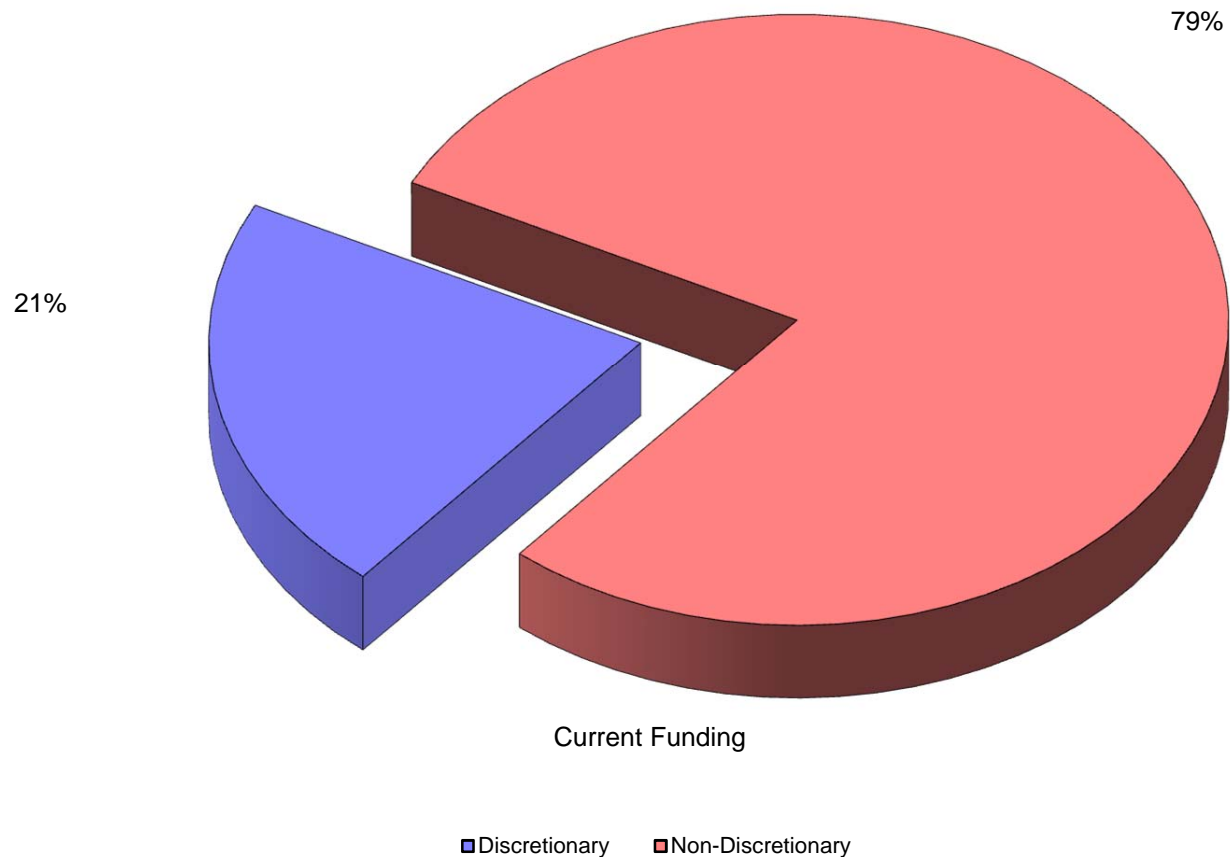
Discretionary revenues are those for which the City can decide, without restriction, how these funds will be expended and on which programs. Examples of discretionary revenues are property taxes, most sales taxes, and business license fees, all of which may be allocated to support any lawful purpose 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 98% of total discretionary funding.

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

The following chart entitled "Summary of Discretionary and Non-Discretionary Revenues 2020-2021" illustrates that only 21% of total annual revenues are discretionary with the remaining 79% non-discretionary. The City's discretionary revenues this year total \$58.5 million, of which \$58.2 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 \$223.8 million of revenues are non-discretionary. Of the discretionary revenues, the chart entitled "Use of Discretionary Revenues 2020-2021" shows that the City will use 89%, or \$51.9 million, of the total \$58.5 million of discretionary funds for public safety.

SUMMARY OF DISCRETIONARY AND NON-DISCRETIONARY REVENUES 2020-21

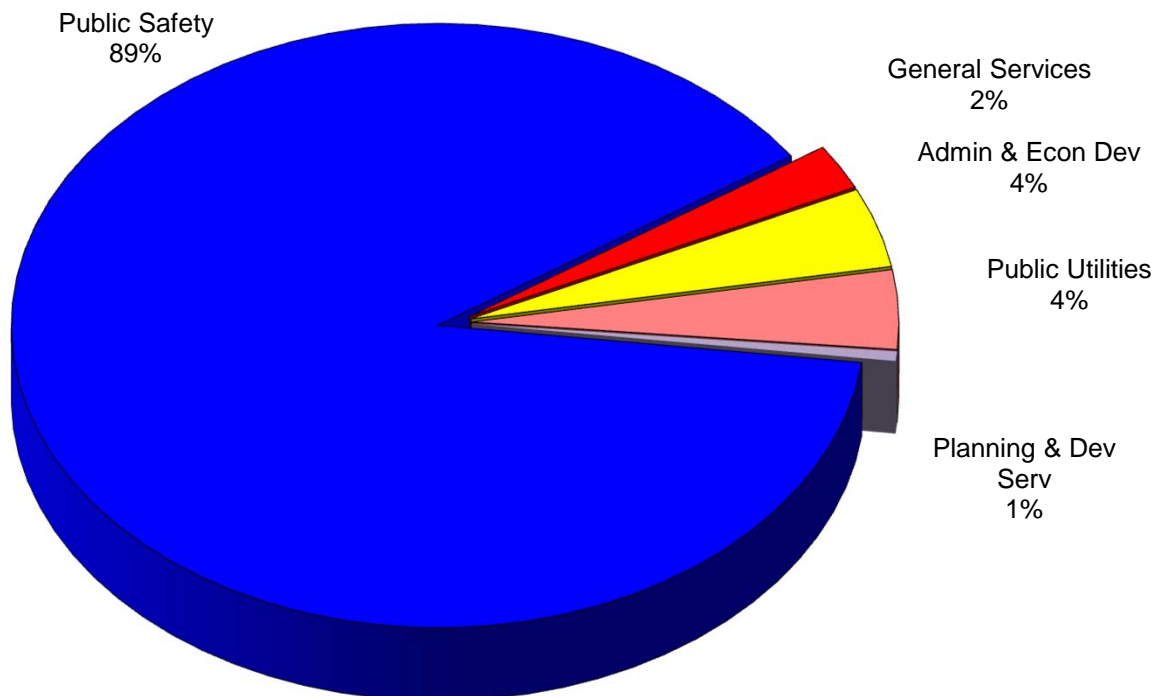
	Discretionary	Non- Discretionary	Total
Property Taxes	27,969,000	2,282,000	30,251,000
Other Taxes	26,121,000	362,000	26,483,000
Licenses & Permits	400,000	3,710,000	4,110,000
Fines & Forfeitures	2,000	201,000	203,000
Use of Money & Property	94,000	2,105,400	2,199,400
Revenue From Other Agencies	130,000	38,047,800	38,177,800
Charges For Current Services	80,000	153,175,100	153,255,100
Other Revenues	0	2,296,500	2,296,500
TOTAL CURRENT FUNDING	54,796,000	202,179,800	256,975,800
(Additions to)/Use of Available Balance	3,799,000	21,674,300	25,473,300
TOTAL	58,595,000	223,854,100	282,449,100



USE OF DISCRETIONARY REVENUES

2020-21

Departments	Total Expenditures	Non- Discretionary Revenues	Use of Discretionary Revenues
City Council	355,200	183,000	172,200
City Clerk	4,874,000	4,489,900	384,100
City Attorney	966,000	684,000	282,000
City Manager	2,196,900	984,500	1,212,400
General Services	51,078,800	49,652,200	1,426,600
Finance	3,253,500	2,808,000	445,500
Police	39,454,700	3,818,400	35,636,300
Fire	17,518,600	1,263,000	16,255,600
Public Utilities	89,099,800	86,619,500	2,480,300
Planning & Development Services	14,725,600	14,425,600	300,000
Capital Improvements	58,926,000	58,926,000	0
TOTAL	282,449,100	223,854,100	58,595,000



ECONOMIC OUTLOOK

In early 2020, the City of Clovis' economy was robust and growing quickly. Unemployment was at historic lows, commercial development at record highs, healthy residential growth was occurring, and significant job and revenue producing projects either came to be or were nearing completion. This includes the completion of a Costco expansion, filling of then vacant large-box retail space with national tenants, the completion of a medical school, additional hotels being completed and/or under construction, a major expansion of Clovis Community Medical Center and the reuse of the buildings in the Clovis Industrial Park for a major employment center. The economy and prospects for continued growth of the community and related revenues were strong.

In mid-March of 2020, it became apparent that the spread of the novel corona virus was going to severely disrupt the global economy. This disruption has not spared the City of Clovis and uncertainty has been mounting ever since. Unemployment, drops in gross domestic product, consumer spending, and capital outlays are all expected to make historic negative shifts currently and in the coming months, if not years. This is not a conducive environment for investment in any community across the globe. It is prudent for the City to hold expenditures as much as possible in the near term to better manage the uncertainty and rapidly changing economic realities. More knowledge and understanding of the economy will be available in the months to come.

With very little in the City's control, that leaves the City with only one real option for an economic development strategy. To maintain close contact with the business community, help identify gaps in the new economy, and encourage investment. Examples of this occurred during the first few hours of the shelter-in-place order with staff pitching business ideas to well positioned entities for supply chain needs and creating products needed to protect the community from the virus. Businesses were saved and created through this effort. The City now has a medical device cluster created out of this crisis. This had been a long term goal of the City and the virus necessitated it to occur. Staff will continue to keep abreast of trends and ways Clovis businesses can take advantage of this disruptive environment. Clovis businesses and its citizens have proven over our long history to be resilient, creative, and caring. This is an optimal mix to take advantage of the opportunities that will come. City staff will come along side and provide leadership in this effort to get Clovis on solid footing.

Before the crisis, the City was robust, with a strong economy poised to get to another level of job growth. Once the disruption lessens, the new economy is better understood, and Clovis is on some solid ground, the economy is expected to expand rapidly. This may not be in the same form as it was a few months ago and may take time to fully recognize but the fundamentals of a well-educated community, excellent infrastructure, good land use policies, and a heritage of hard work will seed an economic engine that gives hope for the future. Continuing a spirit of partnership with Clovis businesses is going to be critical in reaching mutual goals of a vibrant community that allows for success for all residents.

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

- California Health Sciences University (CHSU) enrolling its first class of medical doctors in the City's Research and Technology Park;
- Further attraction of businesses to the Research and Technology Business Park;
- 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;
- Development of approximately 400,000 square feet of industrial buildings on vacant parcels in the Clovis Industrial Business Park beginning in 2020/2021 and the addition of several thousand jobs from Fresno County Department of Social Services in existing buildings in the area;
- The development on the Clovis/Dakota site for job generation 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 completion work for the extension of Owen's Mountain Parkway to access Phase III of the Research and Technology Park.

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 monies (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.

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 13, 2020
City Manager Budget Review	March 16 - April 3, 2020
Council Review of proposed General Fund Budget	May 4, 2020
Introduction of Recommended Budget to City Council	May 18, 2020
Council Budget Review and Public Hearings	June 1, 2020
Adoption of Budget	June 1, 2020

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 of 1979, California voters approved a constitutional amendment that established an Appropriations Limitation for the state and local governments. In June of 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 2.20% from 2019. The Department of Finance reports that the PCI was 3.73%. The change in non-residential construction was 6.79%. Therefore, the change in non-residential construction is used.

Appropriations Limitation 2019-2020	\$275,227,843
Add: Change in Population (2.20%)	<u>6,055,013</u>
	\$281,282,856
Add: Change in NRC (6.79%)	<u>19,099,106</u>
Appropriations Limitation 2020-2021	\$300,381,962
Less: Proposed Expenditures Subject to Limitation in 2020-2021	<u>51,119,402</u>
Amount of Unused Authorized Appropriations	<u>\$249,262,560</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 that 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 2020-2021 fiscal year at \$300,381,962.

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 monies, 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.

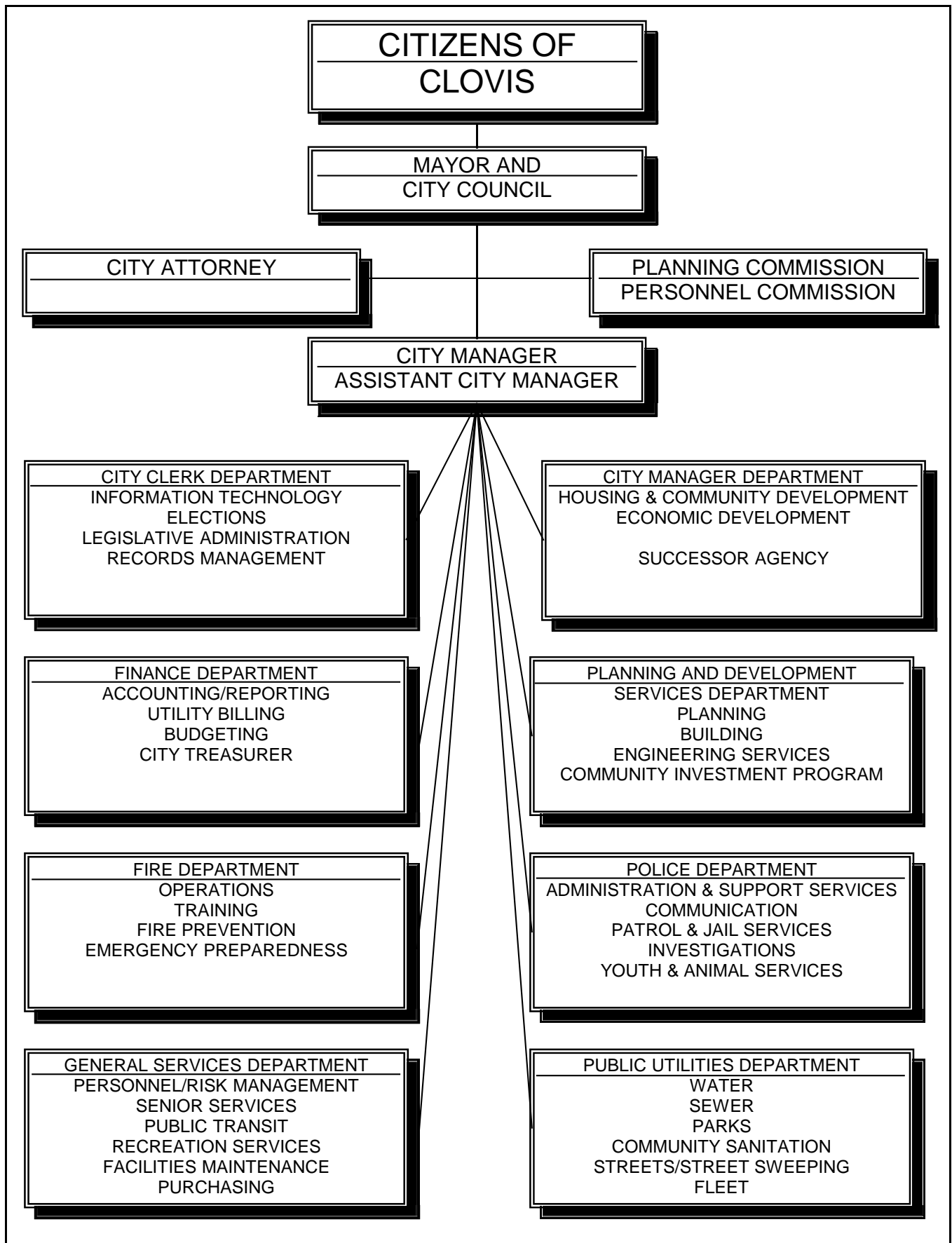
Water Construction-Enterprise Fund

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

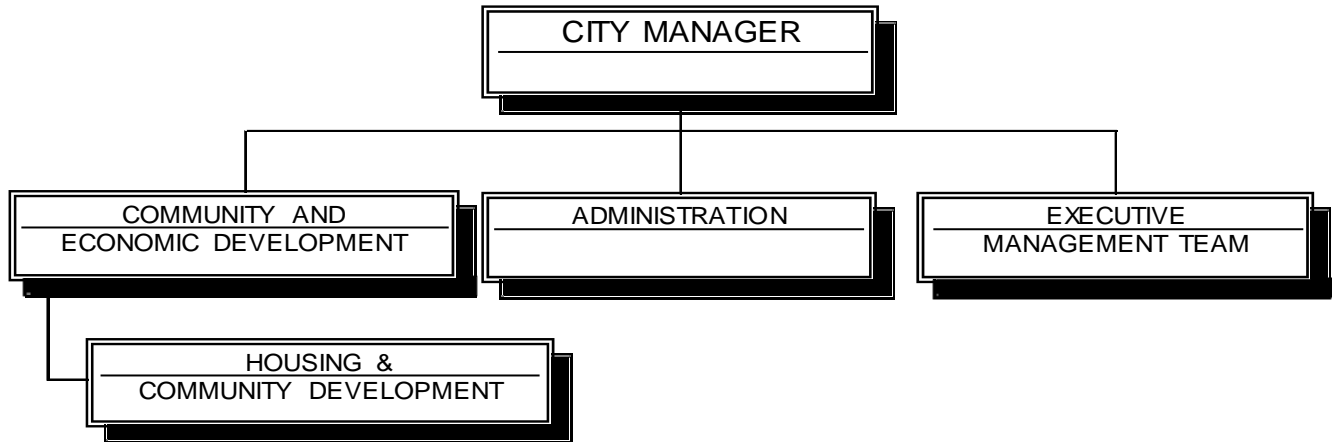
Water Service Fund

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.

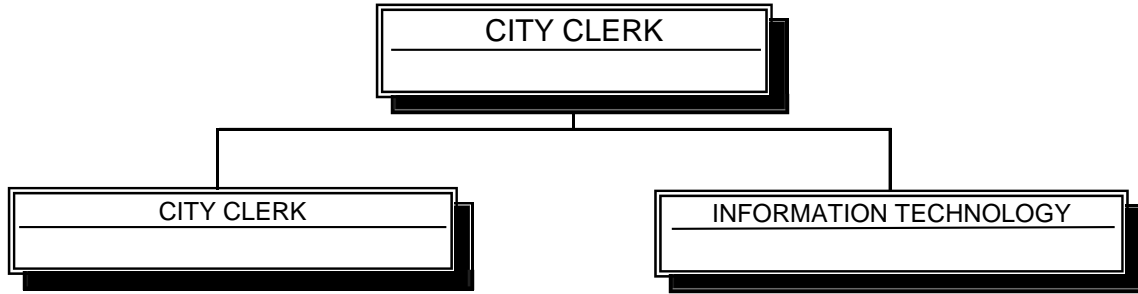
City Of Clovis Organization Chart



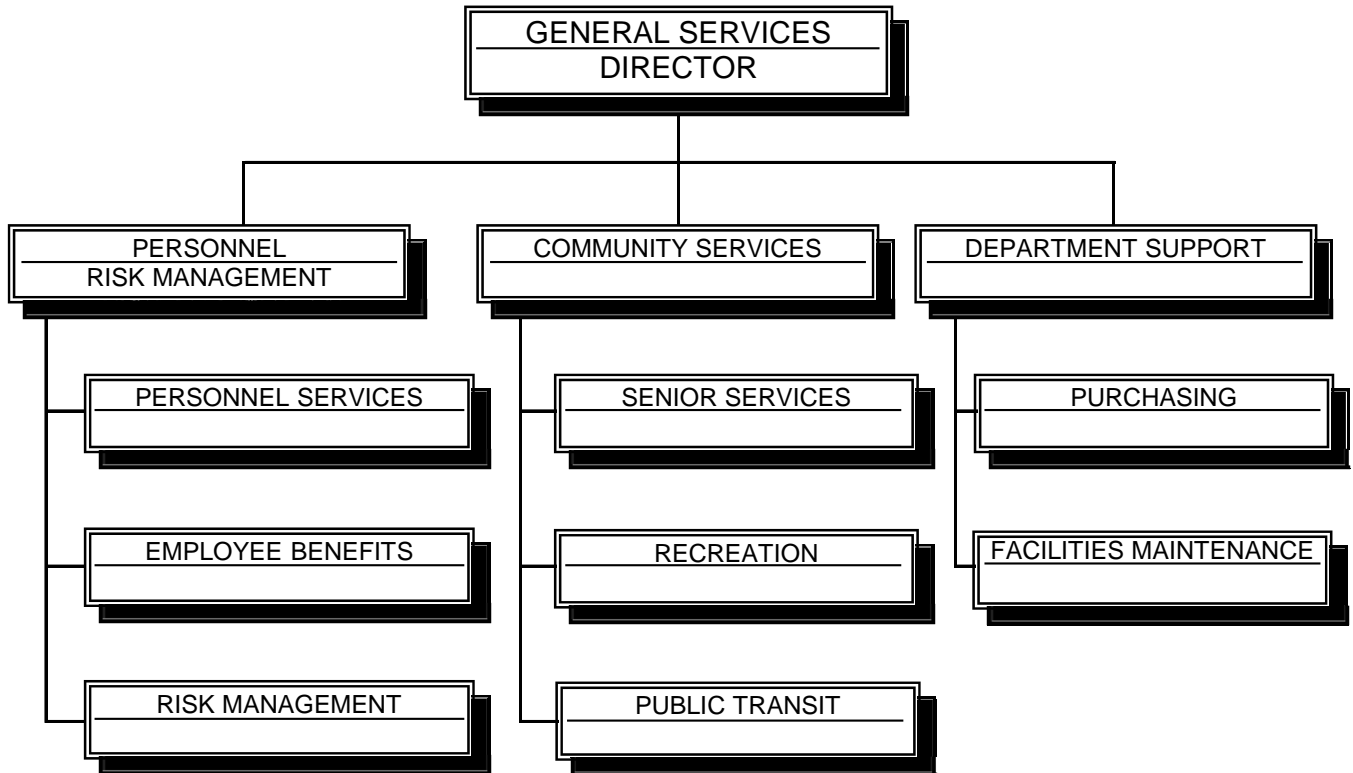
City Manager Department



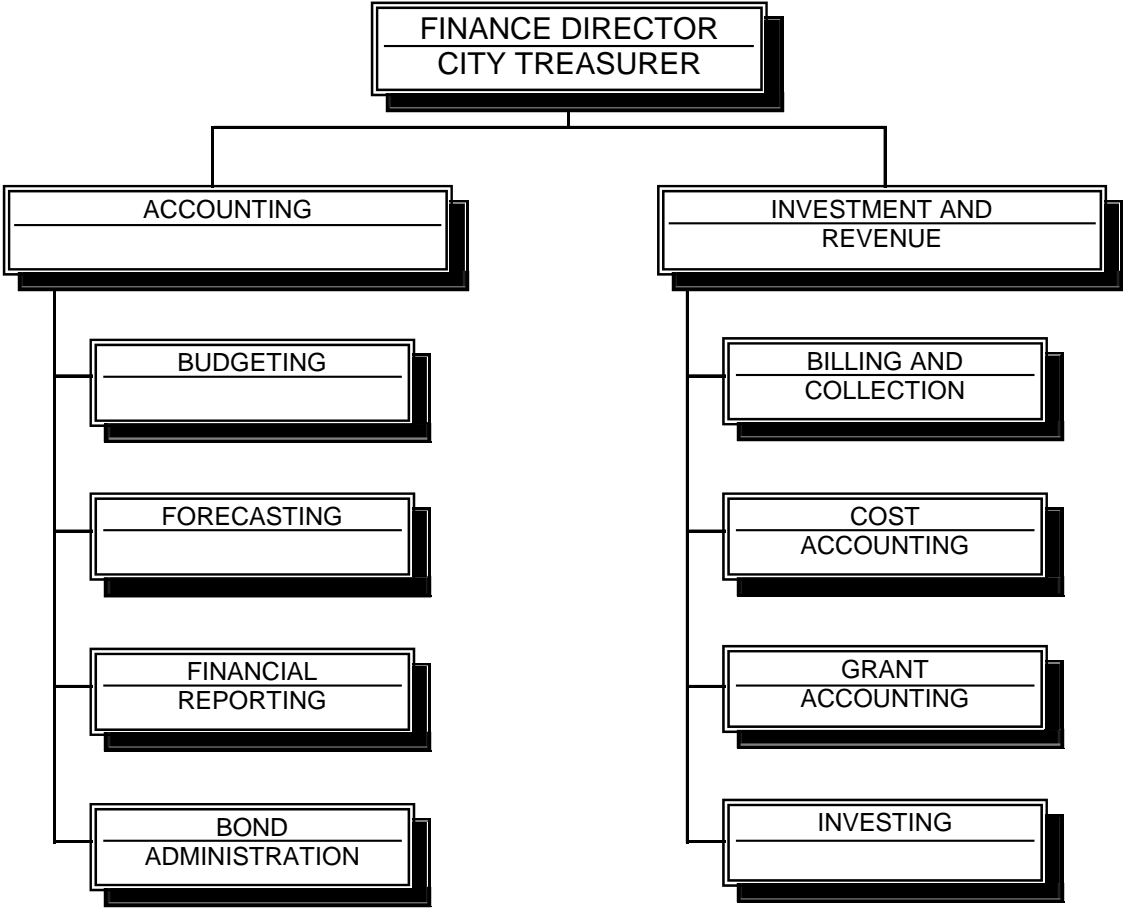
City Clerk Department



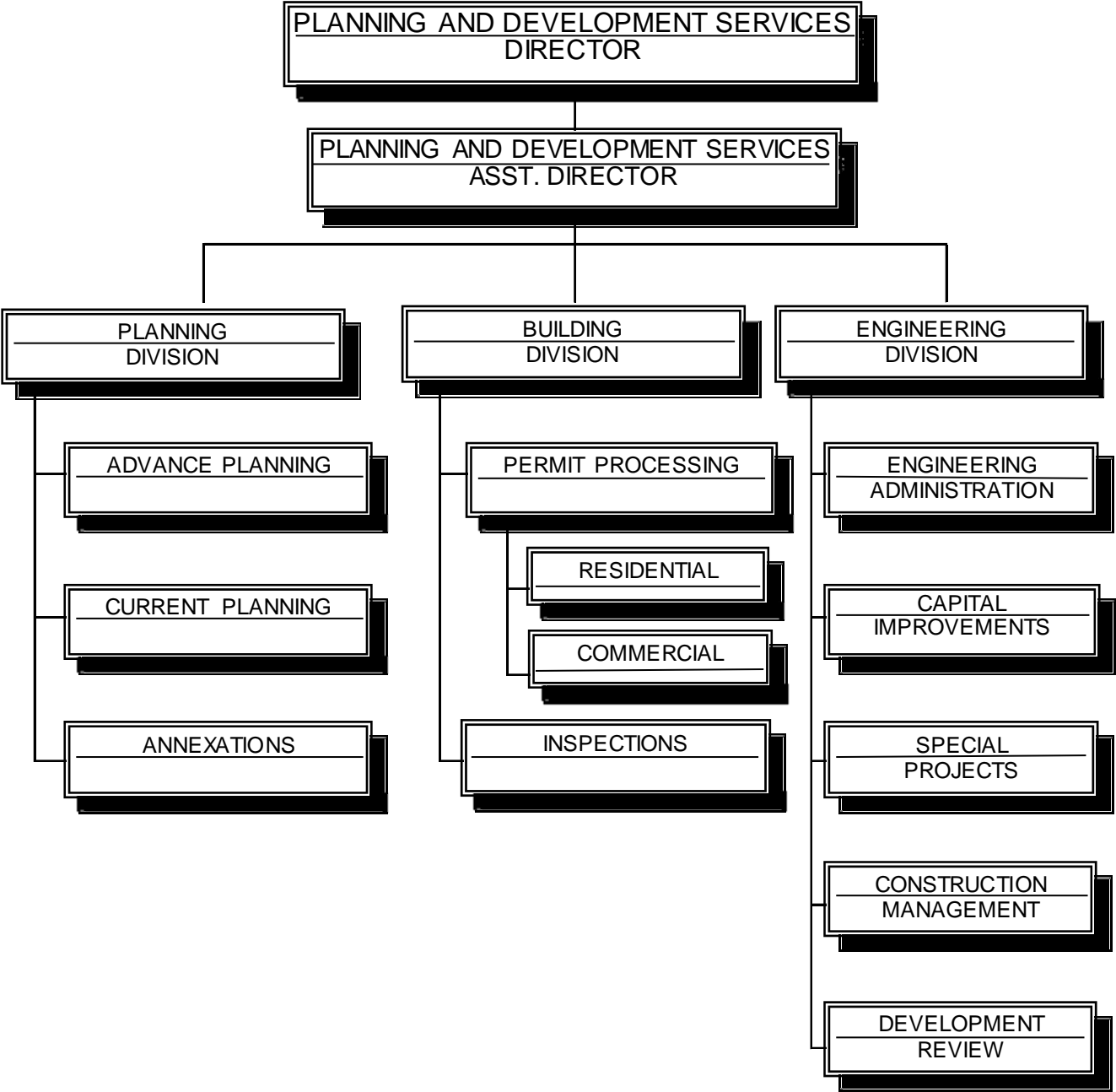
General Services Department



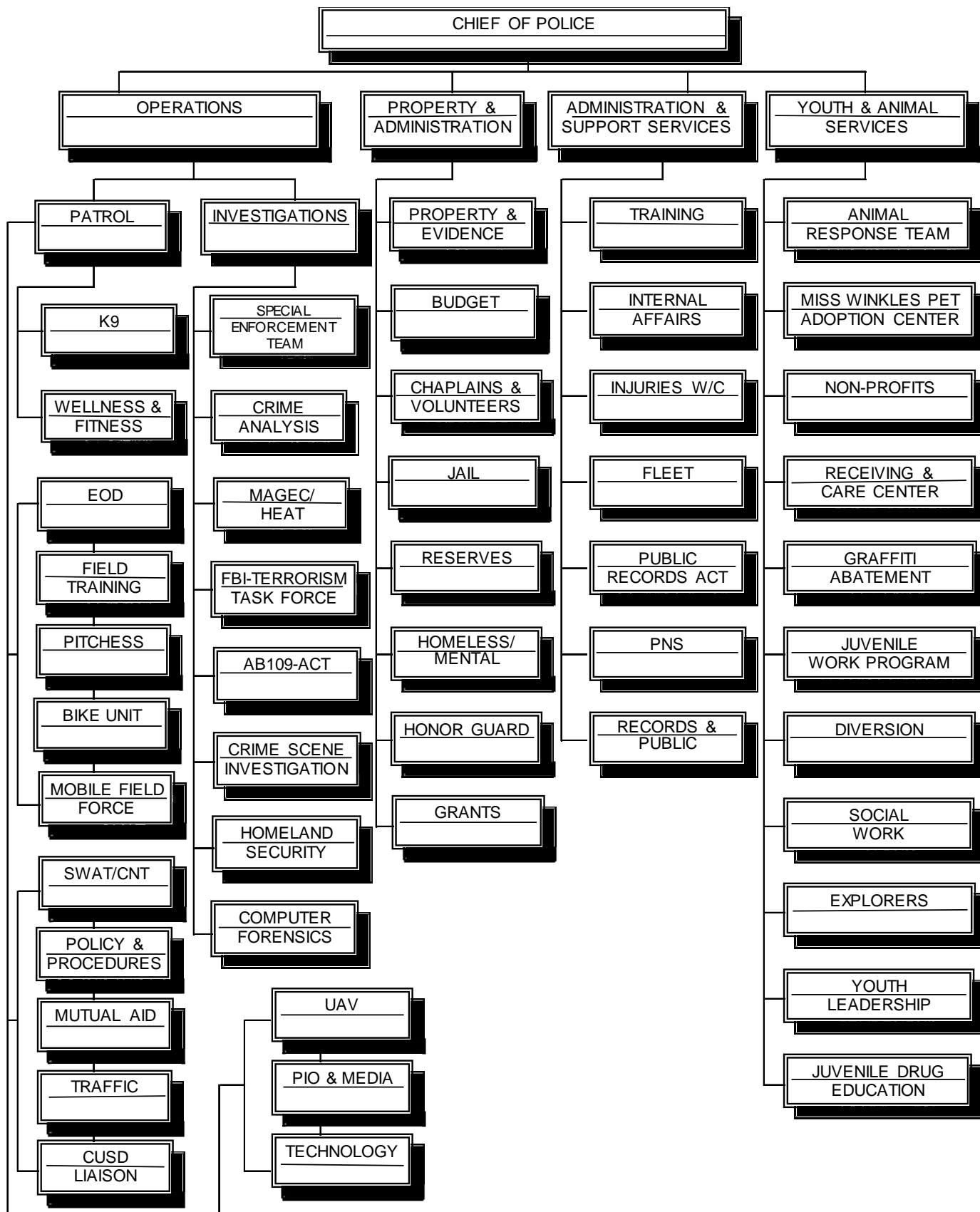
Finance Department



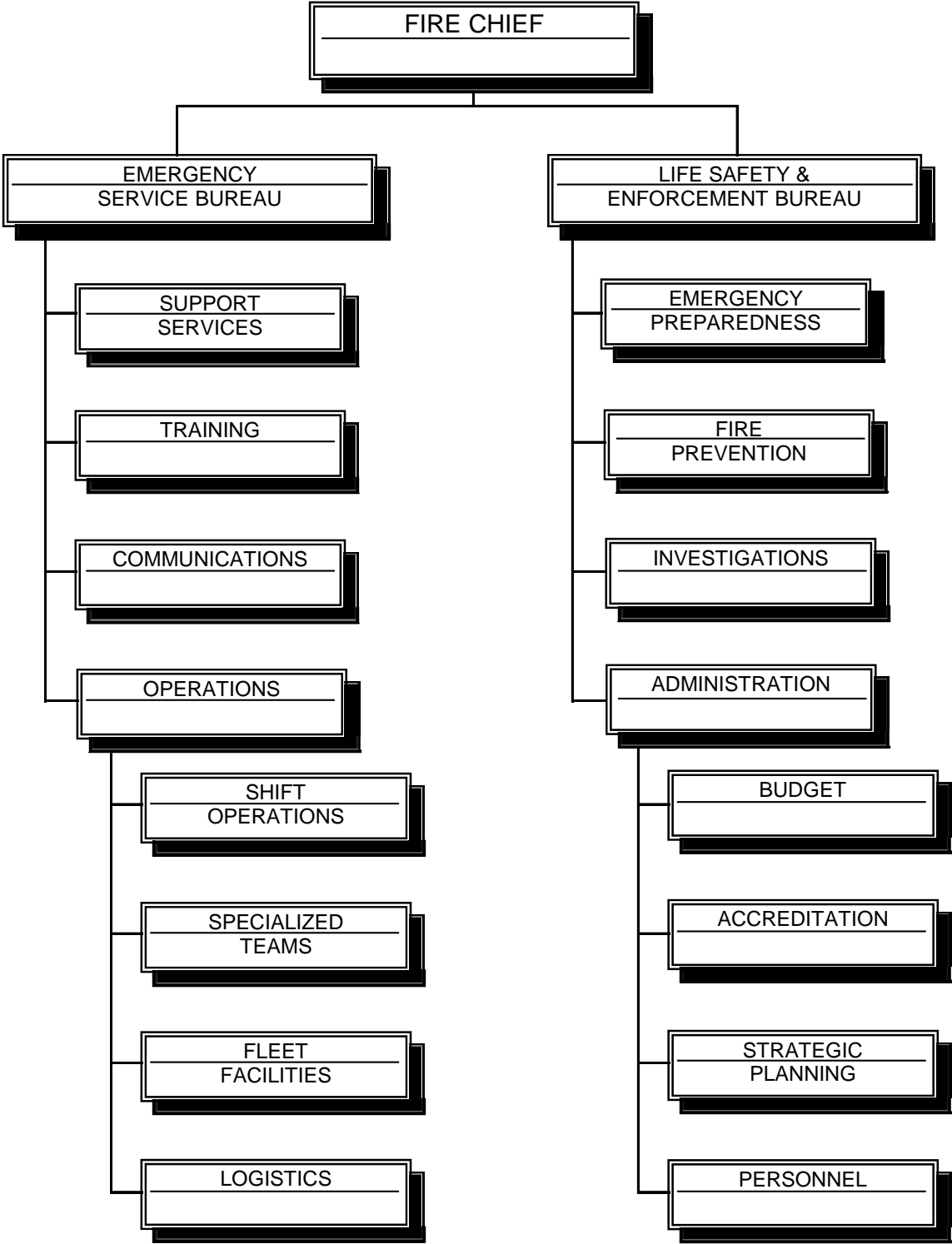
Planning and Development Services Department



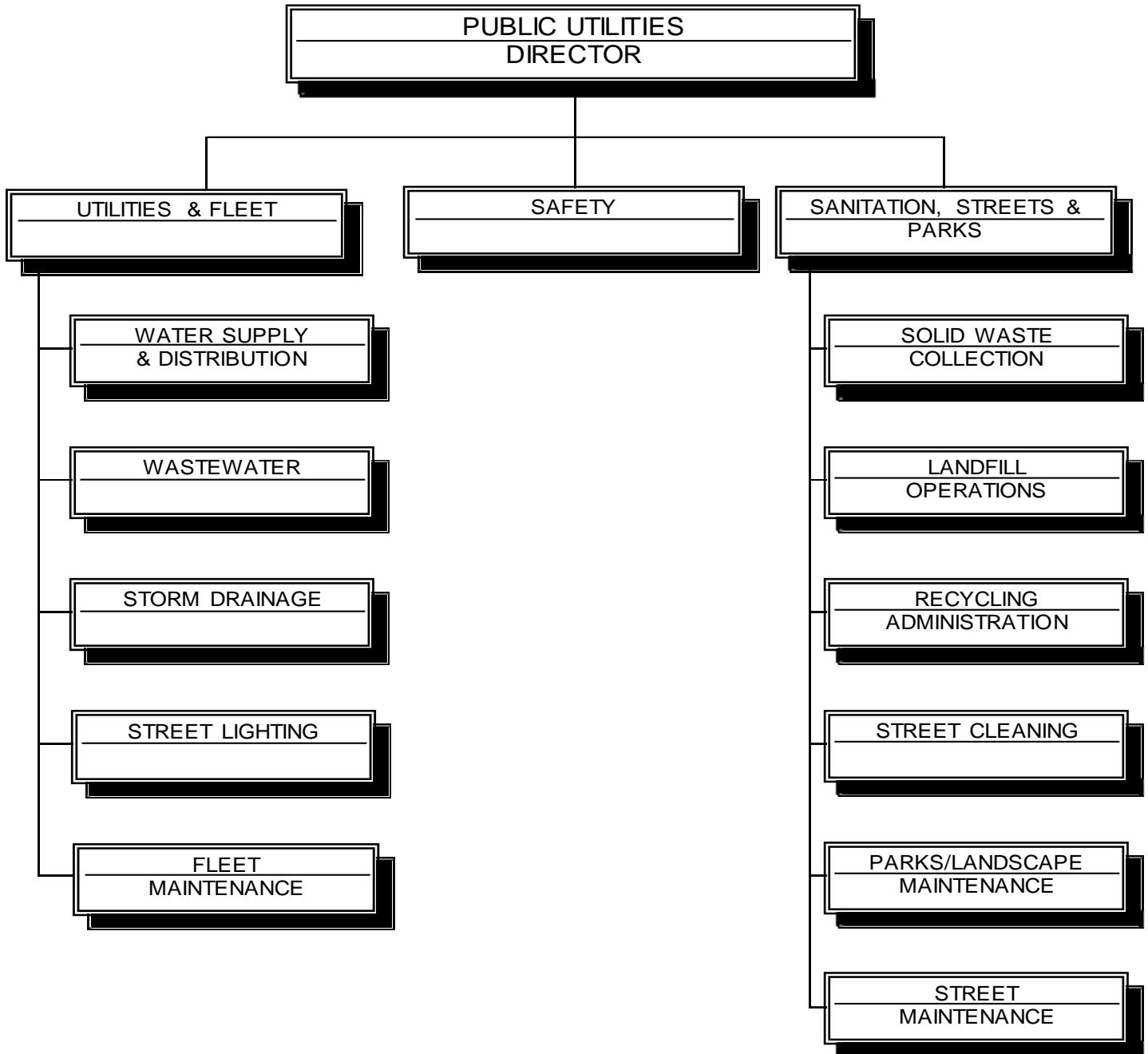
Police Department



Fire Department



Public Utilities Department



Clovis Successor Agencies



**CITY OF CLOVIS
2020-2021 MANAGEMENT STAFF**

Luke Serpa, City Manager
John Holt, Assistant City Manager/City Clerk
David Wolfe, City Attorney
Curt Fleming, 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
Andrew Haussler
Gina Daniels
Jeff Blanks
Susan Evans
Calvin Campbell
Elena Mendrin
Jose Reynoso
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, 2020; the total estimated revenue for 2020-2021; the total proposed budget expenditures for 2020-2021; and the projected ending fund balance for each fund as of June 30, 2021.

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 balanced by the use of current revenues, anticipated rate increases, capital reserves and the use of \$2 million of the designated emergency reserve. Projected revenues are \$73.3 million which is \$0.9 million or 1.2% less than the revised revenues for 2019-2020. The reduction in revenue is due to decreased sales and TOT taxes due to the COVID-19 pandemic. The revenue reduction caused by the COVID-19 pandemic has also resulted in the need to use the \$2 million General Fund unrestricted balance during the 2020-2021 fiscal year. Proposed expenditures are \$76.8 million and represent \$2 million or 3% more when compared to 2019-2020 estimated expenditures. The increase in 2020-2021 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 eighteen unfunded public safety positions and one IT position in order to reduce expenditures. One new position is recommended for the General Fund for 2020-2021. This position is for an Animal Control Officer and is offset by an elimination of a Property and Evidence Technician position resulting in a net of zero new positions for the Police Department. Two 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 \$10.8 million, or 14% of expenditures, designated as an emergency reserve. The General Fund also reflects \$19,000 unreserved, unassigned balance available to offset the impact of any revenue shortfall or cover any unexpected expenditures that do not meet the emergency designation.

Special Revenue Funds - The Housing and Community Development Fund projects a fund balance of \$0.5 million for 2020-2021 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 \$5.9 million for 2020-2021. 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 2020-2021 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 effective July 1, 2020 for the Recycling and Greenwaste programs and for refuse. The Water Enterprise Fund reflects the approved 3% rate increase effective July 1, 2020 with rate increases approved in future years if necessary. During the 2020-2021 fiscal year, the Water Enterprise Fund will pay \$5 million for the user's contribution in accordance with the Firm Water Supply agreement with the Fresno Irrigation District. 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 one position and will have one unfunded position in 2020-2021. The Transit Enterprise will continue utilizing the annual money received from State Transit Assistance (STA) to improve transit services and for capital improvements. The Transit Enterprise will add two new positions in 2020-2021. 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 positions being reclassified and one position being eliminated for 2020-2021. More details regarding the positions in these funds are included in the **Personnel Section**.

Capital Improvements - Several major projects are included in the 2020-2021 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 2020-2021 that do not currently have funding sources identified.

SUMMARY OF RESOURCES AND APPROPRIATIONS 2020-2021

<u>Fund</u>	<u>Beginning Balance</u>	<u>Transfers</u>	<u>Current Resources</u>	<u>Expenditures</u>	<u>Ending Balance</u>
GENERAL					
General Fund*	<u>4,068,100</u>	<u>(550,000)</u>	<u>73,322,600</u>	<u>76,821,600</u>	<u>19,100</u>
SPECIAL REVENUE FUNDS					
Housing & Community Develop.	610,800	0	140,000	242,500	508,300
Landscape Assessment District	<u>5,464,000</u>	<u>0</u>	<u>4,430,000</u>	<u>3,979,000</u>	<u>5,915,000</u>
Total Special Revenue	<u>6,074,800</u>	<u>0</u>	<u>4,570,000</u>	<u>4,221,500</u>	<u>6,423,300</u>
INTERNAL SERVICE FUNDS					
Liability & Property Insurance	2,024,000	0	2,706,200	2,938,400	1,791,800
Employee Benefits	6,349,400	0	29,890,900	30,537,200	5,703,100
Fleet Maintenance	10,686,700	845,000	12,059,700	12,835,400	10,756,000
General Government Services	<u>6,083,800</u>	<u>0</u>	<u>12,676,300</u>	<u>12,920,700</u>	<u>5,839,400</u>
Total Internal Service	<u>25,143,900</u>	<u>845,000</u>	<u>57,333,100</u>	<u>59,231,700</u>	<u>24,090,300</u>
ENTERPRISE FUNDS					
Community Sanitation	8,963,000	150,000	21,396,000	22,333,500	8,175,500
Sewer Service	25,142,900	(374,000)	14,156,000	15,361,400	23,563,500
Water Service	26,335,000	(1,750,000)	19,111,000	23,950,800	19,745,200
Transit	1,381,400	(2,400,000)	8,461,800	6,877,000	566,200
Planning & Development Service	<u>9,041,400</u>	<u>300,000</u>	<u>14,463,000</u>	<u>14,725,600</u>	<u>9,078,800</u>
Total Enterprise	<u>70,863,700</u>	<u>(4,074,000)</u>	<u>77,587,800</u>	<u>83,248,300</u>	<u>61,129,200</u>
CAPITAL IMPROVEMENT FUNDS					
Sewer Construction	2,680,200	374,000	5,831,000	8,037,000	848,200
Park Projects	7,088,500	0	2,191,700	1,540,000	7,740,200
Street Construction	7,749,700	0	29,274,600	32,935,000	4,089,300
Water Construction	6,504,700	1,750,000	3,686,000	7,119,000	4,821,700
Housing & Community Develop.	1,270,000	0	1,255,000	2,525,000	0
Refuse Construction	0	0	250,000	250,000	0
General Govt Facilities	<u>3,041,000</u>	<u>1,805,000</u>	<u>1,674,000</u>	<u>6,520,000</u>	<u>0</u>
Total Capital Improvement	<u>28,334,100</u>	<u>3,929,000</u>	<u>44,162,300</u>	<u>58,926,000</u>	<u>17,499,400</u>
	<u>134,484,600</u>	<u>150,000</u>	<u>256,975,800</u>	<u>282,449,100</u>	<u>109,161,300</u>
	<u>Beginning Balance</u>	<u>Transfers</u>	<u>Additions</u>	<u>Deductions</u>	<u>Ending Balance</u>
SUCCESSOR AGENCIES TRUST FUND					
Clovis Successor Agencies**	550,000	0	1,400,000	1,366,000	584,000

* The General Fund maintains a \$10,760,000 set aside, or 14% of expenditures, as an emergency reserve as directed by the City Council. The beginning balance includes \$2 million of emergency reserve.

**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
250,000	General Fund	General Services	Landmark Commons Debt Service
845,000	Gen Govt Services	Fleet Mainteneane	Fire Truck for Station #6
150,000	Comm Sanitation Cap*	Comm Sanitation Oper	Acquisition of refuse containers
400,000	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
1,000,000	Sewer Service	Sewer Cap-Dev	To pay debt service
750,000	Water Service	Water Capital-Dev	To pay debt service
1,000,000	Water Service	Water Capital-User	For water system improvements
2,400,000	Transit	General Services	For Landmark Commons

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 preceeding 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 2020-2021 revenues and expenditures. The schedule on the following page combines all the City's funds into one summary schedule while the 2020-2021 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 "2020-2021 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 38.2% of the total funding sources. The source "Charges to Other Departments" reflects interfund charges, or revenue derived, by the City's Internal Service Funds such as General Services, Employee Benefits, Fleet Services, and Liability and Property Insurance to other operating funds for services received from the Internal Service Funds. This funding source reflects 21.5% 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 11.8% of the City's revenue. The revenue source "Sales & Use Tax" which accounts for 7.2% of total revenue, is projected to decrease due to the economic downturn caused by the COVID-19 pandemic.

Overall the City budget is up when compared to the prior year. Capital outlays/improvements account for 21.8% of the total budgeted expenditures in 2020-2021, and are decreasing when compared to the estimated 2019-2020 percentage. The combined totals for all salaries and benefits, which account for 31% of the total expenditures, are showing a slight decrease from the previous year due to freezing General Fund positions for this fiscal year. Reflected in the category "Administrative and Overhead," which makes up 7.5% 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 10.6% of total expenditures is another interfund related expenditure account and reflects the internal transfer of a portion of employee benefits.

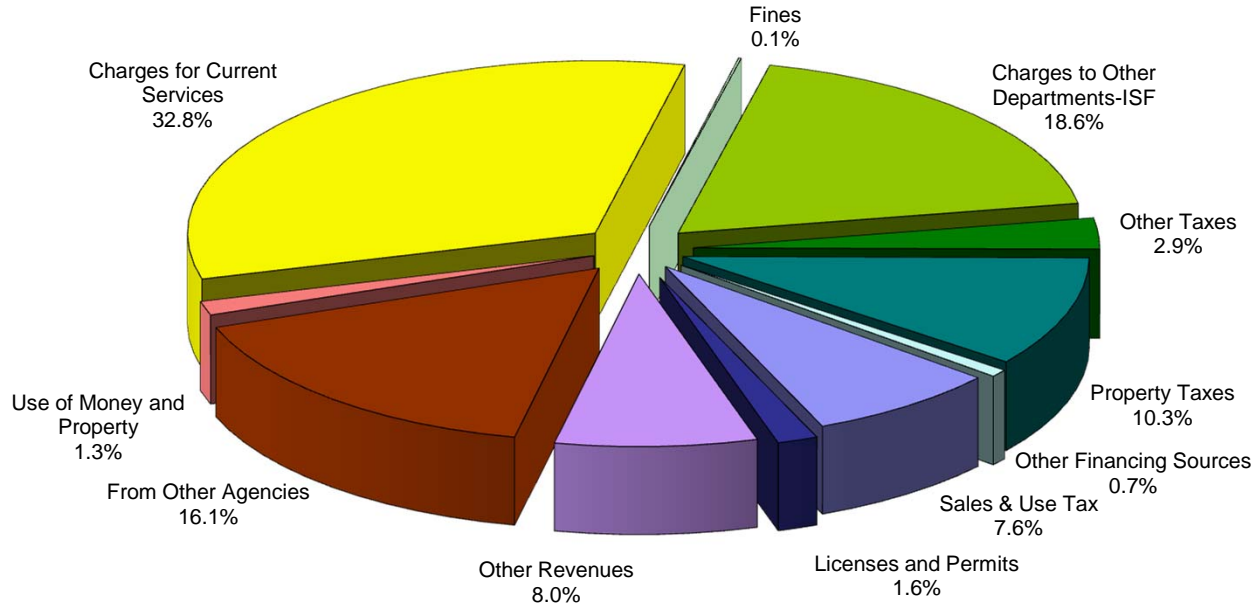
Again, the reader is requested to view each of these revenue and expenditure categories on a per fund and departmental basis along with looking at a "Total Summarized Picture." Each of the department presentations included in the Operational Section will provide further information about the programs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

2020-2021 BUDGET SUMMARY - ALL FUNDS

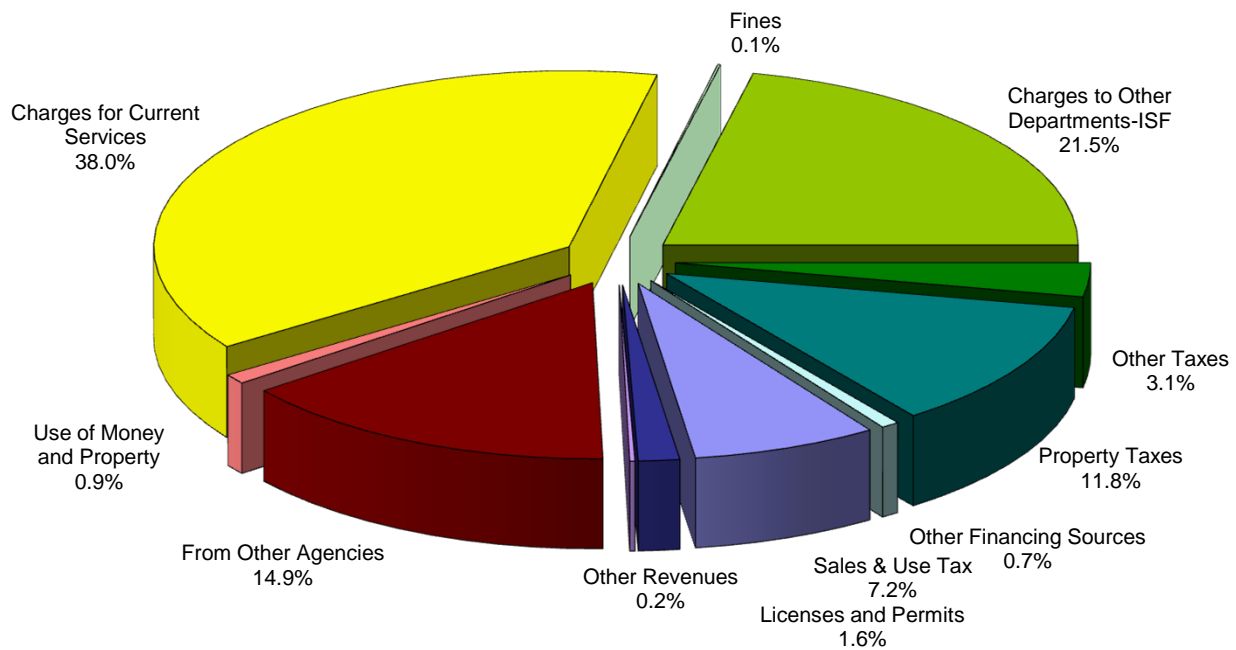
Included in the schedule below are items that are not considered revenue/expenses for financial reporting purposes. These items are:
 Long-term Debt (COPs and loans; included in "Other Financing Sources") -- Reported as liabilities for financial reporting
 Principal payments on long-term debt (included 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

	2018-2019 ACTUAL	2019-2020 ESTIMATED	2020-2021 BUDGET
<u>FUNDING SOURCES</u>			
Property Taxes	26,667,913	28,879,000	30,251,000
Sales & Use Tax	21,597,179	21,244,000	18,582,000
Other Taxes	8,581,246	8,251,000	7,901,000
Licenses and Permits	3,969,639	4,435,600	4,110,000
Fines	195,146	199,000	203,000
Use of Money & Property	4,327,935	3,774,400	2,199,400
From Other Agencies	23,009,206	45,223,000	38,177,800
Charges for Current Services	90,424,732	92,027,800	98,053,400
Other Revenues	8,478,175	22,494,700	536,500
Charges to Other Departments-ISF	48,195,081	52,340,900	55,201,700
Other Financing Sources	140,127	2,050,000	1,760,000
Total Revenues and Other Financing Sources	235,586,379	280,919,400	256,975,800
Beginning Fund Balances	129,230,754	155,879,000	134,484,600
Total Available Resources	364,817,133	436,798,400	391,460,400
<u>EXPENDITURES/EXPENSES</u>			
Salaries-Regular	44,726,342	46,386,400	49,143,200
Overtime	5,738,303	5,683,700	5,261,600
Extra Help	2,680,446	2,692,600	2,636,100
Benefits	24,427,109	26,580,300	29,495,600
Vehicle Charges	9,977,560	10,670,900	10,758,600
Energy	6,758,068	7,241,500	7,913,300
Communications	967,312	828,700	590,800
Professional Services	20,886,941	23,680,600	32,781,000
Repair and Maintenance	3,366,194	4,298,400	4,709,600
State Mandates	846,400	1,059,000	1,062,400
Special Events	80,284	96,500	95,500
Building and Equipment Rental	8,737	53,900	53,800
Office Supplies	587,803	706,600	771,100
Materials and Supplies	4,773,048	5,803,600	5,847,800
Travel and Meeting Expense	248,001	300,100	332,100
Training	604,279	879,400	868,500
Dues and Subscriptions	118,399	144,300	144,700
Administration and Overhead	19,046,492	20,695,700	21,085,300
Employee-Related ISF Charges	23,338,602	26,451,300	29,821,300
Liability Insurance Prog-ISF	2,279,537	2,386,900	2,612,600
Debt Service	14,393,798	14,437,400	14,877,000
Capital Outlays/Improvements	24,294,478	101,854,000	61,587,200
Total Expenditures/Expenses and Other Uses	210,148,133	302,931,800	282,449,100
Net Operating Transfers *	1,210,000	618,000	150,000
Ending Fund Balances	155,879,000	134,484,600	109,161,300
<p>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.</p> <p>The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.</p> <p>* 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.</p>			

2019-20 ESTIMATED REVENUES



2020-2021 BUDGET REVENUES



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

2020-2021 BUDGET SUMMARY - BY FUND

Page 1 of 2

		Special Revenue Funds		Enterprise Funds				
		Housing & Community Development	Landscape Assessment District	Community Sanitation	Sewer Service	Transit	Water Service	Planning & Development Services
<u>FUNDING SOURCES</u>								
Property Taxes	30,251,000							
Sales & Use Tax	18,582,000							
Other Taxes	7,901,000							
Licenses and Permits	550,000							3,560,000
Fines	203,000							
Use of Money & Property	140,400			182,000	566,000	70,000	604,000	146,000
From Other Agencies	3,956,400	1,395,000				8,208,700		287,000
Charges for Current Services	11,566,300		4,430,000	21,434,000	13,583,000	183,100	18,247,000	10,448,000
Other Revenues	172,500			30,000	7,000		260,000	22,000
Charges to Other Departments-ISF								
Other Financing Sources								
Total Sources	73,322,600	1,395,000	4,430,000	21,646,000	14,156,000	8,461,800	19,111,000	14,463,000
<u>EXPENDITURES/EXPENSES</u>								
Salaries-Regular	29,448,900	89,800		4,229,700	1,030,200	1,716,100	3,133,400	5,478,000
Overtime	4,473,900			335,800	19,300	66,000	135,500	154,000
Extra Help	1,176,100			80,000	5,000	970,000	25,000	310,000
Benefits	19,039,200	27,900		2,412,200	514,500	1,251,800	1,709,700	2,620,500
Vehicle Charges	3,593,100			4,634,400	339,700	1,176,500	568,900	229,100
Energy	2,557,100			18,000	1,300,000		3,000,000	
Communications	225,800			13,500	2,500	90,000	18,000	53,000
Professional Services	5,283,800	2,000	3,979,000	5,273,500	6,311,000	481,400	7,551,400	3,298,000
Repair and Maintenance	252,700			48,200	152,600		1,348,500	
State Mandates				1,053,400				
Liability Insurance Prog-ISF								1,000
Special Events	4,500							9,000
Building and Equipment Rental	1,300			50,000				
Office Supplies	76,100			68,000	5,500	50,000	41,000	16,000
Materials and Supplies	1,114,300			163,100	378,500		1,266,200	13,000
Travel and Meeting Expense	203,400	4,000		15,500	3,000	15,000	4,000	69,000
Training	564,600			48,500	10,200	6,000	32,500	87,000
Dues and Subscriptions	83,700	2,600		13,000	4,000	800	6,700	29,000
Administration and Overhead	7,958,000	11,200		3,047,700	2,491,400	1,020,000	2,963,000	2,115,000
Employee-Related ISF Charges								
Debt Service					1,241,000			
Capital Outlays/Improvements	765,100	2,630,000		1,079,000	1,553,000	33,400	2,147,000	244,000
Total Uses	76,821,600	2,767,500	3,979,000	22,583,500	15,361,400	6,877,000	23,950,800	14,725,600

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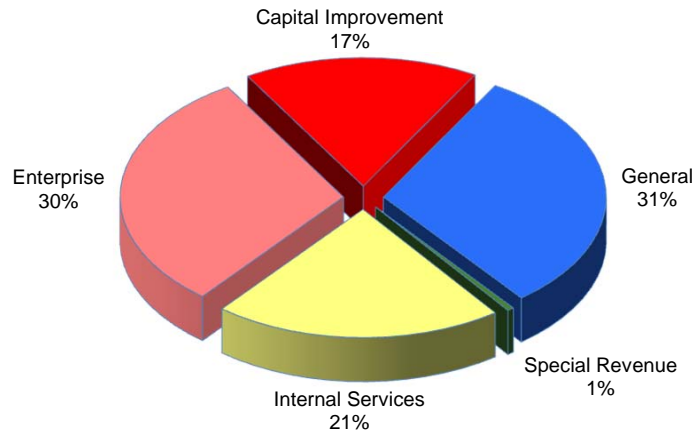
SUMMARY OF REVENUES BY FUND

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
GENERAL FUND	73,240,275	74,227,400	73,322,600
SPECIAL REVENUE FUNDS			
Housing & Community Development	402,431	125,000	140,000
Landscape Maintenance District	768,264	4,430,000	4,430,000
INTERNAL SERVICES FUNDS			
Liability & Property Insurance	2,683,926	3,040,700	2,706,200
Employee Benefit	25,141,744	27,215,200	29,890,900
Fleet Maintenance	9,945,643	12,333,200	12,059,700
General Govt Services	11,567,127	13,153,500	12,676,300
ENTERPRISE FUNDS			
Community Sanitation	20,268,336	17,833,000	21,396,000
Sewer Service	15,193,403	16,232,000	14,156,000
Transit	7,215,712	7,826,300	8,461,800
Water Service	18,346,841	18,876,000	19,111,000
Planning & Development Services	10,769,531	12,076,900	14,463,000
CAPITAL IMPROVEMENTS FUNDS			
Sewer Construction	9,788,090	7,820,000	5,831,000
Parks Projects	4,292,556	3,331,500	2,191,700
General Government Facilities	1,505,953	26,875,000	1,674,000
Street Construction	10,558,944	28,285,700	29,274,600
Water Construction	13,505,038	3,756,000	3,686,000
Refuse Construction	76,671	2,962,000	250,000
Housing & Community Development	315,894	520,000	1,255,000
TOTAL	235,586,379	280,919,400	256,975,800
SUCCESSOR AGENCY TRUST FUND			
Clovis Successor Agencies*	1,264,453	1,579,000	1,400,000

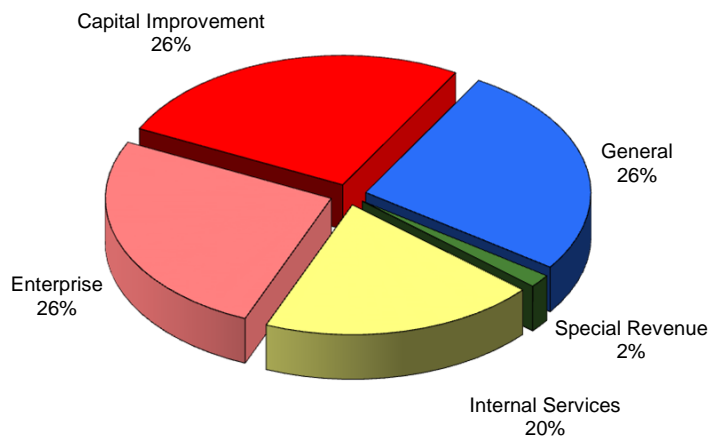
*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

REVENUES BY FUND TYPE

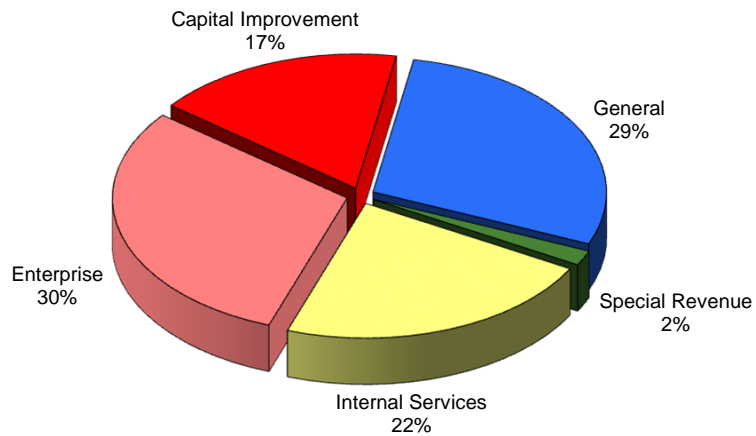
2018-2019 ACTUAL



2019-2020 ESTIMATED



2020-2021 BUDGET



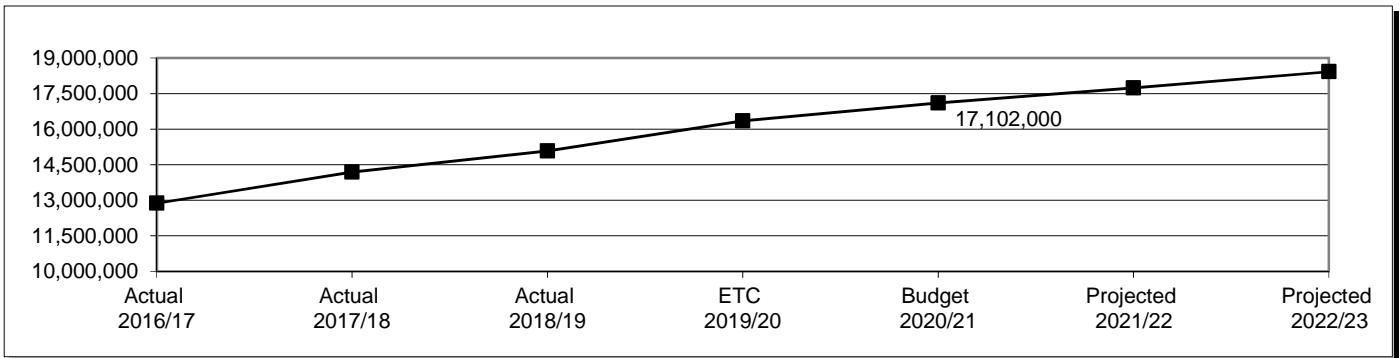
REVENUE BY SOURCE

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 18.74% of the gross taxes before reductions. In 2020/21, the City of Clovis is expecting to receive about \$17,102,000 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 is 21% of total General Fund revenue.

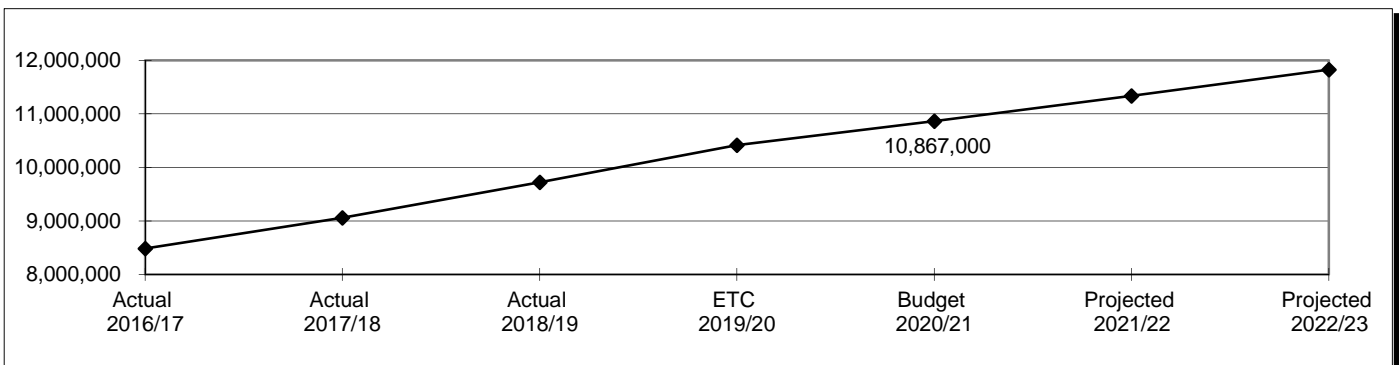
The gross assessed valuation (in millions) for Clovis is:

2015/16 \$8,909	2017/18 \$10,255	2019/20 \$11,049	2021/22 \$11,535 est.
2016/17 \$9,394	2018/19 \$10,806	2020/21 \$11,292 est.	2022/23 \$11,778 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.



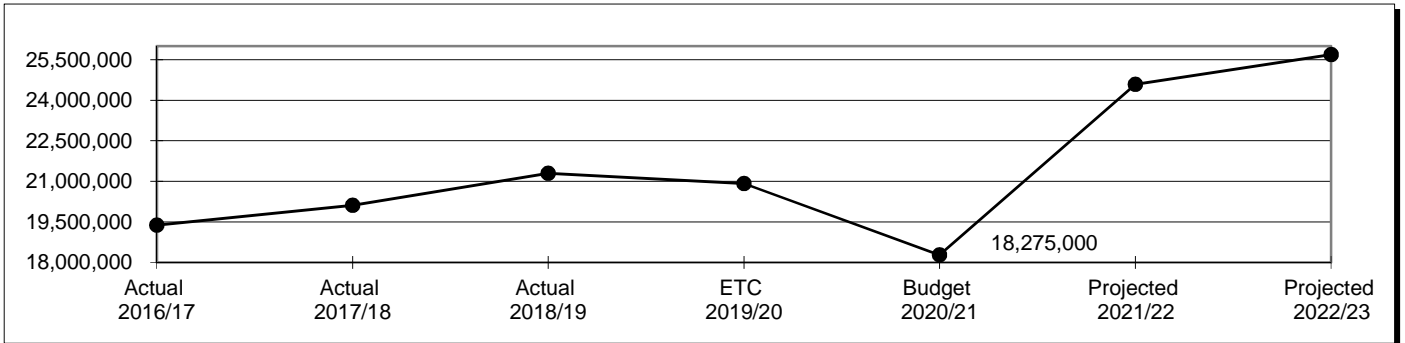
REVENUE BY SOURCE

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%.

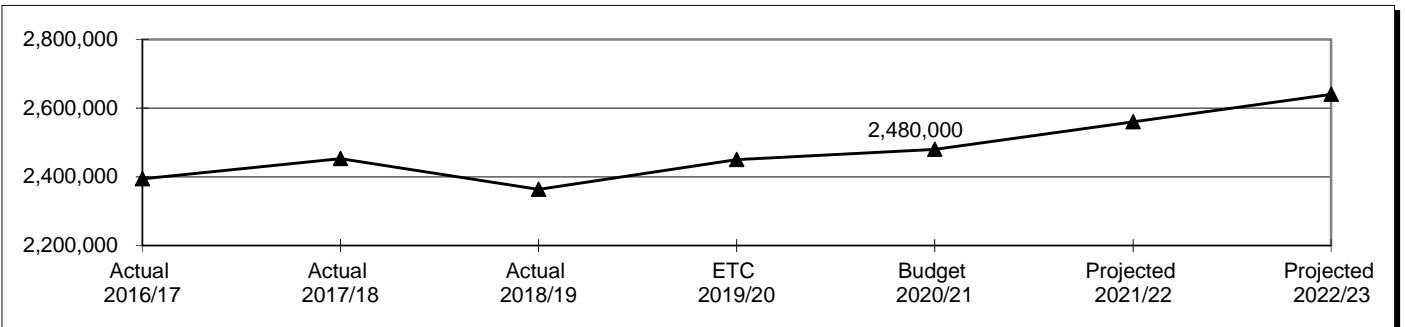
Major Segments:	General Consumer Goods	32%
	Auto Sales	20%
	State & County Pools	10%
	Building Materials	11%
	Restaurants & Hotels	10%
	Fuel & Service Stations	11%

The top ten retailers generate 42% of the sales tax and the top 100 retailers generate 81% of the sales tax in Clovis. Sales Tax is 29% of the General Fund revenue. In 2019/20, revenues were on track to increase due to reduced unemployment and business growth. This anticipated growth came to an abrupt halt with COVID-19 which shuttered businesses with shelter in place orders. The rebound from this swift and steep impact caused by COVID-19 is yet to be seen. 2020/21 is projected to experience a decline from the prior year.



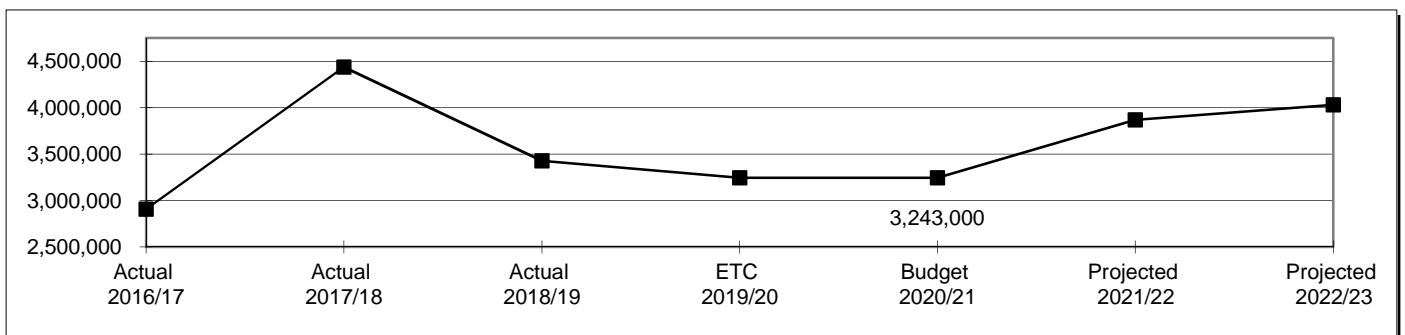
Franchise Fees-General Fund

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

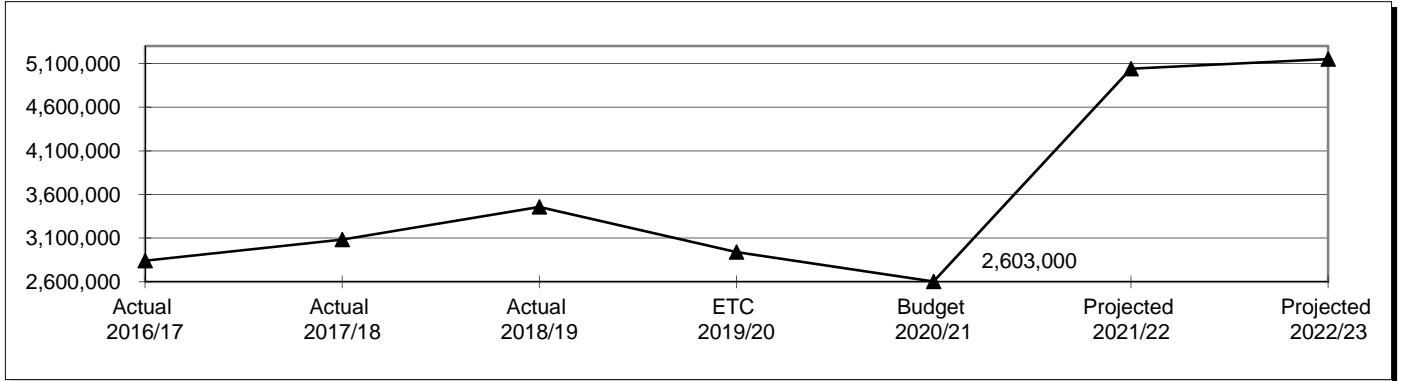
Business Licenses are required of all businesses within Clovis. Most businesses pay fees based on gross receipts. There is a minimum and a maximum business license fee, which is annually adjusted for inflation. 2017/18 experienced a marked increase due to a one-time accounting adjustment. Business license revenues pre COVID-19 were projected to remain at a normal revenue growth at the rate of inflation and adjusted for new businesses, but are now estimated at a flat level if some businesses don't reopen or have reduced revenues post COVID-19.



REVENUE BY SOURCE

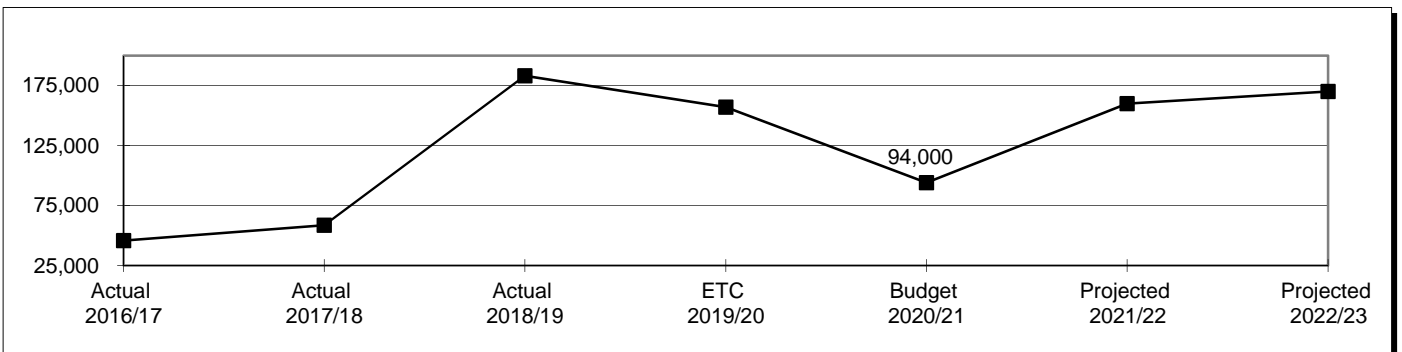
Other Taxes-General Fund

This category includes transient occupancy tax, real property transfer tax, and card room permits. Revenue from Transient Occupancy Tax has been severely impacted by COVID-19 as people abide by shelter in place orders. Card room permits are also reduced significantly due to shelter in place orders. As with many revenues impacted by the pandemic, consumer confidence in using hotels and entertainment is yet to be seen.



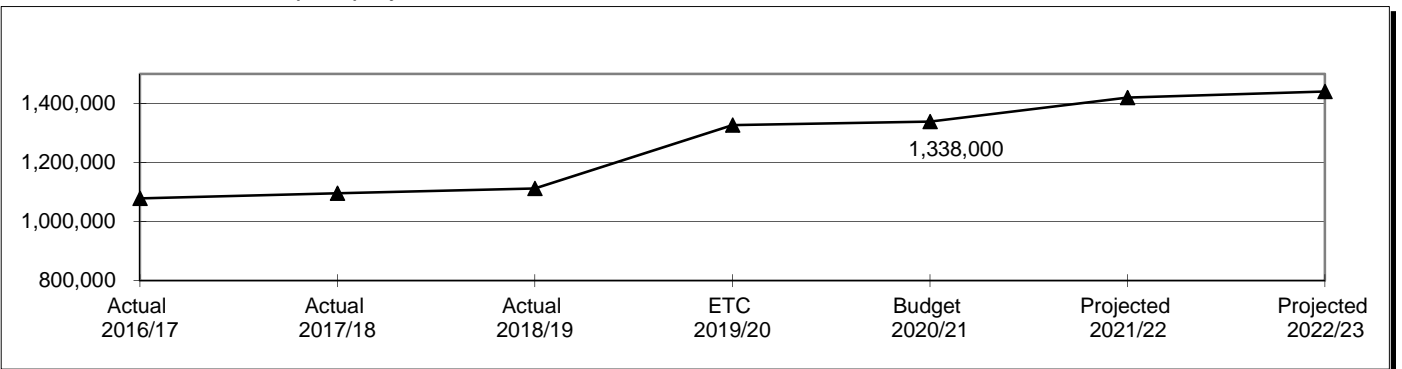
Interest Revenue-General Fund

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 2019/20 and 2020/21 are 1.88% and 1.53%, respectively.



State Subventions-General Fund

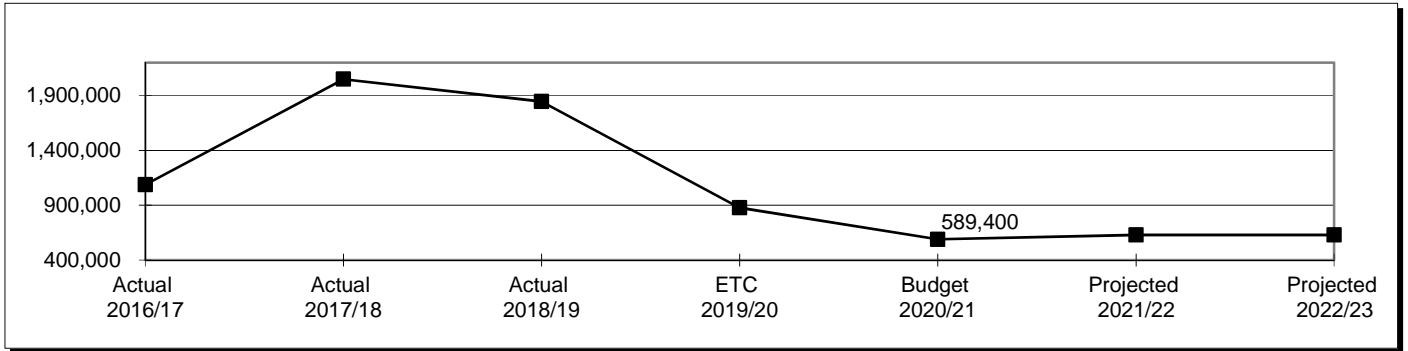
This category includes revenue collected at the state level and redistributed back to local agencies on a per-capita basis. Revenue sources mainly include gas tax. The increase 2019/20 is largely due to additional gas tax funding as a result of the passage of SB1 Road Repair and Accountability Act in 2017 along with transferring additional gas tax funds from street capital projects to street maintenance.



REVENUE BY SOURCE

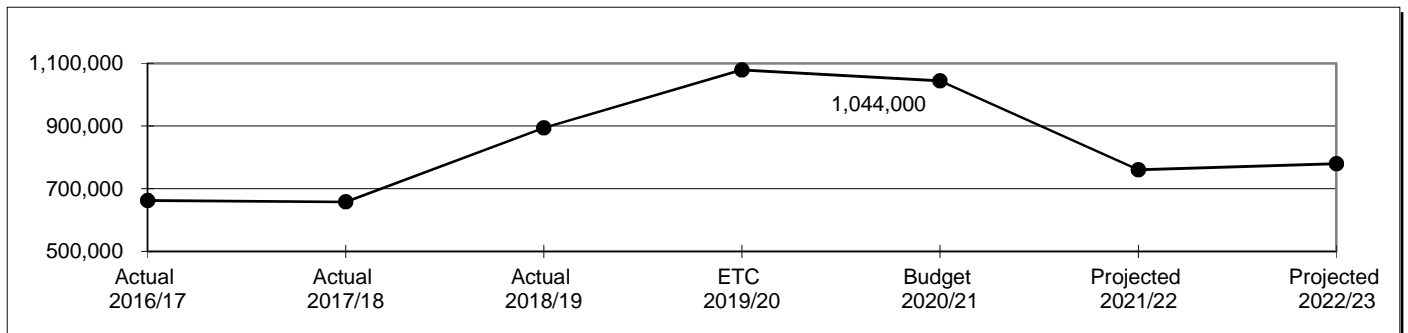
Grants-General Fund

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.



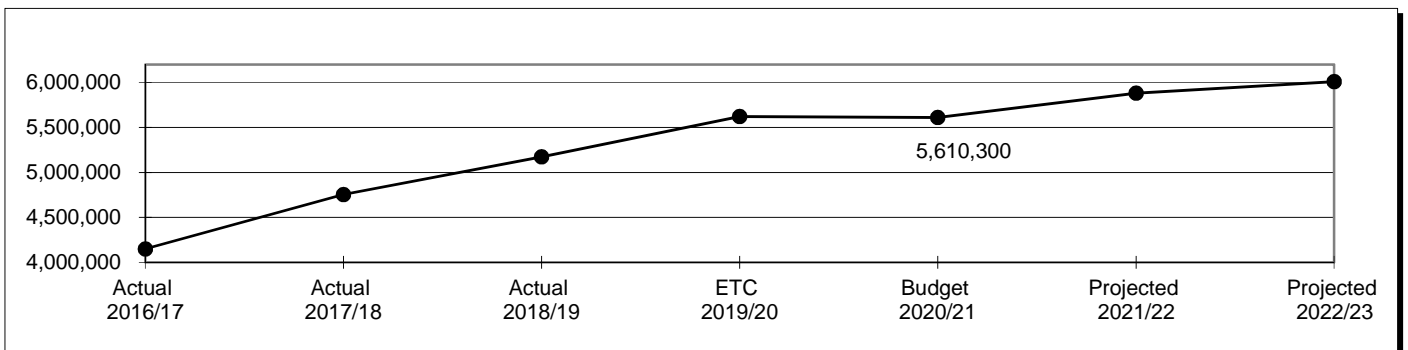
Revenue From Other Agencies-General Fund

This revenue is from other public agencies including reimbursements. 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

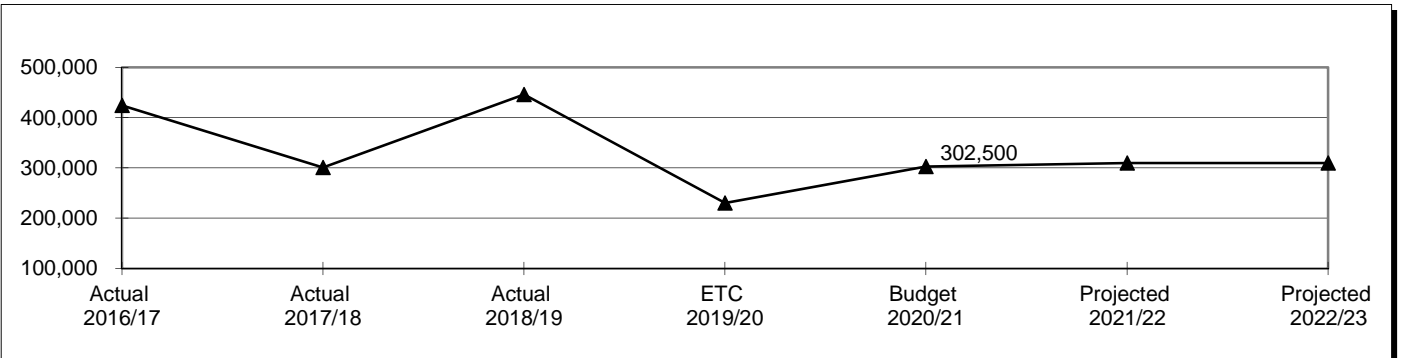
This revenue category includes revenue from fees for landscape maintenance charges, charges for use of Police Reserves, weed abatement, alarm response, Senior and Recreation Center use charges, and park reservation fees. The revenue in this category varies with service activity. 2020/21 are projected to flatten due to less participation at the Senior and Recreation Centers and a reduction in park reservation fees.



REVENUE BY SOURCE

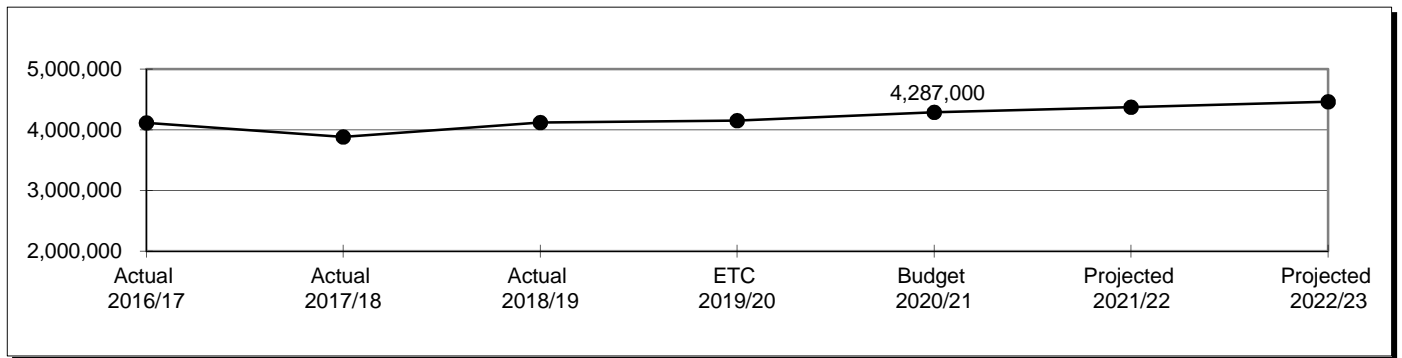
Other Revenue-General Fund

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



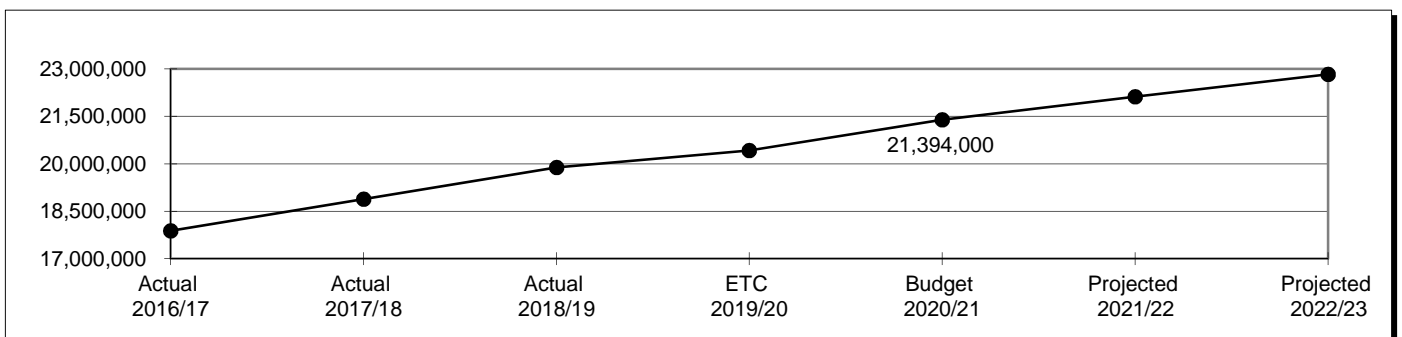
Administrative Charges-General Fund

Administrative charges result from the recovery of the cost of services provided for specific activities of the support services within the General Fund. These support activities include City Council, City Clerk, City Manager, City Attorney, Finance, and Personnel. This revenue source contributes about 6% of the General Fund revenue.



Refuse / Street Cleaning Charges-Community Sanitation Fund

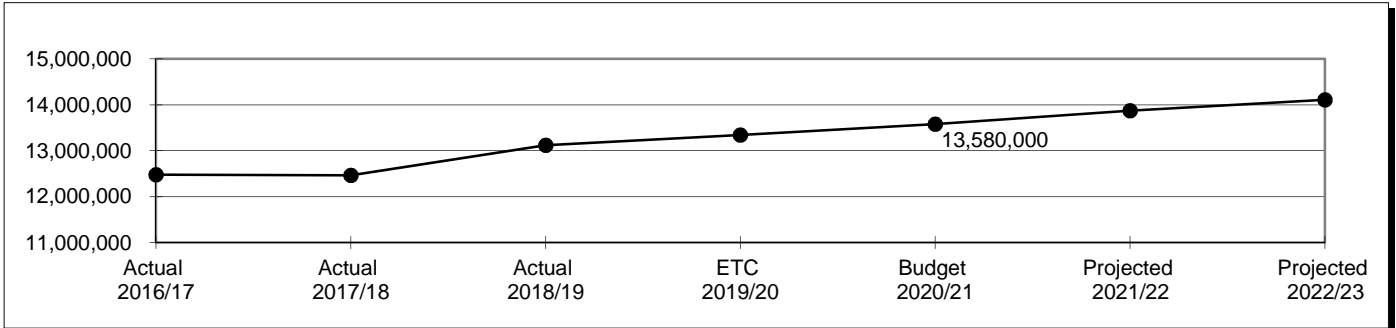
Refuse charges are collected from both residential and commercial users based on different rates depending on type of service and frequency of service. Also included in the refuse revenue are charges for the City's greenwaste and recycling programs provided by private contract. The City Council approved rate increases in refuse charges of 4% July 1, 2005 and every July 1 thereafter, if necessary. Refuse rates are projected to increase by 4% in 2020/21 and 2% each year after. Recycling and greenwaste rates are projected to increase by the approved 4% for 2020/21 through 2022/23. Street Cleaning charges are anticipated to grow based on the estimated increase in residential and commercial units.



REVENUE BY SOURCE

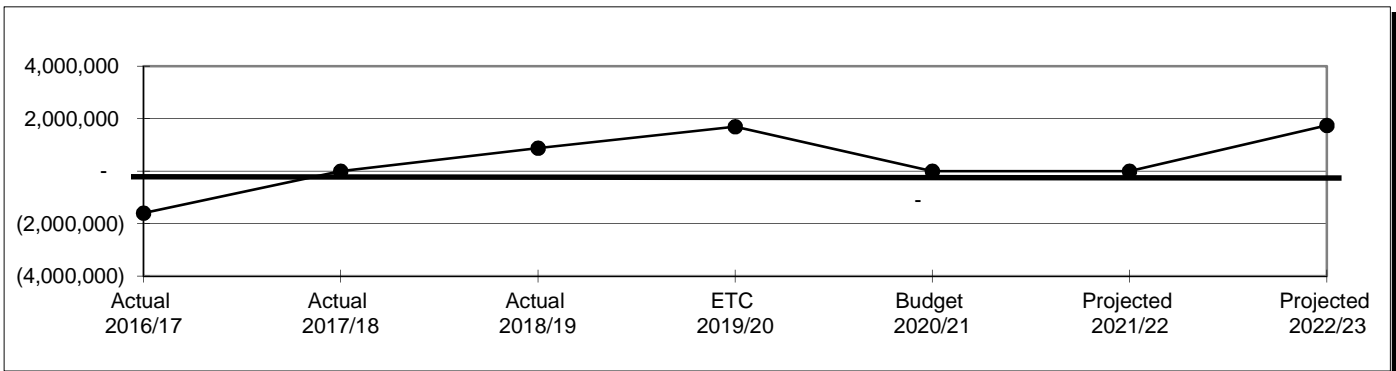
Sewer Charges-Sewer Service Fund

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. No increase is projected for 2020/21 through 2022/23.



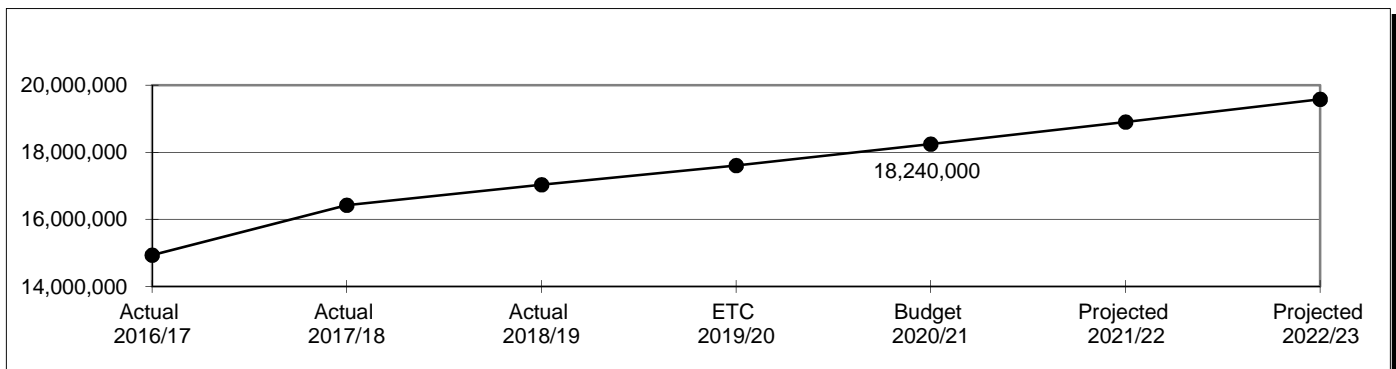
Sewer Bond Coverage Charges-Sewer Service Fund

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 July 1, 2020, no bond charge is projected through June 30, 2022.



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 2020/21 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

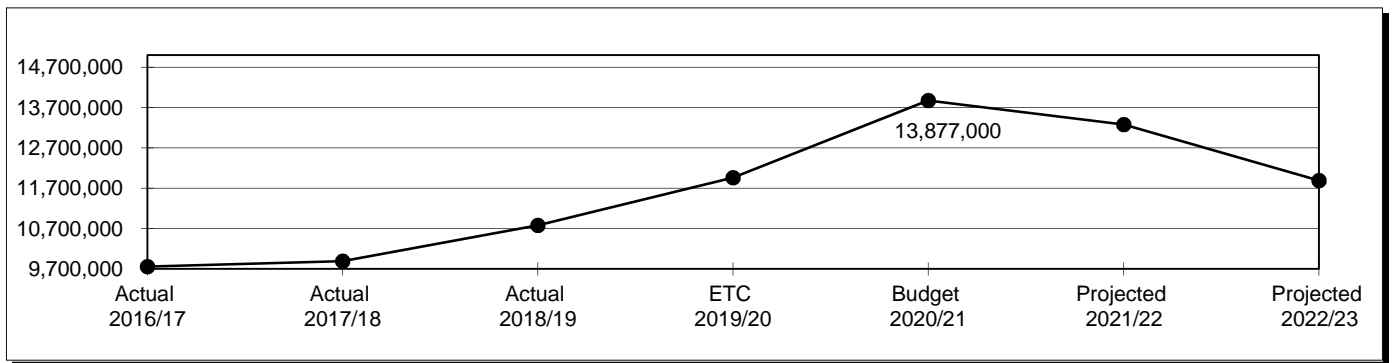
The City collects a fee for each building-related permit issued. The fees are based on the national uniform building codes. The City's building activity had been significantly impacted by the housing market downturn of 2008 resulting in decreased permit revenue for remodeling projects and new construction. Increases in permit activity has steadily increased since the Great Recession of 2008. The impact of COVID-19 on permits and fees is yet to be determined.

Building permit activity for dwelling units:

<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
709	983	1350	848

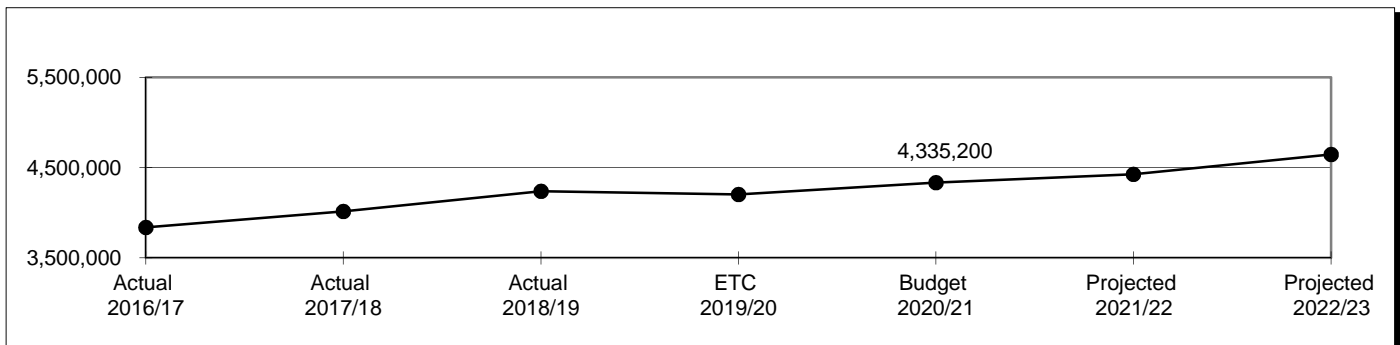
Total building valuation for 2019 was \$368,131,000.

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

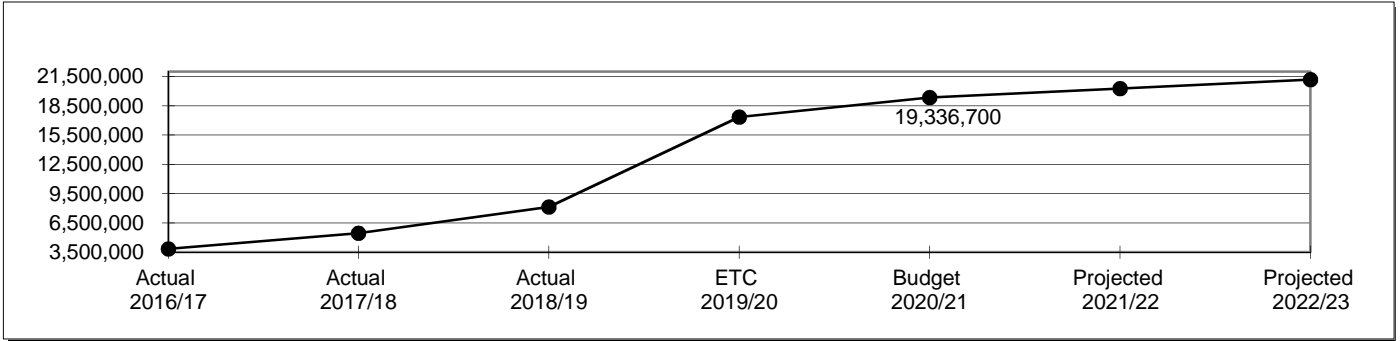
This source of revenue is generated by a 1/4 cent tax on general sales, which is collected by the state and distributed to the local agencies on a formula basis for support of local transportation services. Starting in 2014/15, all LTF funding available to the City is required to be allocated to transit 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 2020/21 represents the City's allocation of Measure C funds for Streets, Parks, and Transit. The majority of this amount is for reimbursement of funds from the Regional Transportation Program for specific street improvement projects such as widening and traffic signal installation at Temperance and DeWolf and constructing a 6-lane divided expressway on DeWolf to McCall with traffic signal, curb and gutter, and other major improvements.



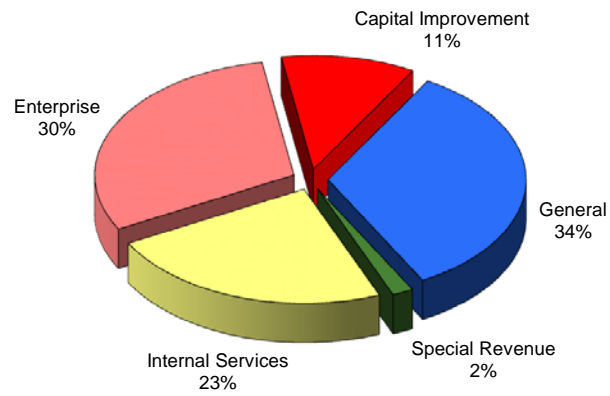
SUMMARY OF EXPENDITURES BY FUND

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
GENERAL FUND	70,352,356	74,838,300	76,821,600
SPECIAL REVENUE FUNDS			
Housing and Community Development	110,857	130,200	242,500
Landscape Maintenance District	3,565,692	3,876,000	3,979,000
INTERNAL SERVICES FUNDS			
Liability & Property Insurance	2,552,107	2,682,700	2,938,400
Employee Benefit	23,937,081	27,123,800	30,537,200
Fleet Maintenance	10,405,821	16,289,500	12,835,400
General Government Services	12,131,804	13,401,200	12,920,700
ENTERPRISE FUNDS			
Community Sanitation	20,209,737	22,833,000	22,333,500
Sewer Service	12,322,447	13,579,100	15,361,400
Transit	7,400,857	6,456,900	6,877,000
Water Service	13,788,253	16,065,000	23,950,800
Planning & Development Services	9,929,772	10,993,500	14,725,600
CAPITAL IMPROVEMENTS FUNDS			
Sewer Construction	6,821,487	9,114,800	8,037,000
Parks Projects	1,635,346	5,160,000	1,540,000
General Government Facilities	2,276,117	28,918,500	6,520,000
Street Construction	7,756,244	36,518,000	32,935,000
Water Construction	4,350,045	11,319,300	7,119,000
Refuse Construction	76,671	2,962,000	250,000
Housing and Community Development	525,439	670,000	2,525,000
TOTAL	210,148,133	302,931,800	282,449,100
SUCCESSOR AGENCY TRUST FUND			
Clovis Successor Agencies*	1,580,104	1,445,000	1,366,000

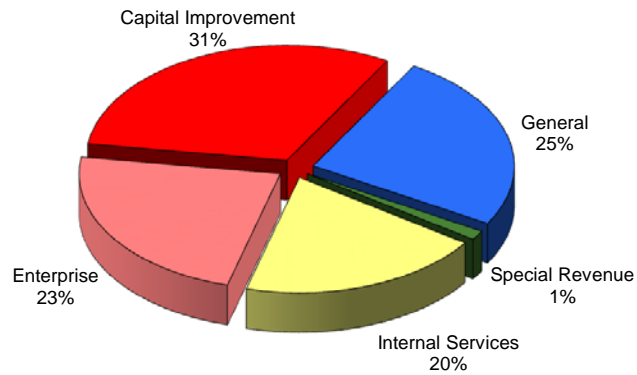
*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

EXPENDITURES BY FUND TYPE

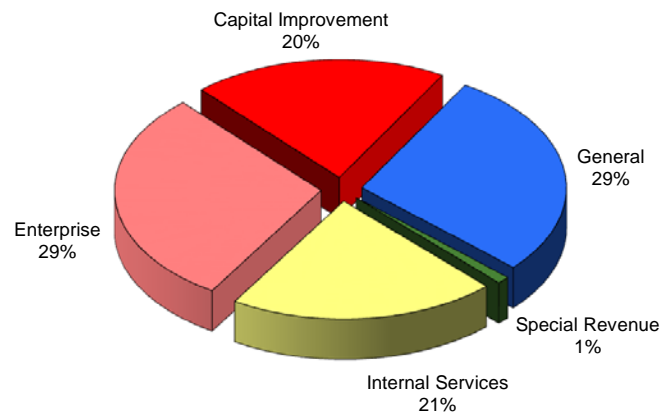
2018-2019 ACTUAL



2019-2020 ESTIMATED



2020-2021 BUDGET



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DEBT OBLIGATIONS

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

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 2020-21 is calculated at 15% of total assessed valuation or \$1,742,296,776. The City currently has no general obligation debt outstanding.

LEGAL DEBT LIMIT

Assessed Valuations	\$ 11,518,988,941
Add back exempt property	<u>96,322,900</u>
Total Assessed Value	<u>\$11,615,311,841</u>
Legal Debt Limit	
15% of Total Assessed Value	\$ 1,742,296,776

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, 2019, is as follows:

Capital Leases	\$20,282,566
Long-Term Loans	2,745,885
Long-Term Contracts	5,502,286
Revenue Bonds	102,110,000
Clovis Successor Agency	12,835,000

2020-2021 DEBT SUMMARY

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

			DEBT SERVICE REQUIREMENTS (Principal and Interest Only)		
	Total Amount Issued	Amount Outstanding 6/30/2020	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 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	0	0	0	0
<u>Long-Term Loans</u>					
2003 State of CA-R & T Infrastructure	720,000	51,054	51,281	52,000	53,000
California Energy Project Loan	867,200	0	106,815	53,500	0
California Energy Project Loan	953,239	466,717	85,537	85,700	87,000
PG&E Energy Project Loan	220,121	34,156	22,771	22,800	23,000
PG&E Energy Project Loan	59,750	0	9,076	0	0
California Energy Project Loan	70,700	32,415	8,285	8,400	9,000
2016 PG&E Energy Project Loan #3	168,239	89,726	19,227	19,300	20,000
2017 PG&E Energy Project Loan #4	30,000	0	9,231	9,300	0
2018 California Energy Project Loan	1,840,035	1,741,853	796	125,400	127,000
2020 PG&E Energy Project Loan #5	164,401	160,291	0	4,200	17,000
2020 PG&E Energy Project Loan #6	207,841	195,010	0	12,900	31,000
2021 Senior Center	10,000,000	0	0	0	367,000
<u>Capital Leases</u>					
Fire Station 31 Relocation	6,090,000	781,873	540,721	542,400	544,000
Safety Facilities Solar	2,454,100	1,636,320	194,702	194,800	196,000
Fire Truck	625,411	72,312	74,124	74,200	75,000
Pet Adoption Center	3,000,000	2,141,084	217,133	219,400	221,000
CAD Dispatch & Records Mgmt	531,000	82,677	82,911	85,200	86,000
2013 Corporation Yard	14,377,528	7,992,401	1,266,728	1,276,700	1,281,000
Fire Truck, Fire & Police Vehicles	1,795,000	298,709	305,035	77,900	79,000
2015 Network, AV & Mobile Comp.	400,000	41,561	83,374	83,900	43,000
2015 Police/Fire Comm Towers	1,810,000	1,047,492	202,769	204,200	205,000
2015 Solar Project	2,000,000	1,661,978	139,294	139,800	141,000
2016 Police/Fire Vehicles	1,460,000	489,483	262,994	265,300	266,000
2018 Police/Fire Vehicles	573,000	353,982	123,619	124,400	125,000
2019 Police/Fire Vehicles	1,125,000	806,214	131,041	245,600	247,000
2021 Police Vehicles	1,050,000	0	0	0	112,000
2021 Fire Truck	1,300,000	0	0	0	74,000
<u>Revenue Bonds</u>					
2013 Waste Water	12,500,000	9,555,000	1,008,741	1,016,200	1,015,000
2015 Waste Water	21,600,000	20,975,000	1,047,873	1,050,500	1,050,000
2017 Waste Water	50,710,000	47,875,000	3,824,519	3,835,500	3,835,000
2013 Water Improvement	31,810,000	19,605,000	2,977,826	3,002,300	3,009,000
<u>Long-Term Contracts Payable</u>					
** 1993 WWTP Expansion/Upgrade (Payable to the City of Fresno)	17,618,748	4,505,030	1,216,325	1,231,600	1,234,000
<u>Total Appropriations for Principal and Interest</u>			<u>\$14,012,748</u>	<u>\$14,063,400</u>	<u>\$14,572,000</u>
SUCCESSOR AGENCY TRUST FUND					
<u>Tax Allocation Bonds</u>					
2008 Tax Allocation Bonds	19,100,000	12,065,000	974,560	1,340,000	1,341,000
* Repayments of principal are budgeted as transfers. Please see transfers schedule for more information.					
** This contract was amended in September 2007. The amount shown is revised to reflect the current agreement with the City of Fresno.					

2020-2021 DESCRIPTION OF LONG-TERM DEBT

Long-Term Interfund Loans

In 2020/21 the Sewer Construction - Developer Fund will not borrow any additional funds 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 plans to pay off the remaining \$1,250,000 loan from the Water Enterprise Fund. 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 in full along with the final principal payment.

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 2020/21 budget is \$517,000 for principal and \$27,000 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 2020/21 budget is \$116,000 for principal and \$80,000 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 2020/21 budget is \$73,000 for principal and \$2,000 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 2020/21 budget is \$136,000 for principal and \$85,000 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 2020/21 budget is \$83,000 for principal and \$3,000 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 2020/21 budget is \$1,041,000 for principal and \$240,000 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 2020/21 budget is \$73,000 for principal and \$6,000 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 2020/21 budget is \$42,000 for principal and \$1,000 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 2020/21 budget is \$181,000 for principal and \$24,000 for interest.

2020-2021 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 2020/21 budget is \$83,000 for principal and \$58,000 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 2020/21 budget is \$256,000 for principal and \$10,000 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 2020/21 budget is \$115,000 for principal and \$10,000 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 2020/21 budget is \$222,000 for principal and \$25,000 for interest.

In September 2020 the City is expected to enter into a five-year \$1,050,000 lease for the purchase of Police Department vehicles. Included in the 2020/21 budget is \$101,000 for principal and \$11,000 for interest.

In September 2020 the City is expected to enter into a ten-year \$1,300,000 lease for the purchase of a fire truck. Included in the 2020/21 budget is \$60,000 for principal and \$14,000 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>
20/21	\$2,938,000	\$571,000	\$3,509,000
21/22	2,332,105	468,558	2,800,663
22/23	2,130,852	399,284	2,530,136
23/24	1,954,545	330,884	2,285,429
24/25	1,811,677	272,119	2,083,796
25/26	1,771,819	211,756	1,983,575
26/27	1,677,501	155,368	1,832,869
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	503,969	48,408	552,377
31/32	329,349	29,624	358,973
32/33	231,376	16,263	247,639
33/34	129,213	10,425	139,638
34/35	133,749	5,889	139,638
35/36	68,138	319	68,457
Total	<u>\$17,406,086</u>	<u>\$2,787,126</u>	<u>\$20,193,212</u>

2020-2021 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 2020/21 budget is \$52,000 principal and \$1,000 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 2020/21 budget is \$73,000 for principal and \$14,000 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 2020/21 budget is \$23,000 for principal and \$0 for interest.

During 2014/15 the City entered into a ten-year \$70,700 agreement with the California Energy Commission for a loan to provide street light LED (Light Emitting Diode) retrofits. The interest rate on this loan is 1.00%. The last payment is scheduled for June 2024. Included in the 2020/21 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 lighting at the Corp Yard. The interest rate on this loan is 0.00%. The last payment is scheduled for February 2025. Included in the 2020/21 budget is \$20,000 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 lighting in City buildings. The interest rate on this loan is 1.00%. The last payment is scheduled for June 2035. Included in the 2020/21 budget is \$109,000 for principal and \$18,000 for interest.

During 2019/20 the City entered into a ten-year \$164,401 agreement with the Pacific Gas & Electric for a loan to provide LED project funding. The interest rate on this loan is 0.00%. The last payment is scheduled for March 2030. Included in the 2020/21 budget is \$17,000 for principal and \$0 for interest.

During 2019/20 the City entered into a seven-year \$207,841 agreement with the Pacific Gas & Electric for a loan to provide LED project funding. The interest rate on this loan is 0.00%. The last payment is scheduled for October 2027. Included in the 2020/21 budget is \$31,000 for principal and \$0 for interest.

In September 2020 the City is expected to enter into a twenty-year \$10,000,000 loan for the construction of a senior center and transit hub. Included in the 2020/21 budget is \$165,000 for principal and \$202,000 for interest.

2020-2021 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>
20/21	\$333,000	\$34,000	\$367,000
21/22	268,307	27,357	295,664
22/23	261,519	24,153	285,672
23/24	264,949	20,011	284,960
24/25	253,113	17,091	270,204
25/26	243,767	12,972	256,739
26/27	141,364	10,477	151,841
27/28	132,436	9,350	141,786
28/29	133,624	8,162	141,786
29/30	130,129	6,987	137,116
30/31	119,545	5,801	125,346
31/32	120,732	4,614	125,346
32/33	121,954	3,392	125,346
33/34	123,176	2,170	125,346
34/35	123,607	85	123,692
Total	<u>\$2,771,222</u>	<u>\$186,622</u>	<u>\$2,957,844</u>

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 2020/21 budget is \$1,050,000 for principal and \$184,000 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>
20/21	\$1,050,000	\$184,000	\$1,234,000
21/22	1,099,612	132,117	1,231,729
22/23	1,151,729	80,087	1,231,816
23/24	1,203,689	26,253	1,229,942
Total	<u>\$4,505,030</u>	<u>\$422,457</u>	<u>\$4,927,487</u>

2020-2021 DESCRIPTION OF LONG-TERM DEBT

Revenue Bonds

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 2020/21 budget is \$555,000 for principal and \$460,000 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 2020/21 budget is \$2,050,000 for principal and \$959,000 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 2020/21 budget is \$170,000 for principal and \$880,000 from interest.

In August 2017 the City issued the 2017 Wastewater Refunding Revenue Bonds for the purpose of refunding the \$50,710,000 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 2020/21 budget is \$1,485,000 for principal and \$2,350,000 from interest.

2020-2021 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>
20/21	\$4,260,000	\$4,649,000	\$8,909,000
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	2,640,313	10,580,313
28/29	5,330,000	2,256,538	7,586,538
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	923,922	5,603,922
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	144,325	5,949,325
Total	<u>\$98,010,000</u>	<u>\$43,870,206</u>	<u>\$141,880,206</u>

2020-2021 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 2020/21 budget is \$805,000 for principal and \$536,000 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>
20/21	\$805,000	\$536,000	\$1,341,000
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>\$12,065,000</u>	<u>\$3,905,936</u>	<u>\$15,970,936</u>

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PERSONNEL

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

PERSONNEL

There are four new positions being proposed for 2020-21, as well as the reduction of two positions, and the conversion of four positions. One of these additions is in the General Fund and the remaining three are in the Enterprise Funds. The General Fund addition is an Animal Control Officer, which is being requested due to increased workload in Animal Services. The Lead Bus Driver in the Transit Fund will provide oversight, operational support, and training, and the Management Analyst will provide grant management and project support. The Utility Worker in the Water Division is also needed to support in maintaining the aesthetics of City well sites and the Marion Recharge Basins. The Administrative Assistant is no longer needed due to the recent hiring of the Administrative Manager and similarly, the Property and Evidence Technician is no longer needed due to the recent addition of the Property and Evidence Supervisor. It is also being recommended to leave twenty budgeted positions unfunded in 2020-21; this is due to a hiring freeze necessitated by revenue shortfalls caused by the COVID-19 pandemic. Those positions are listed below.

The following additional positions are recommended for 2020-21:

<u>Position</u>	<u>Department</u>
Animal Control Officer (1)	Police
Lead Bus Driver (1)	Transit
Management Analyst (1)	Transit
Utility Worker (1)	Public Utilities/Water Division

The recommended position reductions in 2020-21 are as follows:

<u>Position</u>	<u>Department</u>
Administrative Assistant (1)	Planning and Development Services
Property and Evidence Technician (1)	Police

The following positions are recommended for conversion in 2020-21:

<u>Position</u>	<u>Department</u>
Business Wrkflw Analyst to Business Wrkflw Specialist	Planning and Development Services
Engineering Technician to Management Analyst	Planning and Development Services
Police Captain (2) to Police Lieutenant (2)	Police

The unfunded positions in 2020-21 are as follows:

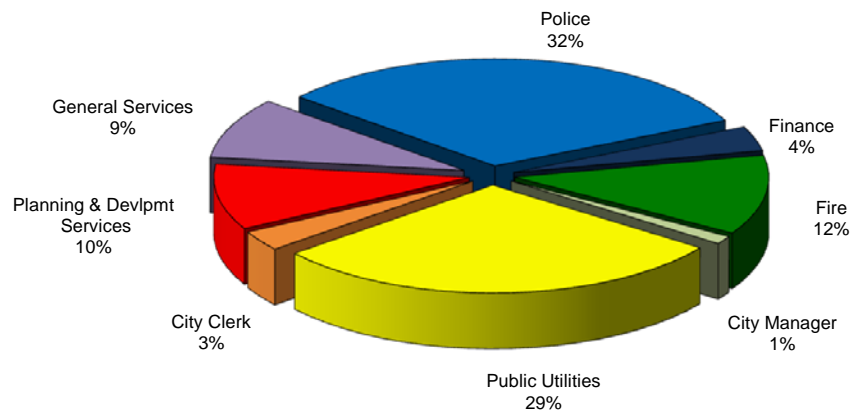
<u>Position</u>	<u>Department</u>
Administrative Assistant (1)	Police
Community Service Officer (1)	Police
Deputy Police Chief (1)	Police
Fire Fighter (3)	Fire
Fire Prevention Officer (1)	Fire
Police Corporal (1)	Police
Police Lieutenant (1)	Police
Police Officer (3)	Police
Police Sergeant (4)	Police
Police Service Officer (2)	Police
Senior IT Analyst (1)	City Clerk
Utility Worker (1)	Public Utilities/Parks Division

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.

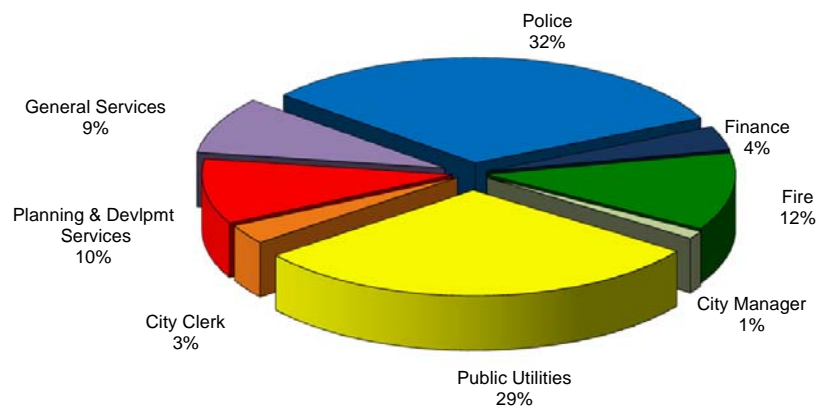
SUMMARY OF POSITIONS BY DEPARTMENT

Department	2018-19 Prior Year	2019-20 Current Year	2020-21 Recommended Positions	Change Increase/ (Decrease)	Unfunded Recommended Positions
City Clerk	16.80	16.80	16.80	-	1.00
City Manager	6.60	6.80	6.80	-	-
General Services	49.10	49.10	51.10	2.00	-
Finance	21.00	21.00	21.00	-	-
Fire	67.00	67.00	67.00	-	4.00
Police	175.00	179.00	179.00	-	14.00
Planning & Development Services	54.00	56.00	55.00	(1.00)	-
Public Utilities	159.50	166.30	167.30	1.00	1.00
TOTAL	549.00	562.00	564.00	2.00	20.00

RECOMMENDED 2020-2021



CURRENT 2019-2020



DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	2018-19 Prior Year	2019-20 Current Year	2020-21 Recommended Positions	Change Increase/ (Decrease)	Unfunded Recommended Positions
CITY CLERK					
Assistant City Manager/City Clerk	0.50	0.50	0.50	-	-
Deputy City Manager	0.25	-	-	-	-
Geographic Info System Analyst	0.25	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	-	1.00
Staff Analyst	-	0.25	0.25	-	-
TOTAL	16.80	16.80	16.80	-	1.00
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	1.00	1.00	-	-
Community & Econ Development Dir	1.00	1.00	1.00	-	-
Deputy City Manager	0.75	-	-	-	-
Executive Assistant	1.00	1.00	1.00	-	-
Housing Program Coordinator	0.85	0.85	0.85	-	-
Principal Office Assistant	0.20	0.20	0.20	-	-
Public Affairs & Information Supervisor	0.50	0.50	0.50	-	-
Staff Analyst	-	0.75	0.75	-	-
TOTAL	6.60	6.80	6.80	-	-
GENERAL SERVICES					
Administrative Assistant	3.00	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	-	-
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	4.00	1.00	-
Management Analyst	3.00	3.00	4.00	1.00	-
Personnel Technician	3.00	3.00	3.00	-	-
Personnel/Risk Manager	1.00	1.00	1.00	-	-
Principal Office Assistant	2.00	2.00	2.00	-	-
Public Affairs & Information Supervisor	0.10	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	49.10	49.10	51.10	2.00	-

DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	<u>2018-19 Prior Year</u>	<u>2019-20 Current Year</u>	<u>2020-21 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	1.00	-	-
Assistant/Associate Planner	2.00	2.00	2.00	-	-
Building Inspector/Sr Bldg Inspector	5.00	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	2.00	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	1.00	-	-
Deputy City Planner	1.00	1.00	1.00	-	-
Dir of Planning & Development Serv	1.00	1.00	1.00	-	-
Engineer I	2.00	2.00	2.00	-	-
Engineer II/Civil Engineer	11.00	11.00	11.00	-	-
Engineering Inspector	5.00	5.00	5.00	-	-
Engineering Program Supervisor	1.00	1.00	1.00	-	-
Engineering Tech/Sr Eng Tech	3.00	3.00	2.00	(1.00)	-
Geographic Info System Analyst	0.75	0.75	0.75	-	-
Geographic Info System Tech	1.00	1.00	1.00	-	-
Housing Program Coordinator	0.15	0.15	0.15	-	-
Management Analyst	1.00	1.00	2.00	1.00	-
PDS Admin Services Manager	1.00	1.00	1.00	-	-
Permit Technician	2.00	3.00	3.00	-	-
Planning Technician I/II	1.00	1.00	1.00	-	-
Plans Examiner	3.00	3.00	3.00	-	-
Principal Office Assistant	1.00	2.00	2.00	-	-
Public Affairs & Information Supervisor	0.10	0.10	0.10	-	-
Senior Planner	1.00	1.00	1.00	-	-
Supervising Civil Engineer	2.00	2.00	2.00	-	-
TOTAL	54.00	56.00	55.00	(1.00)	-

DETAIL OF POSITIONS

BY DEPARTMENT

<u>Department</u>	2018-19 Prior Year	2019-20 Current Year	2020-21 Recommended Positions	Change Increase/ (Decrease)	Unfunded Recommended Positions
POLICE					
Administrative Assistant	4.00	4.00	4.00	-	1.00
Animal Control Officer	4.00	5.00	6.00	1.00	-
Communication Supervisor	1.00	-	-	-	-
Community Service Officer	16.00	16.00	16.00	-	1.00
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	4.00	4.00	-	-
Management Analyst	1.00	1.00	1.00	-	-
Office Assistant	5.00	-	-	-	-
Police Captain	2.00	5.00	3.00	(2.00)	-
Police Chief	1.00	1.00	1.00	-	-
Police Corporal	14.00	14.00	14.00	-	1.00
Police Lieutenant	5.00	2.00	4.00	2.00	1.00
Police Officer/Recruit	72.00	75.00	75.00	-	3.00
Police Sergeant	11.00	12.00	12.00	-	4.00
Police Service Manager	1.00	1.00	1.00	-	-
Police Service Officer	19.00	19.00	19.00	-	2.00
Principal Office Assistant	4.00	7.00	7.00	-	-
Property & Evidence Supervisor	-	1.00	1.00	-	-
Property & Evidence Technician	2.00	2.00	1.00	(1.00)	-
Public Information Officer	1.00	-	-	-	-
Records Supervisor	1.00	1.00	1.00	-	-
Senior Systems Video Analyst	1.00	-	-	-	-
Staff Analyst	-	1.00	1.00	-	-
Systems Video Technician	1.00	2.00	2.00	-	-
Supervisor of Animal Services	2.00	2.00	2.00	-	-
TOTAL	175.00	179.00	179.00	-	14.00
FIRE					
Administrative Assistant	1.00	-	-	-	-
Battalion Chief	3.00	3.00	3.00	-	-
Deputy Fire Chief	1.00	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	-	1.00
Firefighters	24.00	24.00	24.00	-	3.00
Management Analyst	-	1.00	1.00	-	-
Principal Office Assistant	2.00	2.00	2.00	-	-
Senior Fire Prevention Officer	1.00	-	-	-	-
Spec Proj/Life Safety Enforcement Mgr	1.00	1.00	1.00	-	-
Training Officer (Captain)	1.00	1.00	1.00	-	-
TOTAL	67.00	67.00	67.00	-	4.00

DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	2018-19 Prior Year	2019-20 Current Year	2020-21 Recommended Positions	Change Increase/ (Decrease)	Unfunded Recommended Positions
PUBLIC UTILITIES					
Administrative Assistant	1.00	1.00	1.00	-	-
Assistant Mechanic/Service Worker	4.00	5.00	5.00	-	-
Assistant Public Utilities Director	2.00	2.00	2.00	-	-
Assistant Water Systems Technician	4.00	4.00	4.00	-	-
City Manager	0.20	-	-	-	-
Disposal Leadworker	3.00	3.00	3.00	-	-
Electrician	2.00	2.00	2.00	-	-
Engineer I	1.00	1.00	1.00	-	-
Engineer II/Civil Engineer	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	-	-
Landfill Leadworker	1.00	1.00	1.00	-	-
Maintenance Leadworker	6.00	6.00	6.00	-	-
Maintenance Worker/Sr Maint Worker	37.00	38.00	38.00	-	-
Management Analyst	1.00	2.00	2.00	-	-
Meter Reader	4.00	4.00	4.00	-	-
Office Assistant	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	4.00	6.00	6.00	-	-
Public Affairs & Information Supervisor	0.30	0.30	0.30	-	-
Public Utilities Director	1.00	1.00	1.00	-	-
Senior Sanitation Operator	25.00	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	-	-
Supervising Civil Engineer	1.00	1.00	1.00	-	-
Utility Manager	1.00	1.00	1.00	-	-
Utility Worker	23.00	27.00	28.00	1.00	1.00
Water Production Manager	1.00	1.00	1.00	-	-
Water System Technician	1.00	1.00	1.00	-	-
Water Treatment Plant Operator	3.00	3.00	3.00	-	-
TOTAL	159.50	166.30	167.30	1.00	1.00
CITY TOTAL	549.00	562.00	564.00	2.00	20.00

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.

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SUMMARY OF EXPENDITURES

BY DEPARTMENT

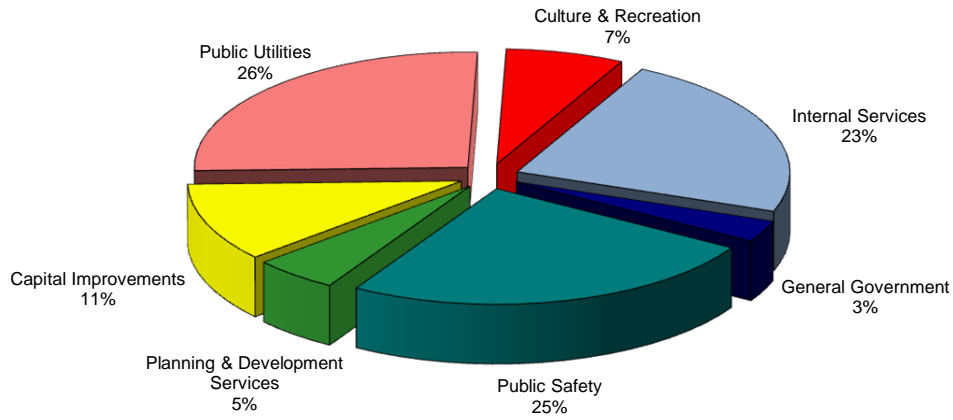
	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
City Council	320,258	346,100	355,200
City Clerk	4,270,980	4,659,300	4,874,000
City Attorney	1,030,762	966,900	966,000
City Management	1,603,859	1,936,200	2,196,900
General Services	44,369,069	47,403,800	51,078,800
Finance	2,868,663	3,080,100	3,253,500
Police	36,739,649	38,848,100	39,454,700
Fire	15,294,552	17,009,800	17,518,600
Public Utilities	70,279,221	83,025,400	89,099,800
Planning & Development Services	9,929,772	10,993,500	14,725,600
Capital Improvements	23,441,348	94,662,600	58,926,000
TOTAL	210,148,133	302,931,800	282,449,100

BY FUNCTION

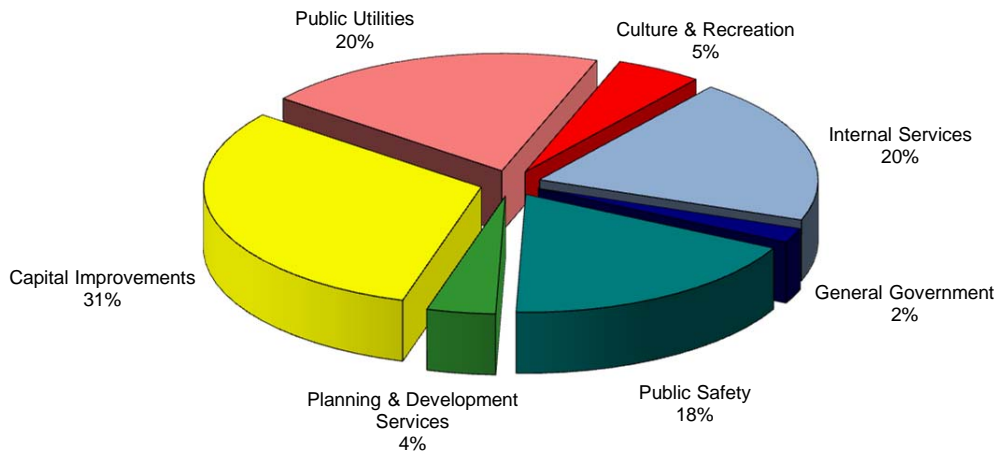
General Government	6,818,113	7,175,300	7,779,100
Public Safety	52,034,201	55,857,900	56,973,300
Planning & Development Services	9,929,772	10,993,500	14,725,600
Capital Improvements	23,441,348	94,662,600	58,926,000
Public Utilities	54,392,623	60,925,000	70,367,200
Culture & Recreation	14,505,263	13,820,300	14,446,200
Internal Services	49,026,813	59,497,200	59,231,700
TOTAL	210,148,133	302,931,800	282,449,100

EXPENDITURES BY FUNCTION

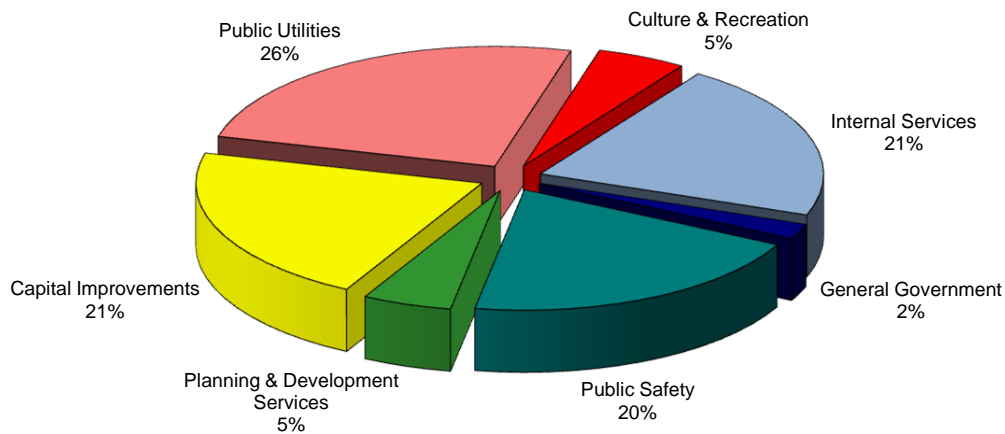
2018-2019 ACTUAL



2019-2020 ESTIMATED



2020-2021 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 2020-2021

- 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

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	83,295	87,300	87,500
Benefits	102,080	106,900	117,500
Professional Services	97	200	200
Travel & Meeting Expense	22,056	30,800	27,300
Dues & Subscriptions	32,030	33,000	33,000
Admin & Overhead	<u>80,700</u>	<u>87,900</u>	<u>89,700</u>
TOTAL CITY COUNCIL	<u><u>320,258</u></u>	<u><u>346,100</u></u>	<u><u>355,200</u></u>

SOURCES OF FUNDING

Interfund Charges	171,000	180,000	183,000
Use of Discretionary Funds	<u>149,258</u>	<u>166,100</u>	<u>172,200</u>
TOTAL	<u><u>320,258</u></u>	<u><u>346,100</u></u>	<u><u>355,200</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 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 the implementation, maintenance, administration and security of the City's information systems; and for coordinating technology projects and initiatives with other divisions, departments and with outside agencies. The Division's services include cyber-security preparedness, telecommunications, geographic information systems, network infrastructure including fiber-optics, server and desktop virtualization, application and systems development, and 24x7 on-call support for Public Safety and other mission critical applications.

CITY CLERK DEPARTMENT SUMMARY

Department Goals 2020-2021

- 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.
- Assist the Finance Department with the selection of consulting services for the Finance and Utility billing system software RFP.
- Assist the Public Utilities Department with their SCADA upgrade and provide virtualization hardware.
- 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.
- Implement a new security and web content filtering system.
- 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.

2018-2019 (actual) 2019-2020 (estimated) 2020-2021 (proposed)

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

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

Implement the Records Imaging System	65%	70%	75%
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- Operate the general records management program to provide accurate information and efficient response time for information requested by citizens, the City Council, and City departments. An indicator would be the Public Records Act which provides for a ten-day response time.

Ten-Day Response Time	100%	100%	100%
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- Cost per capita for City Clerk division. The budget fluctuates every other year to support a Council election. March 2019 was the last election, and March 2021 is the next scheduled election for two Council Members. Beginning in November 2022, the election will transition to November of even years consolidated with the County.

City Clerk Budget	2018-2019 Actual - \$436,962 Population 116,600	2019-2020 Revised Estimate \$247,400 Population 119,200	2020-2021 Budget \$488,100 Population 121,600
Total cost / per capita served:	\$3.75	\$2.08	\$4.01

CITY CLERK DEPARTMENT SUMMARY

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET BY ACTIVITY			
City Clerk	436,962	247,400	488,100
Information Technology	<u>3,834,018</u>	<u>4,411,900</u>	<u>4,385,900</u>
TOTAL ALL ACTIVITIES	<u><u>4,270,980</u></u>	<u><u>4,659,300</u></u>	<u><u>4,874,000</u></u>

BUDGET BY FUND			
General Fund	436,962	247,400	488,100
General Services - Information Technology	<u>3,834,018</u>	<u>4,411,900</u>	<u>4,385,900</u>
TOTAL ALL FUNDS	<u><u>4,270,980</u></u>	<u><u>4,659,300</u></u>	<u><u>4,874,000</u></u>

2020-2021 Goals

- Complete the upgrade of the Onbase Document Management System by the end of the fiscal year.
- Provide timely response to citizens and departmental requests for information and advice.
- Maintain an accurate record of City Council actions: minutes, ordinances, resolutions and agreements.
- Update the Clovis Municipal Code as ordinances become adopted.
- Improve the processing and approval of agreements through the City Council.
- Provide timely and thorough responses to special project assignments for the City Manager.

Objectives to Meet the Goals

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

Five-Year Outlook

In 2009-2010, 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 1,500,000 pages being scanned, including over 180,000 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. Beginning in November 2022, the City election will move from March odd year to November of even years.

	2018-2019	2019-2020	
	Actual	Revised	2020-2021
		Estimate	Budget

BUDGET DETAIL

Salaries - Regular	107,784	118,400	140,400
Extra Help	25,014	11,200	0
Benefits	53,179	57,800	64,600
Vehicle Charges	1,980	2,000	2,000
Professional Services	223,379	30,000	250,000
Travel & Meeting Expense	2,159	2,300	2,300
Training	2,531	3,000	3,000
Dues & Subscriptions	636	700	700
Admin & Overhead	20,300	22,000	25,100
	<u>436,962</u>	<u>247,400</u>	<u>488,100</u>
TOTAL CITY CLERK	<u>436,962</u>	<u>247,400</u>	<u>488,100</u>

SOURCES OF FUNDING

Interfund Charges	190,000	101,000	103,000
Miscellaneous Income	570	1,000	1,000
Use of Discretionary Funds	<u>246,392</u>	<u>145,400</u>	<u>384,100</u>
TOTAL	<u>436,962</u>	<u>247,400</u>	<u>488,100</u>

DETAIL OF POSITIONS

Assistant City Manager/City Clerk	0.30	0.30	0.30
Deputy City Manager	0.25	-	-
Principal Office Assistant	0.80	0.80	0.80
Staff Analyst	-	0.25	0.25
	<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>

2020-2021 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 2020-2021, 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.
- 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.
- Discretionary: \$0.00
- Non-discretionary: Cost per user: \$5,160.00

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. 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.

City Clerk Department	Information Technology/Communications Section 15200/15300		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	1,304,002	1,248,300	1,354,700
Overtime	49,204	52,800	52,800
Extra Help	24,394	30,000	30,000
Benefits	472,971	484,300	540,800
Vehicle Charges	29,444	30,000	30,200
Communications	186,335	181,000	181,000
Professional Services	144,652	250,000	203,000
Repairs & Maintenance	657,417	678,900	736,500
Office Supplies	40,147	40,000	40,000
Travel & Meeting Expense	404	2,000	5,000
Training	33,055	47,500	60,000
Admin & Overhead	61,800	66,100	64,900
Capital Outlays - Computers	<u>830,193</u>	<u>1,301,000</u>	<u>1,087,000</u>
TOTAL INFORMATION TECHNOLOGY	<u><u>3,834,018</u></u>	<u><u>4,411,900</u></u>	<u><u>4,385,900</u></u>

SOURCES OF FUNDING

Interfund Charges	3,818,982	4,397,500	4,371,500
Project Participation	14,400	14,400	14,400
Miscellaneous Income	<u>636</u>	<u>0</u>	<u>0</u>
TOTAL	<u><u>3,834,018</u></u>	<u><u>4,411,900</u></u>	<u><u>4,385,900</u></u>

DETAIL OF POSITIONS

Assistant City Manager/City Clerk	0.20	0.20	0.20
Geographic Information Systems Analyst	0.25	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	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>
TOTAL	<u><u>15.45</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 2020-2021

- 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

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET DETAIL			
Professional Services	1,014,162	948,000	948,000
Admin & Overhead	<u>16,600</u>	<u>18,900</u>	<u>18,000</u>
TOTAL CITY ATTORNEY	<u><u>1,030,762</u></u>	<u><u>966,900</u></u>	<u><u>966,000</u></u>

SOURCES OF FUNDING			
Intergovernmental Charges	579,000	627,000	684,000
Use of Discretionary Funds	<u>451,762</u>	<u>339,900</u>	<u>282,000</u>
TOTAL	<u><u>1,030,762</u></u>	<u><u>966,900</u></u>	<u><u>966,000</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 2020-2021

- 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 assessing new and/or changed policies and programs that will regain and 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, improving existing housing and increasing the supply of affordable housing.

CITY MANAGER

DEPARTMENT SUMMARY

Budgetary Highlights

- Monitor the results of budgetary performance and focus on long-term fiscal sustainability and recommend adjustments as necessary with a focus on structural changes to the economy due to the COVID-19 economic impacts.
- 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.
- Aggressively implement strategies of the Business Retention, Expansion and Attraction Program (Business REAP) to help businesses manage the COVID-19 economic impacts.
- 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 to aid in rebuilding the tourism economy in Clovis due to the COVID-19 economic impacts.
- Develop sites for future affordable housing projects.
- Provide funds to repair/rehabilitate/construct 120 affordable housing units.

CITY MANAGER

DEPARTMENT PERFORMANCE MEASURES

Administration Division

- The Administration Division's Goal is to ensure that the City Council's policies are implemented as efficiently as possible throughout all City Departments.

	<u>2018-2019 (actual)</u>	<u>2019-2020 (estimated)</u>	<u>2020-2021 (proposed)</u>
Per Capita Total Costs	\$6.10	\$7.95	\$8.62
Per Capita Discretionary Costs	\$1.87	\$3.46	\$2.98

Community and Economic Development Division

- 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. The City is expected to experience severe job losses due to the economic impact of COVID-19. The focus going forward will be regaining these jobs and eventually growing again. It is forecasted that about two-thirds of the jobs lost in the last few months of 2019-2020 will be recovered by June 2021. If not for the COVID-19 economic impact, the ratio would have been closer to .9 jobs per residence and over 1,000 jobs added in 2019-2020.

	<u>2018-2019 (actual)</u>	<u>2019-2020 (estimated)</u>	<u>2020-2021 (proposed)</u>
Total Jobs Increase/(Decrease)	1,399	(11,000)	7,300
Jobs/Housing Balance Ratio	.82	.56:1	.70:1

- Increase retail sales by encouraging occupancy of vacant retail space, development of new commercial retail and ensuring that existing retail businesses are offered the opportunity to expand their operations. Retail sales have been reduced due to the COVID-19 economic impacts. The chaotic changes in retail sales during this time have made forecasting difficult and challenging for businesses to respond to the market opportunities with supply chain disruptions and changing needs of consumers.

	<u>2018-2019 (actual)</u>	<u>2019-2020 (estimated)</u>	<u>2020-2021 (proposed)</u>
Total Retail Sales	\$2,131,8134,000	\$2,091,966,000	\$1,964,463,000
Percentage Increase/(Decrease)	4%	(1.9%)	(6%)

- Division Per Capita Costs

Staff is constantly looking for more efficient ways to deliver services and achieve the City's economic potential. This effort is represented by lower per capita costs in 2018-2019 and the estimated current year compared to budget while exceeding goals. Staff will utilize every opportunity to lower discretionary costs for the 2020-2021 proposed budget.

	<u>2018-2019 (actual)</u>	<u>2019-2020 (estimated)</u>	<u>2020-2021 (proposed)</u>
Total Discretionary Per Capita	\$5.47	\$6.55	\$7.20

Housing and Community Development Division

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>2018-2019 (actual)</u>	<u>2019-2020 (estimated)</u>	<u>2020-2021 (proposed)</u>
New Units Constructed	0	3	60
Rehabilitated Housing	74	58	28
Down Payment Assistance Program	5	1	10
Emergency Housing Payments	0	0	55

Per Unit and Per Capita Cost

These numbers can vary widely based on the types of grants and units being served. For instance, the cost of emergency repairs is relatively low compared to developing a new unit of housing. The ability to construct new units is dependent on developer driven projects and correlated grant funding; thus, the investment per unit/capita can vary over time.

- Division Per Unit Improved/Developed Costs

	<u>2018-2019 (actual)</u>	<u>2019-2020 (estimated)</u>	<u>2020-2021 (proposed)</u>
Total Non-Discretionary Per Unit Including Grants/RDA	\$4,200	\$8,200	\$16,700

- Division Per Capita Improved/Developed Costs

	<u>2018-2019 (actual)</u>	<u>2019-2020 (estimated)</u>	<u>2020-2021 (proposed)</u>
Total Non-Discretionary Per Capita Including Grants/RDA	\$2.20	\$4.30	\$21.40

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CITY MANAGER DEPARTMENT SUMMARY

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET BY ACTIVITY			
Administration	694,991	929,600	1,027,100
Community & Economic Development	798,011	876,400	927,300
Housing & Community Development	<u>110,857</u>	<u>130,200</u>	<u>242,500</u>
TOTAL ALL ACTIVITIES	<u><u>1,603,859</u></u>	<u><u>1,936,200</u></u>	<u><u>2,196,900</u></u>

BUDGET BY FUND			
General Fund	1,493,002	1,806,000	1,954,400
Housing & Community Dev Fund	<u>110,857</u>	<u>130,200</u>	<u>242,500</u>
TOTAL ALL FUNDS	<u><u>1,603,859</u></u>	<u><u>1,936,200</u></u>	<u><u>2,196,900</u></u>

2020-2021 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.
- Assess the COVID-19 economic impact and recommend policy and/or operation changes to ensure the City is fiscally sustainable.

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.
- Monitor local economy closely to determine any changes that need to occur to ensure the City is fiscally sustainable.

Five-Year Outlook

This year's budget represents a pause in increased investment in the Community. The economic uncertainty facing the City and the nation has made it prudent to position the City to conserve where possible while maintaining existing levels of service in the near term as the economic reality becomes clearer so adjustments back to previous investment plans can be resumed. It is expected the City can return to previous investment levels within the five-year horizon; the larger question is when. Currently, the forecast predicts several years of growth will be needed to make up for the losses related to COVID-19. Before the COVID-19 shelter-in-place order, the economy in Clovis was robust with record low unemployment, growth, and commercial investment. This strong foundation should allow Clovis to return rapidly when markets stabilize. When growth does resume, the City will need to restore any use of the emergency reserve and continue to be prudent in any increased expenditures. 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. When looked back upon in the City's history, this will be an historic downturn to take note of and plan for. The resiliency of our community relies on prudent fiscal policies, wise investments in the community, to provide a high level of service, well-crafted land use policies, and a robust economic development effort.

City Manager Department	Administration Section 25100		
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	2018-2019	2019-2020	
	Actual	Revised Estimate	2020-2021 Budget

BUDGET DETAIL

Salaries - Regular	381,316	517,800	529,000
Benefits	138,209	199,700	215,000
Vehicle Charges	14,160	18,100	18,100
Professional Services	13,496	4,000	77,000
Materials & Supplies	1,101	4,700	4,700
Travel & Meeting Expense	8,783	22,000	22,000
Training	0	2,700	2,700
Dues & Subscriptions	5,526	6,400	6,400
Admin & Overhead	132,400	154,200	152,200
	<u>694,991</u>	<u>929,600</u>	<u>1,027,100</u>
TOTAL ADMINISTRATION	<u>694,991</u>	<u>929,600</u>	<u>1,027,100</u>

SOURCES OF FUNDING

Interfund Charges	479,000	523,000	595,000
Miscellaneous Income	3,285	2,000	77,000
Use of Discretionary Funds	<u>212,706</u>	<u>404,600</u>	<u>355,100</u>
	<u>694,991</u>	<u>929,600</u>	<u>1,027,100</u>
TOTAL	<u>694,991</u>	<u>929,600</u>	<u>1,027,100</u>

DETAIL OF POSITIONS

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

The Community & Economic Development Department is aggressively pursuing private sector investment for job generation. The Division will focus in 2020-2021 on job retention as this will be key to recovering from the COVID-19 economic impacts. 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 businesses and industries 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.

2020-2021 Goals

- Retain and expand existing Clovis businesses by assisting with COVID-19 recovery efforts in the business community.
- 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 the Workforce Investment Board, to retain, expand and attract businesses.
- 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. The department will be closely monitoring economic trends and needs in Clovis to respond quickly to the chaotic nature of the COVID-19 economic slowdown and guide businesses toward stabilization and eventual growth. 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.

City Manager Department	Community & Economic Development Section 25200		
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	2018-2019	2019-2020	
	Actual	Revised Estimate	2020-2021 Budget

BUDGET DETAIL

Salaries - Regular	301,111	308,400	350,700
Extra Help	37,837	26,400	13,000
Benefits	119,435	130,400	147,000
Vehicle Charges	12,660	12,700	12,700
Professional Services	250,616	327,000	327,000
Materials & Supplies	0	500	0
Travel & Meeting Expense	9,110	1,600	15,100
Training	418	400	0
Dues & Subscriptions	2,124	2,500	2,500
Admin & Overhead	<u>64,700</u>	<u>66,500</u>	<u>59,300</u>
 TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	 <u><u>798,011</u></u>	 <u><u>876,400</u></u>	 <u><u>927,300</u></u>

SOURCES OF FUNDING

Intergovernmental Charges	45,000	60,000	60,000
Interfund Charges	120,000	50,000	10,000
Miscellaneous Income	3,077	0	0
Use of Discretionary Funds	<u>629,934</u>	<u>766,400</u>	<u>857,300</u>
 TOTAL	 <u><u>798,011</u></u>	 <u><u>876,400</u></u>	 <u><u>927,300</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>

2020-2021 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.
- Utilize additional funding sources to aid households and businesses impacted by the COVID-19 economic slowdown.
- 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 153. 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. Staff will especially focus on seeking funds that will assist households that have been negatively impacted by the COVID-19 economic slowdown.

City Manager Department	Housing & Community Development Administration Section 42750/49210		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	67,017	85,100	89,800
Benefits	18,617	24,500	27,900
Professional Services	1,868	2,000	2,000
Materials & Supplies	600	0	0
Travel & Meeting Expense	4,295	500	4,000
Dues & Subscriptions	2,550	6,800	2,600
Admin & Overhead	11,900	11,300	11,200
CCDA Capital Improvements	4,010	0	105,000
	<u>110,857</u>	<u>130,200</u>	<u>242,500</u>
Housing & Comm Dev Administration	<u>110,857</u>	<u>130,200</u>	<u>242,500</u>

SOURCES OF FUNDING

Federal Grants	0	130,200	242,500
Project Participation	24,999	0	0
Miscellaneous Income	85,858	0	0
	<u>110,857</u>	<u>130,200</u>	<u>242,500</u>
TOTAL	<u>110,857</u>	<u>130,200</u>	<u>242,500</u>

DETAIL OF POSITIONS

Housing Program Coordinator	<u>0.85</u>	<u>0.85</u>	<u>0.85</u>
TOTAL	<u>0.85</u>	<u>0.85</u>	<u>0.85</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.

The Personnel/Risk Management Division is an internally funded division consisting of revenue from all City departments, both general fund and enterprise funds. The costs for operations of the division is \$988,300 which equates to \$1,457.67 per City employee, and \$8.31 per resident.

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.

The Department Support Division is an internally funded division consisting of revenue from all City departments, both general fund and enterprise funds. The costs for operations of the division and the regular maintenance and utilities costs for the City facilities themselves is \$6,305,815. This equates to \$9,300.00 per each of the 678 City employees, or \$53.00 per Clovis resident (population 119,000). This does not include major projects or replacements.

Community Services Division

Sections 34200, 34400, 34700, 34800

The Community Services Division administers various senior citizen programs for people age 50+ at the Clovis Senior Activity Center. The Division also administers the City's Roundup 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.

The Clovis Senior Activity Center section is funded partially by discretionary funds, fees paid by seniors, donations, fundraising, and grants. Software at the center tracks those seniors who sign in for lunch or a scheduled class. Seniors are not counted when visiting the center to socialize without attending a class or lunch, outside activities held at the center such as tax preparation or AARP driving class, or when attending a special event that does not require a ticket. In addition, the center answers over 100 phone calls per day and provides information, assistance and referrals.

The discretionary portion for the senior center for the FY 2020-2021 budget is approximately \$493,500. Below is a breakdown of visitors to the senior center, discretionary fund contribution per visitor and per Clovis resident.

Clovis Unduplicated Senior Visitors	Fresno Unduplicated Senior Visitors	Total Unduplicated Senior Visitors	Annual Discretionary Contribution Per Visiting Senior
1849	1756	3605	\$136.89

Clovis Senior Sign-ins	Fresno Senior Sign-ins	Total Senior Sign-ins	Annual Discretionary Contribution Per Activity
19,877	16,208	36,085	\$13.67

Discretionary Cost Per Resident 119,000 total	Discretionary Cost Per Clovis Resident age 50+ 34,510 total
\$4.14	\$14.30

The City of Clovis Recreation Section is funded by a combination of participant fees and discretionary general fund dollars. The discretionary portion for recreation for the FY 2020-2021 budget is approximately \$548,630. Approximately 77,445 visits to recreation programs equates to \$7.06 per visit which is offset using general fund dollars.

Clovis Transit is funded through a combination of state funded Local Transportation Funds (LTF), State Transit Assistance (STA), local Measure C, and various state grants for special projects within the scope of the grant funding. Measure C funds are used to meet the farebox revenue requirements as part of the Transportation Development Act funding. No general fund dollars are used for transit services. Roundup service provides door-to-door service to disabled Clovis residents while Stageline provides fixed-route bus service to the general public on a pre-determined route.

Operational costs per passenger trip are as follows:

Stageline Cost per Passenger Trip	Roundup Cost per Passenger Trip	Cost per Clovis Resident 119,000 total
\$16.56	\$62.76	\$24.50

Department Goals 2020-2021

- 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.
- Create a strategy to provide senior and recreation programs and services during the COVID-19 pandemic.
- 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>2018-2019 (actual)</u>	<u>2019-2020 (estimated)</u>	<u>2020-2021 (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 7.15%%	Increased Costs of 6.71%	Increased Costs Estimated at 6.00%
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- The Risk Management Section will continue to emphasize the protection of the public, City employees, and City assets through training, risk identification, risk transfer, and insurance coverage procurement. As a benchmark, the number of annual work-related employee accidents resulting in the OSHA reporting 3+ lost workdays will be 20 or less, and safety/risk management training programs will be offered to all employees.

Injuries Involving 3+ Lost Work Days	16	18	18
Safety/Risk Management Training Programs	92	95	98

- 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	1027	1134	1150
Response Time Within 24 Hours	95%	85%	90%

GENERAL SERVICES

DEPARTMENT PERFORMANCE MEASURES

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

	<u>2018-2019 (actual)</u>	<u>2019-2020 (estimated)</u>	<u>2020-2021 (proposed)</u>
Number of Major Projects	13	11	7
Projects Completed within Established Budget and Time Frame	85%	87%	90%
Square Footage of Buildings/Facilities Maintained	391,061	391,061	391,061

- Clovis Senior Activity Center will continue to offer social and supportive services/programs to the community as funding permits. *Tracking procedures were revised FY2018-2019 to more accurately represent program participants and contacts made.

Program Participants/Contact	268,378	210,000	**135,000
Nutrition Meals Served (In-Center)	12,185	8,182	** 6,000
Nutrition Meals Served (Home-Delivered)	28,910	25,508	**15,000
Number of Programs Offered	90	93	**75

****NOTE:** The lasting impacts of COVID-19 are unknown at the time of budget preparation. Estimates are based on the assumption the regular senior center operations don't occur until January 1, 2021.

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

Program Participants	173,643	99,359	** 73,000
Number of Programs Offered	99	100	**100

****NOTE:** The lasting impacts of COVID-19 are unknown at the time of budget preparation. Estimates are based on the assumption that regular recreation programs will not occur until January 1, 2021.

- The Community Services Division will provide responsive public transit to the community through the Roundup (demand response) and Stageline (fixed route) services. As a benchmark, the Roundup service will pick up 98% of its riders within 30 minutes of their request for Clovis destinations and within 45 minutes for Fresno destinations. Stageline service will maintain scheduled headways and operate on time 96% of the time.

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

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GENERAL SERVICES DEPARTMENT SUMMARY

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET BY ACTIVITY			
Personnel	668,466	728,800	761,900
Employee Benefits	23,937,081	27,123,800	30,537,200
Liability and Property Insurance	2,552,107	2,682,700	2,938,400
Facilities Maintenance	4,265,828	5,237,400	4,940,900
Department Support	4,031,958	3,751,900	3,593,900
Senior Services	712,165	634,300	632,100
Recreation	800,607	788,000	797,400
Transit	<u>7,400,857</u>	<u>6,456,900</u>	<u>6,877,000</u>
TOTAL ALL ACTIVITIES	<u><u>44,369,069</u></u>	<u><u>47,403,800</u></u>	<u><u>51,078,800</u></u>

BUDGET BY FUND			
General Fund	2,181,238	2,151,100	2,191,400
General Services Fund	8,297,786	8,989,300	8,534,800
Employee Benefits Fund	23,937,081	27,123,800	30,537,200
Liability and Property Insurance Fund	2,552,107	2,682,700	2,938,400
Transit Fund	<u>7,400,857</u>	<u>6,456,900</u>	<u>6,877,000</u>
TOTAL ALL FUNDS	<u><u>44,369,069</u></u>	<u><u>47,403,800</u></u>	<u><u>51,078,800</u></u>

2020-2021 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
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	2019-2020	
2018-2019	Revised	2020-2021
Actual	Estimate	Budget

BUDGET DETAIL

Salaries - Regular	291,847	300,500	320,300
Overtime	0	500	500
Benefits	118,254	132,500	147,900
Vehicle Charges	15,660	15,700	15,700
Professional Services	99,179	123,000	118,000
Travel & Meeting Expense	1,105	3,000	3,000
Training	18,104	19,000	19,000
Dues & Subscriptions	2,817	4,400	4,400
Admin & Overhead	121,500	130,200	133,100
	<u>668,466</u>	<u>728,800</u>	<u>761,900</u>
TOTAL PERSONNEL	<u>668,466</u>	<u>728,800</u>	<u>761,900</u>

SOURCES OF FUNDING

Interfund Charges	270,000	273,000	287,000
Use of Discretionary Funds	<u>398,466</u>	<u>455,800</u>	<u>474,900</u>
	<u>668,466</u>	<u>728,800</u>	<u>761,900</u>
TOTAL	<u>668,466</u>	<u>728,800</u>	<u>761,900</u>

DETAIL OF POSITIONS

Administrative Assistant	0.300	0.300	0.300
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	1.900	1.900
Principal Office Assistant	0.300	0.300	0.300
	<u>3.850</u>	<u>3.350</u>	<u>3.350</u>
TOTAL	<u>3.850</u>	<u>3.350</u>	<u>3.350</u>

2020-2021 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		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	296,280	326,400	307,100
Overtime	0	500	1,200
Benefits	115,382	129,000	139,900
Vehicle Charges	15,192	16,200	15,200
Professional Services	14,120	100	10,900
Special Events	75,637	81,000	82,000
Travel & Meeting Expense	257	500	1,200
Training	10,521	16,400	20,400
Dues & Subscriptions	0	300	500
Admin & Overhead	70,300	76,100	77,500
Health Insurance Program - ISF	9,199,199	9,574,400	10,585,400
Unemployment Charges - ISF	64,471	35,000	60,000
Workers Comp Program - ISF	3,410,375	3,351,000	3,715,000
Retirement Contribution - ISF	9,997,535	12,762,400	14,605,800
Deferred Compensation - ISF	638,017	728,500	825,100
Compensated Future Absences	29,000	0	30,000
Capital Outlays - Computers	795	26,000	60,000
	<u>23,937,081</u>	<u>27,123,800</u>	<u>30,537,200</u>
TOTAL EMPLOYEE BENEFITS	<u>23,937,081</u>	<u>27,123,800</u>	<u>30,537,200</u>

SOURCES OF FUNDING

Employee Benefit Charges	<u>23,937,081</u>	<u>27,123,800</u>	<u>30,537,200</u>
TOTAL	<u>23,937,081</u>	<u>27,123,800</u>	<u>30,537,200</u>

DETAIL OF POSITIONS

Administrative Assistant	0.350	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	0.800	0.800
Principal Office Assistant	0.350	0.350	0.350
	<u>2.775</u>	<u>3.275</u>	<u>3.275</u>
TOTAL	<u>2.775</u>	<u>3.275</u>	<u>3.275</u>

2020-2021 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
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	2019-2020	
2018-2019	Revised	2020-2021
Actual	Estimate	Budget

BUDGET DETAIL

Salaries - Regular	146,940	151,800	162,700
Overtime	0	500	500
Benefits	62,736	70,600	81,000
Vehicle Charges	6,183	6,200	6,200
Supplies - Safety	3,229	4,200	4,200
Travel & Meeting Expense	3,310	4,200	4,200
Training	14,399	19,300	19,300
Dues & Subscriptions	450	1,000	1,000
Admin & Overhead	43,800	47,300	47,700
Liability Insurance	<u>2,271,060</u>	<u>2,377,600</u>	<u>2,611,600</u>
TOTAL LIABILITY & PROPERTY INSURANCE	<u><u>2,552,107</u></u>	<u><u>2,682,700</u></u>	<u><u>2,938,400</u></u>

SOURCES OF FUNDING

Liability and Property Charges	<u>2,552,107</u>	<u>2,682,700</u>	<u>2,938,400</u>
TOTAL	<u><u>2,552,107</u></u>	<u><u>2,682,700</u></u>	<u><u>2,938,400</u></u>

DETAIL OF POSITIONS

Administrative Assistant	0.350	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>0.350</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>

2020-2021 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 44 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
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	611,495	659,300	677,700
Overtime	1,036	2,300	7,000
Extra Help	24,140	22,300	0
Benefits	263,389	290,100	312,900
Vehicle Charges	83,933	85,600	89,700
Communications	7,796	5,000	6,500
Professional Services	160,921	205,700	198,700
Repairs & Maintenance	821,175	1,499,000	1,306,000
Building & Equipment Rental	1,593	2,000	2,500
Materials & Supplies	51,378	50,900	73,200
Supplies - Safety	17,573	19,000	22,000
Supplies - Shop	6,590	8,000	8,000
Travel & Meeting Expense	0	1,800	1,800
Training	18,831	25,400	3,500
Dues & Subscriptions	287	0	1,000
Admin & Overhead	51,515	52,600	49,400
Debt Service	1,955,455	1,965,700	1,968,000
Lease Purchases	124,745	129,800	136,000
Capital Outlays - Office Equip/Furn	241	30,700	0
Capital Outlays - Public Works	1,624	20,100	5,000
Capital Outlays - Miscellaneous	0	80,000	0
Capital Outlays - Government Facilities	62,111	82,100	72,000
TOTAL FACILITIES MAINTENANCE	4,265,828	5,237,400	4,940,900

SOURCES OF FUNDING

Rents & Concessions	41,145	42,000	42,000
Program Participation	65,120	0	0
Facility Reimb - County	33,019	33,000	33,000
Miscellaneous Income	2,923	0	0
General Services Charges	4,123,621	5,162,400	4,865,900
TOTAL	4,265,828	5,237,400	4,940,900

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
TOTAL	8.350	8.350	8.350

2020-2021 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.

General Services Department	Department Support Section 33400
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	131,575	121,100	129,600
Overtime	0	0	600
Overtime	16,093	13,600	10,000
Benefits	38,395	44,300	50,500
Vehicle Charges	3,247	4,100	4,100
Energy	913,045	989,100	1,038,200
Professional Services	59,574	89,800	86,800
Repairs & Maintenance	54,050	81,600	84,600
Office Supplies	373,837	451,000	473,000
Materials & Supplies	8,202	9,500	9,500
Travel & Meeting Expense	300	2,000	2,000
Training	206	2,500	3,000
Dues & Subscriptions	1,196	1,300	1,300
Admin & Overhead	224,300	227,700	237,500
Debt Service	460,951	530,000	856,000
Lease Purchases	512,402	528,400	505,000
Capital Outlays - Office Equip/Furn	71,193	171,300	102,200
Capital Outlays - Public Works	1,163,392	484,600	0
TOTAL DEPARTMENT SUPPORT	4,031,958	3,751,900	3,593,900

SOURCES OF FUNDING

Interfund Charges	3,983,575	3,706,900	3,548,900
Miscellaneous Income	48,383	45,000	45,000
TOTAL	4,031,958	3,751,900	3,593,900

DETAIL OF POSITIONS

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

2020-2021 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. A new and critical challenge, COVID-19, will be in the forefront of planning for the foreseeable future. Safety of staff and participants will remain a priority and will most certainly impact programs, services, and accessibility to our facility. 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
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	152,102	161,100	168,700
Overtime	0	100	0
Extra Help	164,965	135,000	135,000
Benefits	101,949	110,000	116,800
Professional Services	39,492	29,200	25,600
Office Supplies	25,905	19,500	21,500
Travel & Meeting Expense	2,985	5,000	2,500
Training	12,067	10,500	9,300
Dues & Subscriptions	0	800	800
Admin & Overhead	212,700	163,100	151,900
TOTAL SENIOR SERVICES	712,165	634,300	632,100

SOURCES OF FUNDING

Rents and Concessions	34,228	28,000	35,000
State Grants	26,000	8,000	16,000
Project Participation - Other Govt	40,000	0	0
User Fees	82,734	54,600	87,000
Senior Service Charges	64,756	50,100	59,800
Miscellaneous Income	16,376	4,500	8,000
Use of Discretionary Funds	448,071	489,100	426,300
TOTAL	712,165	634,300	632,100

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
TOTAL	2.800	2.800	2.800

2020-2021 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. Safe physical spacing to prevent exposure to COVID-19 will be a priority as staff plans for programs and growth. The virus poses a significant challenge to recreation programs, requiring creative solutions to continue to provide meaningful experiences for the community. 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.

General Services Department	Recreation Section 34400
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	2019-2020	
2018-2019	Revised	2020-2021
Actual	Estimate	Budget

BUDGET DETAIL

Salaries - Regular	203,970	207,900	215,900
Overtime	1,339	3,800	3,700
Extra Help	146,092	142,700	136,500
Benefits	109,221	126,500	137,600
Vehicle Charges	20,433	22,300	22,200
Communications	1,174	1,200	1,200
Professional Services	86,380	85,000	85,000
Repairs & Maintenance	0	800	800
Office Supplies	4,733	3,300	3,100
Travel & Meeting Expense	1,781	3,500	3,500
Training	0	600	0
Dues & Subscriptions	3,104	1,900	1,900
Admin & Overhead	213,000	164,800	162,700
Capital Outlays - Public Works	1,565	9,900	9,900
Capital Outlays - Miscellaneous	7,815	13,800	13,400
	<u>800,607</u>	<u>788,000</u>	<u>797,400</u>
TOTAL RECREATION	<u>800,607</u>	<u>788,000</u>	<u>797,400</u>

SOURCES OF FUNDING

User Fees	260,988	220,500	271,500
Taxable Sales	66	1,000	500
Miscellaneous Income	102	0	0
Use of Discretionary Funds	<u>539,451</u>	<u>566,500</u>	<u>525,400</u>
TOTAL	<u>800,607</u>	<u>788,000</u>	<u>797,400</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>3.000</u>	<u>3.000</u>	<u>3.000</u>

2020-2021 Goals

The City's demand-response transit system (Roundup) 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 Roundup 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 Roundup 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 Roundup dispatch software and mobile terminals to improve efficiency on Roundup 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 a redesign project providing connections to the new transit hub facility and other points of interest within the City.
- Continue to plan for eventual conversion to electric vehicles as required by the California Air Resources Board through a pilot project launch of two small zero-emission battery electric shuttle buses.

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. The COVID-19 virus has significantly impacted transit ridership at a time when ridership had plateaued. Necessary changes will be needed to maintain a safe environment for passengers and employees in buses over the long-term. 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 2022 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 Roundup passengers to the Stageline service.

General Services Department	Transit Section 34700/34800
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	1,411,982	1,470,900	1,716,100
Overtime	69,090	52,800	66,000
Extra Help	887,810	850,000	970,000
Benefits	1,026,490	1,066,100	1,251,800
Vehicle Charges	1,091,732	1,133,300	1,176,500
Communications	100,892	90,000	90,000
Professional Services	600,363	414,200	481,400
Office Supplies	0	0	50,000
Travel & Meeting Expense	17,720	6,200	15,000
Training	18,725	0	6,000
Dues & Subscriptions	590	0	800
Admin & Overhead	1,065,700	974,500	1,020,000
Liability Insurance Prog - ISF	1,500	0	0
Capital Outlays - Office Equip/Furn	91,210	398,900	33,400
Capital Outlays - Vehicles	1,017,053	0	0
TOTAL TRANSIT	7,400,857	6,456,900	6,877,000

SOURCES OF FUNDING

Rents & Concessions	23,894	49,000	49,000
Taxes	1,538,068	1,643,000	1,678,000
Transit Fares	167,102	172,100	183,100
State Grants	0	407,200	0
Local Transportation	5,671,674	4,185,600	4,966,900
Miscellaneous Income	119	0	0
TOTAL	7,400,857	6,456,900	6,877,000

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	4.000
Management Analyst	1.000	1.000	2.000
Principal Office Assistant	1.000	1.000	1.000
Public Affairs & Information Supervisor	0.100	0.100	0.100
Transit Dispatcher	2.000	2.000	2.000
Transit Supervisor	1.000	1.000	1.000
TOTAL	25.425	25.425	27.425

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 2020-2021

- 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 financial statements documents and recordkeeping.
- Work with a consultant to research new Enterprise Resource Planning software for the City.
- 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.
- 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.
- 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>2018-2019 (actual)</u>	<u>2019-2020 (estimated)</u>	<u>2020-2021 (proposed)</u>
City Rate of Return	1.98%	1.62%	0.97%
Greater than 120% of Treasury rate	86%	140%	89%

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

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

On-time	98.8%	98.9%	98.9%
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- Department per capita costs:

Total expenditures per capita	\$24.60	\$25.85	\$26.76
Discretionary revenue used per capita	\$1.46	\$2.49	\$3.66

FINANCE

DEPARTMENT SUMMARY

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET BY ACTIVITY			
Administration	<u>2,868,663</u>	<u>3,080,100</u>	<u>3,253,500</u>
TOTAL ALL ACTIVITIES	<u><u>2,868,663</u></u>	<u><u>3,080,100</u></u>	<u><u>3,253,500</u></u>
BUDGET BY FUND			
General Fund	<u>2,868,663</u>	<u>3,080,100</u>	<u>3,253,500</u>
TOTAL ALL FUNDS	<u><u>2,868,663</u></u>	<u><u>3,080,100</u></u>	<u><u>3,253,500</u></u>

2020-2021 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 a consultant to research a new ERP system for the City.
- Upgrade the Paymentus online utility billing portal.
- Use temporary staffing and volunteers to remain current on all financial activities.

Five-Year Outlook

The Coronavirus has created an entirely new environment going into the 2020-2021 fiscal year and its effects will be felt for years to come. The City's discretionary revenue has been severely affected and it will take years to recover. Specifically sales tax and TOT taxes have been affected. At present, property tax revenues are projected to remain constant at least for the next few years. 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.

Finance Department	Administration Section 35100
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	1,630,544	1,697,900	1,803,800
Overtime	5,526	13,900	13,900
Extra Help	42,458	45,000	42,000
Benefits	621,697	693,300	768,700
Vehicle Charges	23,518	24,800	24,800
Professional Services	132,147	169,600	161,000
Office Supplies	883	3,000	2,800
Travel & Meeting Expense	6,115	0	0
Training	9,992	20,000	20,000
Dues & Subscriptions	1,783	1,900	1,900
Admin & Overhead	394,000	410,700	414,600
TOTAL FINANCE ADMINISTRATION	2,868,663	3,080,100	3,253,500

SOURCES OF FUNDING

Licenses	71,000	71,000	71,000
Annexation Processing Fee	37,500	30,000	30,000
Capital Development - Streets	60,000	60,000	60,000
User Fees	195,890	197,000	197,000
Interfund Charges	2,313,869	2,405,000	2,435,000
Miscellaneous Income	19,766	20,000	15,000
Use of Discretionary Funds	170,638	297,100	445,500
TOTAL	2,868,663	3,080,100	3,253,500

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
TOTAL	21.00	21.00	21.00

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 and Development Services staff developed and subscribe to the following: *“The Planning and Development Services Department is loyal to preserving the Clovis Way of Life by employing excellence in cooperative planning, reliable engineering, and sustainable building controls.”*

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

Planning & Development Services Department per capita costs:

Planning & Development Services Operations Budget	2018-2019 Actual - \$9,929,771 Population 116,600	2019-2020 Revised Estimate \$10,993,500 Population 119,200	2020-2021 Budget \$14,725,600 Population 121,600
Total cost/per capita served:	\$85	\$92	\$121
Discretionary funds (\$300,000)/per capita served:	\$2.57	\$2.51	\$2.46

PLANNING AND DEVELOPMENT SERVICES DEPARTMENT SUMMARY

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET BY ACTIVITY			
Planning	2,025,818	2,387,300	5,369,400
Building	2,509,098	2,729,300	3,119,200
Engineering	<u>5,394,856</u>	<u>5,876,900</u>	<u>6,237,000</u>
TOTAL ALL ACTIVITIES	<u><u>9,929,772</u></u>	<u><u>10,993,500</u></u>	<u><u>14,725,600</u></u>
BUDGET BY FUND			
Planning & Development Services Fund	<u>9,929,772</u>	<u>10,993,500</u>	<u>14,725,600</u>
TOTAL ALL FUNDS	<u><u>9,929,772</u></u>	<u><u>10,993,500</u></u>	<u><u>14,725,600</u></u>

Planning Division Goals 2020-2021

The goals of the Planning Division are focused on implementing the Clovis General Plan and Specific Plans, managing the Planning Program activities that support the General Plan, ensuring that all public and private development is consistent with the General Plan, the Development Code, City policies and state law, and coordinating public and private projects so that they result in a high-quality, sustainable community.

Planning goals for 2020-2021 include:

- Provide accurate information to the public regarding land development.
- Implement General Plan policies and General Plan EIR mitigation measures in conjunction with development proposals.
- Implement the zoning requirements and programs related to the Housing Element.
- Implement the Central Clovis Specific Plan.
- Implement the Heritage Grove Master Plan Community Design Guidelines.
- Implement a paperless filing system including electronic storage of legacy permits.
- Provide timely processing of applications to the Planning Commission and City Council within the Division's current limitations.
- Maintain effective communication with citizens, the business community, and interest groups on planning, building, and development-related issues.

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 no-net-loss analysis process for development applications and rezone properties as necessary to maintain the Regional Housing Needs Allocation.
- Implement an electronic application process for planning applications.
- Complete a local Agriculture Preservation Policy Plan to address agriculture mitigation.
- 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.

The Planning Division is charged with the timely processing of development application requests. Application processing time includes staff review, any additions or corrections necessary, and notification of public hearings 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 |

Planning Division Performance Measures

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

	<u>2018-2019 (Actual)</u>	<u>2019-2020 (Estimated)</u>	<u>2020-2021 (Goal)</u>
Applications processed to Planning Commission within target time	84%	85%	80%
Applications processed to City Council within target time	78%	80%	80%
Site Plan Reviews processed within target time	62%	70%	75%

Data summarizing activity within the Planning Division is provided below:

Criteria	Estimated 2019/20 Activity
Planning Commission Meetings Conducted	14 Meetings
Applications Considered by the Planning Commission	65 Applications
City Council Meetings Where Items Were Considered	14 Meetings
Applications Considered by the City Council	50 Applications
Neighborhood/Community Meetings Attended	30 Meetings

Five-Year Outlook

New residential development slowed during the 2019-2020 fiscal year, with just 4 tentative tract map applications submitted through mid-May, as opposed to 10 maps in 2018-2019, and 13 the year prior. However, interest in large-scale development continues to be strong, including development in the Heritage Grove Urban Center as well as the adjacent “Spensely” property at the northeast corner of Shepherd and Sunnyside Avenues. Site plan review applications for commercial and industrial projects remained strong through early 2020, until the Coronavirus pandemic brought most entitlement activity to a near standstill.

Prospective development trends are always difficult to predict, and they are impossible to predict during the current unprecedented conditions. These conditions include the Coronavirus, which has resulted in an economic crisis across the County. Current conditions also include the State of California’s transition to a traffic analysis methodology based on vehicle miles traveled (VMT). While the City’s game plan for implementing the new methodology will be in place by the end of 2020, costs associated with mitigating VMT impacts are currently unknown. Both of these factors are creating uncertainty for the development community, increasing the risks substantially, and likely slowing near-term development projects.

Over the next several years, continued annexation and development within the sphere of influence should be expected, particularly in Heritage Grove and the remaining undeveloped portion of Loma Vista. Interest has also been expressed by the development community in commencing with an annexation program in the northeast growth center. These larger projects will require dedication of significant staff resources. In addition to these projects, or perhaps until economic conditions allow these projects to move forward, the Planning Division will need to focus on a series of long-term programs that will help the City facilitate development to occur. Examples of such programs include reconciling general plan and zoning conflicts, retiring outdated specific plans, developing an agricultural mitigation program, and updating parks master plans. Most importantly, within the next five years the City will need to initiate a new General Plan update, and prepare and adopt its Sixth Cycle Housing Element.

	2018-2019	2019-2020	
	Actual	Revised Estimate	2020-2021 Budget

BUDGET DETAIL

Salaries - Regular	766,653	923,600	965,300
Overtime	6,153	4,700	3,000
Extra Help	67,900	154,000	140,000
Benefits	307,879	386,100	417,300
Vehicle Charges	26,659	29,200	30,800
Communications	4,529	5,000	5,000
Professional Services	259,623	267,200	3,030,000
Special Events	242	2,000	2,000
Office Supplies	3,143	2,000	2,000
Travel & Meeting Expense	17,290	17,000	23,000
Training	18,509	11,200	3,000
Dues & Subscriptions	2,277	5,100	6,000
Admin & Overhead	540,100	578,200	665,000
Capital Outlays - Office Equip/Furn	2,675	0	75,000
Capital Outlays - Computers	2,186	2,000	2,000
	<u>2,025,818</u>	<u>2,387,300</u>	<u>5,369,400</u>
TOTAL PLANNING	<u>2,025,818</u>	<u>2,387,300</u>	<u>5,369,400</u>

SOURCES OF FUNDING

State Grants	0	50,000	260,000
User Fees	1,976,363	2,282,900	5,079,400
Interfund Charges	33,810	40,000	15,000
Use of Discretionary Funds	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
	<u>2,025,818</u>	<u>2,387,300</u>	<u>5,369,400</u>
TOTAL	<u>2,025,818</u>	<u>2,387,300</u>	<u>5,369,400</u>

DETAIL OF POSITIONS

Administrative Assistant	0.40	0.40	-
Assistant/Associate Planner	2.00	2.00	2.00
Assistant Dir of Planning & Development Serv	0.40	0.40	0.40
City Planner	1.00	1.00	1.00
Deputy City Planner	1.00	1.00	1.00
Dir of Planning & Development Services	0.40	0.40	0.40
Geographic Information Systems Analyst	0.30	0.30	0.30
Geographic Information Systems Tech.	0.40	0.40	0.40
Housing Program Coordinator	0.15	0.15	0.15
PDS Admin Services Manager	0.40	0.40	0.40
Planning Technician I/II	1.00	1.00	1.00
Principal Office Assistant	1.00	0.70	0.80
Public Affairs & Information Supervisor	0.10	0.10	0.10
Senior Planner	1.00	1.00	1.00
	<u>9.55</u>	<u>9.25</u>	<u>8.95</u>
TOTAL	<u>9.55</u>	<u>9.25</u>	<u>8.95</u>

2020-2021 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.

Building goals for 2020-2021 include:

- Ensure compliance with all codes for the construction, use, and occupancy of buildings and all of their various components.
- 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.
- 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 2019 California Building, Electrical, Energy, Mechanical, and Plumbing Codes along with new state-mandated programs.
- Continue to 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. In the spring of 2020, the solar industry was the first group to apply, submit, render payment, and receive their approved documents from their own home or place of business. Moving forward this program will open to other forms of permits and types of construction activity. This comprehensive workflow management system will eventually integrate the functions of the Planning, Engineering, and Building Divisions in the processing of entitlement approvals and the issuance of all regulatory applications.

Building Division Performance Measures

- Continue training on new codes and systems 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 training is 24 hours/person/year required by state law.

	2018-2019 (Actual)	2019-2020 (Estimated)	2020-2021 (Goal)
Hours of Training	23 hrs./ person	28 hrs./person	30 hrs./person
Building permit plan checks processed within target time	80%	90%	95%
Inspections Performed within target time	85%	90%	95%

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.

Five-Year Outlook

Commercial construction activity has been very robust within the City of Clovis. Since 2012, there has been an average of approximately \$45 million dollars in commercial valuation each year. In 2018-2019, commercial activity reached \$112 million in valuation. Currently, 2019-2020 has already seen over \$75 million in commercial valuation. Due to the Coronavirus pandemic, we are expecting the 2020-2021 calendar year to move closer to the \$45 million commercial valuation average.

Residential development activity and solar system permitting are still very strong. Our historical average is approximately 750 units, comprising both single-family and multi-family units. The 2018-2019 cycle produced 848 single-family residential units, the 2019-2020 cycle is estimated to exceed 850 single-family units and 250 multi-family units, totaling about 1200 units. Due to the Coronavirus pandemic, Building is forecasting a total of 700 residential units for the 2020-2021 cycle.

In spite of the Coronavirus pandemic, we anticipate strong building activity. Over the last five years, Building averaged 1,000 units each year. Reviewing a five-year span during the last downturn in the economy, Building averaged 500 units each year. During that downturn, there were many surplus homes on the market due to over-building and it took some time for the market to stabilize. Given the different circumstances of the Coronavirus pandemic, we estimate the 700 residential units total for the 2020-2021 cycle.

	2018-2019	2019-2020	
	Actual	Revised	2020-2021
		Estimate	Budget

BUDGET DETAIL

Salaries - Regular	1,049,318	1,213,400	1,413,700
Overtime	42,815	60,000	60,000
Extra Help	180,327	150,000	100,000
Benefits	530,879	606,600	713,100
Vehicle Charges	50,442	54,000	60,500
Communications	14,160	15,000	15,000
Professional Services	170,904	160,000	183,000
Special Events	0	2,000	2,000
Office Supplies	5,017	4,000	4,000
Supplies - Shop	639	1,000	1,000
Travel & Meeting Expense	21,070	35,200	35,000
Training	1,376	15,000	35,000
Dues & Subscriptions	4,162	9,000	9,000
Admin & Overhead	426,800	392,100	411,900
Liability Insurance Prog - ISF	500	1,000	1,000
Capital Outlays - Office Equip/Furn	8,332	9,000	75,000
Capital Outlay - Computers	2,357	2,000	0
TOTAL BUILDING	2,509,098	2,729,300	3,119,200

SOURCES OF FUNDING

User Fees	2,481,888	2,719,300	3,112,200
Miscellaneous Income	27,210	10,000	7,000
Use of Discretionary Funds	0	0	0
TOTAL	2,509,098	2,729,300	3,119,200

DETAIL OF POSITIONS

Administrative Assistant	0.30	0.30	-
Assistant Dir of Planning & Development Serv	0.30	0.30	0.30
Building Inspector/Senior Bldg Inspector	5.00	5.00	5.00
Building Official	1.00	1.00	1.00
Business Workflow Analyst	1.00	1.00	-
Business Workflow Specialist	1.00	1.00	2.00
Deputy Building Official/Plan Checker	1.00	1.00	1.00
Dir of Planning & Development Services	0.30	0.30	0.30
Geographic Information Systems Analyst	0.20	0.20	0.20
Geographic Information Systems Tech.	0.30	0.30	0.30
PDS Admin Services Manager	0.30	0.30	0.30
Permit Technician	1.00	2.00	2.00
Plans Examiner	3.00	3.00	3.00
Principal Office Assistant	-	0.60	0.60
TOTAL	14.70	16.30	16.00

2020-2021 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 ensure that all development meets current City standards. Engineering staff levels will remain at the current level.

Engineering goals for 2020-2021 include:

- Delivery of all projects scheduled in the Community Investment Program utilizing the best technology and equipment for the design, review, and improvement of infrastructure.
- Achieve and maintain the highest level of customer service by actively responding to service requests from other departments and citizens.
- Ensure that private development activities meet City requirements, conditions, and standards.
- Provide quick development project plan review and processing.
- Implement and manage a fair and cost-effective impact fee program that funds necessary infrastructure to accommodate new development.
- Provide knowledgeable inspection services that assure quality construction, protecting the City's interests.
- Maintain an active traffic management program in cooperation with the Clovis Police Department that ensures transportation safety and that supports traffic enforcement.
- Establish an updated and fiscally sound annual five-year Community Investment Program to provide for appropriate infrastructure repair and enhancements.
- Provide excellent customer service.

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.

Engineering Division Performance Measures

- Complete capital improvement projects on schedule. The current goal is to meet the schedule on 85% of projects.
- Complete development project reviews within benchmark turnaround times. The current goal is to achieve a 4-week turnaround on first submittals and a 2-week turnaround on subsequent submittals.
- Keep traffic counting and speed studies up-to-date. The current goal is to have 100% of studies up-to-date.
- Provide pertinent training to each engineering staff member.

	2018-2019 (Actual)	2019-2020 (Estimated)	2020-2021 (Goal)
Completion of CIP projects on schedule	86%	79%	85%
Development Plan Check First submittal	33%	60%	85%
Development Plan Check subsequent submittals	53%	80%	90%
Traffic Studies Up to date	N/A (new measure)	100%	100%
Training (percent of staff receiving training)	N/A (new measure)	N/A (new measure)	100%

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 Parks Master Plan and providing for advance planning of infrastructure in newly developing 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 (now complete), Herndon, and Shaw Avenues to the edges of our City's 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.

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 level of service.

Similar to Planning and Building, a slow down of development has the potential to put a strain on the budget. There are some indications that development activity could slow as a result of the Coronavirus pandemic as there are less potential home buyers in the market and stay at home orders are affecting the operations of some developers. At the same time, many developers are optimistic about robust development activity continuing with demand for housing and development remaining at a high level. If a sustained slow down occurs, engineering staff can be reassigned to capital projects.

**Planning and Development
Services Department**
**Engineering
Section 74500-74550**

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET DETAIL			
Salaries - Regular	2,675,615	2,913,900	3,099,000
Overtime	71,133	96,600	91,000
Extra Help	189,703	165,000	70,000
Benefits	1,113,185	1,294,900	1,490,100
Vehicle Charges	132,559	128,200	137,800
Communications	32,394	33,000	33,000
Professional Services	127,969	90,600	85,000
Special Events	30	5,000	5,000
Office Supplies	4,026	17,000	10,000
Materials & Supplies	22	500	0
Supplies - Safety	865	6,000	6,000
Supplies - Shop	1,325	5,000	6,000
Travel & Meeting Expense	6,833	11,500	11,000
Training	14,983	40,400	49,000
Dues & Subscriptions	5,367	14,000	14,000
Admin & Overhead	992,900	1,034,000	1,038,100
Capital Outlays - Office Equip/Furn	20,969	0	75,000
Capital Outlays - Computers	4,875	16,300	12,000
Capital Outlays - Public Utilities	103	5,000	5,000
TOTAL ENGINEERING	5,394,856	5,876,900	6,237,000

SOURCES OF FUNDING

Taxes	10,000	10,000	10,000
State Grants	6,990	17,400	17,000
User Fees	5,084,428	5,539,500	5,910,000
Miscellaneous Income	8,438	25,000	15,000
Use of Discretionary Funds	285,000	285,000	285,000
TOTAL	5,394,856	5,876,900	6,237,000

DETAIL OF POSITIONS

Administrative Assistant	0.30	0.30	-
Assistant Dir of Planning & Development Serv	0.30	0.30	0.30
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
Engineer I	2.00	2.00	2.00
Engineer II/Civil Engineer	11.00	11.00	11.00
Engineering Inspector/Senior Eng Inspector	5.00	5.00	5.00
Engineering Program Supervisor	1.00	1.00	1.00
Engineering Tech/Senior Engineering Tech	3.00	3.00	2.00
Geographic Information Systems Analyst	0.25	0.25	0.25
Geographic Information Systems Tech	0.30	0.30	0.30
Management Analyst	1.00	1.00	2.00
PDS Admin Services Manager	0.30	0.30	0.30
Permit Technician	1.00	1.00	1.00
Principal Office Assistant	-	0.70	0.60
Supervising Civil Engineer	2.00	2.00	2.00
TOTAL	29.75	30.45	30.05

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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, EOD, 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 central location for emergency and non-emergency calls made from within the City limits and surrounding areas. Dispatchers receive calls from citizens and businesses, which are prioritized based on a series of questions. They provide the appropriate resources, and dispatch a police response when appropriate. Dispatchers monitor the regular activity, provide telecommunication support, and assist with incident coordination for the field units. They serve as an information resource to police officers, CSOs, investigators, other agencies, and the public. Dispatchers provide these services while utilizing the radio, telephone, computer, internet, camera systems, and other law enforcement database programs.

Investigations

Section 52000

The Investigations section is overseen by a police captain, and is responsible for follow-up on all felony cases, cases of a sensitive nature, and preparing the cases for submittal to the District Attorney's Office. The Division is comprised of two main components: general investigations and the Special Enforcement Team (SET). 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 SET, internal investigations, and officer-involved shooting investigations. The focus of SET tends to be on mid-level and street-level drug dealers and users causing blight in our City. They also focus on cases involving gang members and narcotics trafficking. They focus their investigations on those who are actively engaged in the gang lifestyle and committing crimes in our City. These units 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.

Youth Services

Section 53000

The Youth Services Division is committed to providing services and programs that deter juvenile crime. The foundation of our service is consistent accountability for juvenile misbehavior and education about alcohol, drugs, and tobacco. The Youth Services Division is committed to supporting parents by providing information about parenting and education about juvenile trends related to alcohol, drugs and tobacco use. The Youth Services Division will continue to work closely with the Clovis Unified School District (CUSD) and other agencies to encourage youth to improve their ability to make good decisions at home, at school, and in the community to consistently hold juveniles accountable and to support parents. The success for this service will be determined by maintaining a low juvenile rate of recidivism.

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, and 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.

2020-2021 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 the Clovis PD App.
- Start up our Drone First Responder (DFR) program and get FAA certification.
- Deploy and maintain body cameras for all sworn police officers.
- 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

- Replace less lethal Taser weapons.
- Expand body camera program to include the SWAT Team.
- Improve fleet by replacing older vehicles.

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>2018-2019 (actual)</u>	<u>2019-2020 (actual)</u>	<u>2020-2021 (estimate)</u>
Priority I Average Response Times	4.58 Min	4.54 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>2018-2019 (actual)</u>	<u>2019-2020 (actual)</u>	<u>2020-2021 (goal)</u>
Citizen Surveys (Above Average or Excellent)	89.29%	95%	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>2019 (actual)</u>	<u>2020 (estimated)</u>	<u>2021 (proposed)</u>
Clovis	642	606	1200

- We strive to provide police services in a fiscally responsible manner, which includes evaluating the expenditures of the general fund allocated for police services to the citizens of Clovis. This analysis will show the cost per capita for each City of Clovis resident. The cost comparison will include analysis of our overall budget, and the discretionary funds within the overall budget. Additionally, the number of officers per 1,000 residents will be evaluated in comparison with other like sized Police departments and cities.

<u>2020-2021 Budget (per capita)</u>	<u>2020-2021 (discretionary funding)</u>	<u>Officers per 1,000 Residents</u>
\$331 per resident	\$299 per resident	.84

POLICE DEPARTMENT SUMMARY

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET BY ACTIVITY			
Patrol	20,397,603	21,729,200	21,850,400
Communications	2,812,130	3,043,500	2,965,200
Investigations	4,211,608	4,371,700	4,342,600
Youth Services	732,456	711,700	726,900
Support Services	3,557,906	3,711,800	3,855,800
Administration	3,222,930	3,426,500	3,782,300
Animal Shelter	<u>1,805,016</u>	<u>1,853,700</u>	<u>1,931,500</u>
TOTAL ALL ACTIVITIES	<u><u>36,739,649</u></u>	<u><u>38,848,100</u></u>	<u><u>39,454,700</u></u>
BUDGET BY FUND			
General Fund	<u>36,739,649</u>	<u>38,848,100</u>	<u>39,454,700</u>
TOTAL ALL FUNDS	<u><u>36,739,649</u></u>	<u><u>38,848,100</u></u>	<u><u>39,454,700</u></u>

2020-2021 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.
- Start up our Drone First Responder (DFR) program and get FAA certification.

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		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	9,971,986	9,974,400	10,072,900
Overtime	1,106,038	1,240,200	1,092,200
Extra Help	233,504	256,000	341,000
Benefits	6,204,968	6,820,400	7,348,300
Vehicle Charges	4,323	1,400	0
Communications	94,948	93,000	93,000
Professional Services	210,371	543,000	350,000
Repairs & Maintenance	5,947	7,100	3,600
Office Supplies	79,991	98,700	88,500
Supplies - Safety	71,714	75,000	41,000
Travel & Meeting Expense	28,809	28,100	26,000
Training	162,127	176,900	154,700
Dues & Subscriptions	5,251	5,600	5,600
Admin & Overhead	1,913,900	2,228,600	2,052,700
Capital Outlays - Computers	1,384	2,000	5,000
Capital Outlays - Police Equipment	296,917	173,300	170,900
Capital Outlays - Communications	5,425	5,500	5,000
TOTAL PATROL	20,397,603	21,729,200	21,850,400

SOURCES OF FUNDING

Taxes	1,538,075	1,756,000	1,901,000
Other Permits	10,750	12,000	12,000
Fines & Fees	186,607	195,000	199,000
State Grants	268,865	322,000	286,000
Program Participation	4,940	23,000	23,000
Mandated Claims	444,824	437,000	437,000
Planning & Processing Fees	15,368	12,000	12,000
User Fees	56,585	106,000	65,000
Miscellaneous Income	26,018	11,000	10,000
Use of Discretionary Funds	17,845,571	18,855,200	18,905,400
TOTAL	20,397,603	21,729,200	21,850,400

DETAIL OF POSITIONS

Community Service Officer	13.00	12.00	12.00
Deputy Police Chief	1.00	1.00	1.00
Police Captain	2.00	5.00	3.00
Police Corporal	13.00	12.00	12.00
Police Lieutenant	5.00	2.00	4.00
Police Officer/Recruit	60.00	63.00	63.00
Police Sergeant	9.00	10.00	10.00
Police Service Officer	1.00	-	-
TOTAL	104.00	105.00	105.00

2020-2021 Goals

- Meet the response time goal of less than 5 minutes for Priority One calls.
- Meet or exceed our goal of high customer satisfaction ratings.
- Improve radio communication coverage and reliability.
- Strategize with state and local agencies to implement and refine inter-operability of radio, phone, and data systems.
- Explore options for increasing and improving the City camera system, which includes monitoring capabilities.
- Implement and maintain software and hardware consistent with state requirements for NextGen 911.
- Maintain and improve the functionality and capabilities of the backup communications center.

Objectives to Meet the Goals

- Continue to hire and train 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 to work with the City of Clovis I.T. Division, the state, the county, and various product vendors to ensure the equipment utilized in the Communications Center is compatible with the most current technology available, to support the City's future growth.
- Expand wireless video capabilities.
- Enhance connectivity to CUSD to allow expansion into their internal campus video system.
- Complete the upgrade of the Zetron radio and phone system in accordance with NextGen 911 state mandates.
- Work with Cal OES, Clovis I.T. Division, product vendors, and allied agencies to successfully incorporate all aspects of NextGen 911 relative to state timelines.

Five-Year Outlook

The department will continue to upgrade equipment to meet or exceed state standards for the future and work to keep our environment a positive and efficient workplace. As the community grows and calls for service increase, it will be necessary to expand staffing levels in the Communications Center to maintain the quality of service we provide to our citizens. Communications will continue to refine the use of the new CAD system, and its component parts, during this next fiscal year.

Police Department	Communications Section 51100		
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	2018-2019	2019-2020	
	Actual	Revised Estimate	2020-2021 Budget

BUDGET DETAIL

Salaries - Regular	1,396,621	1,491,100	1,488,800
Overtime	279,270	284,500	251,700
Extra Help	1,866	6,200	11,200
Benefits	733,432	780,700	827,200
Communications	75,732	128,200	48,200
Professional Services	30,135	28,300	28,300
Repairs & Maintenance	17,373	18,500	18,500
Office Supplies	8,952	9,000	9,000
Materials & Supplies	2,518	5,000	1,000
Travel & Meeting Expense	4,276	2,400	2,400
Training	17,183	13,000	13,000
Dues & Subscriptions	272	1,300	1,300
Admin & Overhead	244,500	275,100	264,600
Capital Outlays - Communications	0	200	0
TOTAL COMMUNICATION	2,812,130	3,043,500	2,965,200

SOURCES OF FUNDING

Use of Discretionary Funds	2,812,130	3,043,500	2,965,200
TOTAL	2,812,130	3,043,500	2,965,200

DETAIL OF POSITIONS

Communication Supervisor	1.00	-	-
Lead Police Service Officer	3.00	4.00	4.00
Police Service Officer	16.00	18.00	18.00
TOTAL	20.00	22.00	22.00

2020-2021 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 the Special Enforcement Team (SET) 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 and SET 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 SET Unit will be focusing on preventing gangs from overtaking neighborhoods and gaining strength or influence in any specific area.

Police Department	Investigations Section 52000		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	2,166,793	2,143,900	2,115,500
Overtime	229,929	216,500	176,000
Extra Help	40,350	40,000	40,000
Benefits	1,284,315	1,422,600	1,495,400
Vehicle Charges	6,060	6,100	6,100
Communications	31,304	23,000	23,000
Professional Services	135,712	170,400	131,600
Materials & Supplies	4,127	2,500	4,500
Supplies - Police	16,251	10,000	10,000
Supplies - Safety	5,104	5,000	5,000
Travel & Meeting Expense	15,349	13,800	13,800
Training	13,907	17,100	21,000
Dues & Subscriptions	1,669	2,200	2,200
Admin & Overhead	259,900	296,600	296,500
Capital Outlays - Police Equipment	838	2,000	2,000
TOTAL INVESTIGATIONS	4,211,608	4,371,700	4,342,600

SOURCES OF FUNDING

Federal Grants	8,285	152,000	0
User Fees	3,794	15,000	15,000
Miscellaneous Income	1,005	0	0
Use of Discretionary Funds	4,198,524	4,204,700	4,327,600
TOTAL	4,211,608	4,371,700	4,342,600

DETAIL OF POSITIONS

Community Service Officer	-	1.00	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	2.00	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	18.00	21.00	20.00

2020-2021 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.

Police Department	Youth Services Section 53000
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	2018-2019	2019-2020	
	Actual	Revised Estimate	2020-2021 Budget

BUDGET DETAIL

Salaries - Regular	278,152	292,900	291,500
Overtime	25,843	23,600	29,500
Extra Help	89,649	80,000	80,000
Benefits	151,644	165,500	180,300
Vehicle Charges	6,060	6,100	6,100
Communications	1,438	2,000	2,000
Professional Services	11,742	11,000	11,100
Office Supplies	1,743	1,800	1,800
Materials & Supplies	3,582	1,100	3,000
Supplies - Police	0	2,000	2,000
Supplies - Shop	13,538	12,500	10,000
Travel & Meeting Expense	2,531	2,700	2,700
Training	4,544	5,000	5,000
Dues & Subscriptions	779	1,100	1,100
Admin & Overhead	133,900	91,900	92,800
Capital Outlays - Computers	7,311	12,500	8,000
TOTAL YOUTH SERVICES	732,456	711,700	726,900

SOURCES OF FUNDING

Use of Discretionary Funds	732,456	711,700	726,900
TOTAL	732,456	711,700	726,900

DETAIL OF POSITIONS

Community Service Officer	2.00	2.00	2.00
Office Assistant	1.00	-	-
Police Service Manager	1.00	1.00	1.00
Police Service Officer	1.00	-	-
TOTAL	5.00	3.00	3.00

2020-2021 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 with 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.
- Continue to improve and monitor feedback from citizens on the quality of service they receive from our employees.
- Review our recent audit of our property/evidence room to seek any improvements on efficiency.

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.
- Gather the data from our new customer service survey technology to improve service levels.
- Implement changes in our property and evidence room to address recommendations from the audit.

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		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	677,033	723,600	867,900
Overtime	8,070	12,200	20,700
Extra Help	185,083	180,000	150,000
Benefits	314,945	366,300	436,600
Vehicle Charges	1,759,467	1,721,400	1,758,400
Communications	7,309	11,000	11,000
Professional Services	81,765	198,400	131,900
Repairs & Maintenance	35,369	40,200	44,200
Office Supplies	1,231	2,000	2,000
Materials & Supplies	8,866	4,900	3,900
Supplies - Police	100,740	94,000	94,000
Supplies - Safety	92	100	100
Travel & Meeting Expense	1,682	2,100	2,100
Training	10,424	13,000	17,000
Dues & Subscriptions	5,257	2,900	2,900
Admin & Overhead	287,500	261,700	235,100
Capital Outlays - Computers	73,073	78,000	78,000
TOTAL SUPPORT SERVICES	3,557,906	3,711,800	3,855,800

SOURCES OF FUNDING

Other Permits	72,230	22,000	27,000
Mandated Claims	0	39,800	0
User Fees	50,702	53,000	53,000
Miscellaneous Income	27,321	28,000	28,000
Use of Discretionary Funds	3,407,653	3,569,000	3,747,800
TOTAL	3,557,906	3,711,800	3,855,800

DETAIL OF POSITIONS

Administrative Assistant	2.00	2.00	2.00
Office Assistant	4.00	-	-
Principal Office Assistant	4.00	6.00	6.00
Property & Evidence Technician	2.00	2.00	1.00
Property & Evidence Supervisor	-	1.00	1.00
Records Supervisor	1.00	1.00	1.00
Senior Systems Video Analyst	1.00	-	-
Systems Video Technician	1.00	2.00	2.00
TOTAL	15.00	14.00	13.00

2020-2021 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 deployment of body cameras for all sworn police 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.

Police Department	Administration Section 56000/56300
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	571,770	399,400	544,200
Overtime	964,448	1,252,400	1,149,100
Benefits	439,280	308,300	614,600
Vehicle Charges	8,645	5,500	5,500
Communications	4,767	7,000	7,000
Professional Services	86,473	79,500	80,100
Materials & Supplies	9,214	10,800	7,000
Travel & Meeting Expense	13,098	14,100	16,000
Training	69,257	130,800	127,200
Dues & Subscriptions	3,261	4,500	4,500
Admin & Overhead	875,600	908,900	933,900
Capital Outlays - Office Equip/Furn	55,084	0	0
Capital Outlays - Police Equipment	120,559	305,300	265,900
Capital Outlays - Safety Equipment	1,474	0	27,300
TOTAL ADMINISTRATION	3,222,930	3,426,500	3,782,300

SOURCES OF FUNDING

State Grants	140,499	203,400	109,100
Federal Grants	234,524	189,100	193,300
Mandated Claims	0	0	152,000
User Fees	123,355	265,000	202,000
Miscellaneous Income	2,859	0	0
Use of Discretionary Funds	2,721,693	2,769,000	3,125,900
TOTAL	3,222,930	3,426,500	3,782,300

DETAIL OF POSITIONS

Administrative Assistant	2.00	2.00	2.00
Community Service Officer	-	-	1.00
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	-	-
TOTAL	6.00	4.00	6.00

2020-2021 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.

Police Department	Animal Services Section 59100		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	578,315	593,500	687,100
Overtime	34,112	62,000	24,100
Extra Help	119,952	150,000	120,000
Benefits	245,143	286,100	323,900
Vehicle Charges	6,060	6,100	6,100
Communications	6,246	7,000	7,000
Professional Services	185,942	148,000	144,800
Repairs & Maintenance	2,397	3,500	2,400
Materials & Supplies	15,478	18,300	15,300
Supplies - Safety	73,592	74,500	74,500
Travel & Meeting Expense	1,005	3,700	1,000
Training	1,094	4,000	2,000
Dues & Subscriptions	1,480	1,500	1,500
Admin & Overhead	534,200	495,500	521,800
TOTAL ANIMAL SHELTER	1,805,016	1,853,700	1,931,500

SOURCES OF FUNDING

Licenses	65,657	89,000	91,000
Fines & Fees	8,060	0	0
Miscellaneous Income	17,857	3,000	3,000
Use of Discretionary Funds	1,713,442	1,761,700	1,837,500
TOTAL	1,805,016	1,853,700	1,931,500

DETAIL OF POSITIONS

Animal Control Officer	4.00	5.00	6.00
Community Service Officer	1.00	1.00	-
Principal Office Assistant	-	1.00	1.00
Staff Analyst	-	1.00	1.00
Supervisor of Animal Services	2.00	2.00	2.00
TOTAL	7.00	10.00	10.00

FIRE DEPARTMENT SUMMARY

The Fire Department is responsible for providing Fire Suppression, Technical Rescue, Hazardous Materials Spill/Release Mitigation, Emergency Medical Services (EMS), Life Safety and Enforcement Services and Emergency Preparedness for the citizens of Clovis. These responsibilities are distributed through three divisions and six 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 personnel 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, emergency medical services, mutual/automatic aid, motor vehicle accidents, wildland, and public assistance. The Training Bureau activities include training of new employees, in-service training for all department employees, certification and licensure, and coordinated use of the Fire Training Center. Support Services Bureau activities include: apparatus maintenance, facilities maintenance, and station supplies. The Communications Bureau 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 Division is responsible for providing community risk reduction activities through two bureaus: Fire Prevention and Emergency Preparedness. The Fire Prevention Bureau supports 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 Division, the Investigations Team has the responsibility to investigate all fires for cause and origin.

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 that 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 throughout California 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

2020-2021 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 maintain an emergency and non-emergency response capability that maximizes public and private resources to deal with human-caused or natural-caused disasters.
- Continue to maintain 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 for the new Fire Station #6.
- Complete design for the new Fire Station #6 in the Loma Vista Area (south of Shaw/west of Leonard) and start construction in the Spring of 2021.
- Manage past and future growth areas while recognizing that the small increase in additional General Fund Revenue does not support the true total cost to provide effective public safety to these new growth areas.
- Continue to review the cost recovery efforts for State Mandated fire inspections, new development, developer impact fees (DIF), weed abatement, 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.

	<u>2018-2019 (actual)</u>	<u>2019-2020 (estimated)</u>	<u>2020-2021(proposed)</u>
First Arrival, Total Response			
EMS in under 6:30	7:01	7:12	7:15
Fire in under 7:00	7:41	7:41	7:50
MVA/Rescue in under 7:00	7:26	7:13	7:30
ERF in under 10:30	10:30	10:27	10:40
Fires Contained to Room of Origin	81%	63%	75%
Total Number of Calls for Service	10,339	10,662	10,750
Total Number of EMS Calls	6,421	6,606	6,750

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. Sprinkler requirements for residential and commercial occupancies, greater than 2,500 square feet, are examples of how simple requirements can have a major impact on community risk reduction. Public education has demonstrated the benefit of reducing the impacts that emergencies have on the community. Performing life safety inspections in all public buildings have reduced fire loss, which sustains the local economy through continued employment and sales of goods.

State Mandated Fire Inspections Completed	212 of 336 – 63%	328 of 334 – 98%	310 of 335 – 90%
Number of Children Receiving Life Safety Information	9,000	6,200	7,500
Complete Plan Checks within 10 days	90%	90%	90%

Fire Department Financial Benchmarks

Cost per Capita	\$125	\$132	\$135
Percentage of Discretionary Funds	84%	89%	89%
Total Injury Claim Costs	\$229,353	\$146,769	\$150,000
Total Fire Loss	\$1,014,810	\$2,371,527	\$1,900,000

FIRE DEPARTMENT SUMMARY

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET BY ACTIVITY			
Emergency Services	13,620,266	15,100,600	15,602,000
Life Safety and Enforcement	778,862	829,900	835,800
Emergency Preparedness	65,934	194,200	118,800
Fire Administration	<u>829,490</u>	<u>885,100</u>	<u>962,000</u>
TOTAL ALL ACTIVITIES	<u><u>15,294,552</u></u>	<u><u>17,009,800</u></u>	<u><u>17,518,600</u></u>
BUDGET BY FUND			
General Fund	<u>15,294,552</u>	<u>17,009,800</u>	<u>17,518,600</u>
TOTAL ALL FUNDS	<u><u>15,294,552</u></u>	<u><u>17,009,800</u></u>	<u><u>17,518,600</u></u>

2020-2021 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 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 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 response time improvements in the Loma Vista area, as shown by the annual data review.
- 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 through the contract service agreement with Fresno County EMS. Dispatch emergency units within two minutes (2:00) of receiving the 911 call 90% of the time.
- 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 80% 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.

Five-Year Outlook

The challenge over the past couple of years, which will continue for the foreseeable future, is the required funding to provide industry best practice fire protection and emergency medical services to a community that has grown significantly over the last ten years. The department's cost per capita is well below the average of comparable fire departments within the Central Valley. Developing additional funding for public safety services is needed in order to meet the current service demand and over the last four years, the department has failed to meet the adopted benchmark response time goals. The demand for services continues to increase each year and the department is at a critical point of needing additional staffing to meet current and future demands.

With build-out nearly complete in the southeast Loma Vista area, the need for Station #6 is immediate. As of December 2019, the southeast area has 7,474 homes, 731 calls for service and a response time for first unit of 10:17. The site improvements and construction for Station #6 are estimated at approximately \$9 million. Once the station is completed in January 2022, additional staffing of nine new firefighters will be required at an estimated cost of \$1.4 million annually.

Fire Department	Emergency Services Section 61000		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	6,014,807	6,237,700	6,528,800
Overtime	2,170,939	1,535,700	1,505,000
Extra Help	26,364	26,000	28,000
Benefits	3,368,995	3,789,700	4,243,600
Vehicle Charges	539,078	800,800	822,100
Communications	19,327	20,000	20,000
Professional Services	366,738	415,000	421,000
Repairs & Maintenance	65,871	103,000	60,000
Special Events	1,630	4,000	2,000
Office Supplies	3,646	5,800	5,800
Materials & Supplies	24,259	35,100	31,900
Supplies - Safety	47,184	190,000	105,000
Supplies - Shop	1,350	1,500	1,500
Travel & Meeting Expense	14,392	27,000	28,000
Training	61,315	133,000	119,000
Dues & Subscriptions	3,956	2,800	2,800
Admin & Overhead	803,900	1,632,500	1,596,500
Liability Insurance Program - ISF	1,000	0	0
Capital Outlays - Fire Equipment	79,281	119,500	61,000
Capital Outlays - Communications	5,325	14,500	16,000
Capital Outlays - Vehicles	909	7,000	4,000
TOTAL EMERGENCY SERVICES	13,620,266	15,100,600	15,602,000

SOURCES OF FUNDING

Taxes	611,597	671,000	671,000
State Grants	1,392,640	433,000	300,000
Project Participation	63,113	40,000	40,000
User Fees	32,795	26,000	25,000
Miscellaneous Income	14,358	7,000	7,000
Use of Discretionary Funds	11,505,763	13,923,600	14,559,000
	13,620,266	15,100,600	15,602,000

DETAIL OF POSITIONS

Battalion Chief	3.00	3.00	3.00
Deputy Fire Chief	1.00	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	59.00	59.00	59.00

2020-2021 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.
- Inspect 90% of all non-State Mandated occupancies on a bi-annual basis.
- Complete 90% or higher of all State Mandated Inspections and continue with cost recovery for this unfunded mandate.
- Maintain metrics and data maintenance system for 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.
- Update and review all Fire Prevention related codes and standards 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 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 maintain community awareness.
- 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 or hazards.
- 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, our focus continues to be comprehensive evaluation of occupancies to ensure the safety of customers and response personnel. 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		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET DETAIL			
Salaries - Regular	380,469	403,700	425,800
Overtime	50,653	61,000	48,500
Benefits	173,230	200,500	206,700
Vehicle Charges	79,462	37,200	37,900
Professional Services	20,831	26,100	25,000
Repairs & Maintenance	0	800	800
Office Supplies	1,996	5,500	3,000
Material & Supplies	121	1,200	1,000
Supplies - Police	0	500	500
Supplies - Safety	0	3,000	1,500
Supplies - Shop	0	500	500
Travel & Meeting Expense	0	6,000	6,000
Training	8,875	15,000	10,500
Dues & Subscriptions	6,733	5,500	5,500
Admin & Overhead	54,800	60,400	59,100
Capital Outlays - Vehicles	1,692	3,000	3,500
TOTAL LIFE SAFETY AND ENFORCEMENT	778,862	829,900	835,800

SOURCES OF FUNDING			
Other Permits	16,550	4,500	4,000
Federal Grants	1,993	0	0
Planning & Processing Fees	223,462	168,000	115,000
User Fees	93,536	103,000	98,000
Miscellaneous Income	644	3,000	3,000
Use of Discretionary Funds	442,677	551,400	615,800
TOTAL	778,862	829,900	835,800

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	1.00
Senior Fire Prevention Officer	1.00	-	-
Special Proj/Life Safety Enforce Mgr	1.00	1.00	1.00
TOTAL	4.00	4.00	4.00

2020-2021 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 serve the citizens when called upon.
- Maintain the capabilities of the California OES Type 1 Hazardous Materials Response Team and California OES Type 1 Urban Search and Rescue Team.

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 public events.
- 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 current SEM/NIMS mandates.
- Maintain the use of GIS/FireView data software to be utilized for community risk reduction, emergency response analysis, and 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 that essential staff receives training in EOC operations. Increased volunteer development and deployment throughout the City have 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. Utilize analytic and data software in measuring outputs against performance level objectives for a majority of department responsibilities.

Fire Department	Emergency Preparedness Section 63000		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET DETAIL			
Overtime	20,215	42,500	37,500
Benefits	294	0	0
Professional Services	1,637	9,000	8,500
Repairs & Maintenance	726	9,000	3,500
Materials & Supplies	49	2,500	2,500
Supplies - Safety	4,604	2,000	6,000
Travel & Meeting Expense	2,647	8,000	7,500
Training	9,260	22,000	20,000
Dues & Subscriptions	19	1,000	500
Admin & Overhead	2,500	3,300	3,300
Capital Outlays - Fire Equip	23,874	92,500	28,000
Capital Outlays - Communications	0	500	0
Capital Outlays - Vehicles	109	1,900	1,500
TOTAL EMERGENCY PREPAREDNESS	65,934	194,200	118,800

SOURCES OF FUNDING			
Federal Grants	28,547	30,500	0
Use of Discretionary Funds	37,387	163,700	118,800
TOTAL	65,934	194,200	118,800

2020-2021 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 \$145 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.

Fire Department	Fire Administration Section 64000		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET DETAIL			
Salaries - Regular	345,797	370,100	404,800
Overtime	8,812	16,600	18,500
Extra Help	39,968	42,000	42,000
Benefits	181,802	214,700	252,500
Vehicle Charges	133,200	120,800	125,000
Professional Services	19,071	24,000	15,000
Repairs & Maintenance	81	500	500
Special Events	2,745	2,500	2,500
Office Supplies	5,948	4,500	4,500
Materials & Supplies	523	800	800
Travel & Meeting Expense	12,874	11,500	12,000
Training	0	0	7,500
Dues & Subscriptions	455	2,500	2,500
Admin & Overhead	72,300	72,600	71,900
Capital Outlays - Fire Equip	5,914	2,000	2,000
TOTAL FIRE ADMINISTRATION	<u>829,490</u>	<u>885,100</u>	<u>962,000</u>

SOURCES OF FUNDING

Use of Discretionary Funds	<u>829,490</u>	<u>885,100</u>	<u>962,000</u>
	<u>829,490</u>	<u>885,100</u>	<u>962,000</u>

DETAIL OF POSITIONS

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

PUBLIC UTILITIES DEPARTMENT SUMMARY

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

Organizationally, the department is divided into two divisions, with operational and budgetary responsibilities as shown below. Traffic Signals, Street Lighting, Storm Drain, Fleet, Wastewater, and Water Sections report to one Division Head, while Street Maintenance, Parks, Solid Waste, and Street Cleaning Sections report to another Division Head.

UTILITIES, SIGNALS, STREET LIGHTING, AND FLEET DIVISION

Signals and Street Lighting

Section 72000

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

Storm Drain

Section 72500

Provides a funding source separate from the operations budget to pay the overtime costs for after-hours emergency response to storms. 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, picnic sites, and park restrooms. 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

2020-2021 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 and 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 seasonal maintenance 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.
- Operation of granular activated carbon 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.

The average cost of services per capita for each section, unless otherwise noted, is calculated using the City of Clovis population per the State's Department of Finance Demographic Report and the proposed operation and maintenance expenditures from each section's budget.

UTILITIES, SIGNALS, STREET LIGHTING, AND FLEET DIVISION

Signals and Street Lighting – 72000 **2018-2019 (actual)** **2019-2020 (estimated)** **2020-2021 (proposed)**

- Provide traffic signal maintenance to 89 traffic signals and strive to keep approximately 11,200 streetlights working. Approximately 9,700 streetlights are owned and maintained by PG&E and service requests for PG&E-owned lights are routed to them. The department maintains approximately 1,500 City-owned streetlights, approximately 700 decorative style lights, and the remaining 800 are standard cobra head style.
- Section Costs Per Capita: \$18.81 \$17.30 \$17.78

Approximately 83% of the Signals and Street Lighting budget is for PG&E-related expenses such as energy and maintenance of PG&E-owned lights. For fiscal years 2018-2019 and 2019-2020, gas taxes funded approximately 30% of the Street Lighting budget and the remaining 70% was from General Fund support. For fiscal year 2020-2021, gas tax funding will increase to 67% and the remaining 33% will be from General Fund support.

Storm Drain - 72500

- Provide off-hour emergency response during significant rainfall events. This is a random function and performed as needed. FMFCD ultimately designs, operates, and maintains the storm drainage system; however, City staff will respond to storm events to maintain the safety and health of Clovis residents.
- Section Costs Per Capita: \$0.21 \$0.27 \$0.29

Storm Drain costs are typically tied to the amount of heavy rain the City receives in a given year. The Storm Drain budget is funded by the General Fund.

Fleet Maintenance – 75000

- Fleet Availability 94% 93% 95%
- Preventative Maintenance % of Work 59% 61% 50%
- Section Costs Per Use of Funding:
- Enterprise Expenditures Per VEU \$4,909 \$5,295 \$4,966
- General Fund Expenditures Per VEU \$3,420 \$3,475 \$3,789
- Transit Expenditures Per VEU \$9,107 \$8,084 \$8,028

PUBLIC UTILITIES

DEPARTMENT PERFORMANCE MEASURES

The above figures represent the cost of maintenance per vehicle equivalent unit (VEU) for each fund identified. A VEU calculation is used to equate the level of effort required to maintain dissimilar types of vehicles and equipment to a passenger car, which is given a baseline value of 1.0. Heavy equipment or larger vehicles carry a larger VEU. Maintenance costs will vary depending on the amount and types of vehicles and equipment in each City department and section. Police and Fire vehicles are included in the General Fund calculation. Water, Sewer, and Refuse vehicles, and Planning and Development Services vehicles are included in the Enterprise calculation. Transit vans and buses are included in the transit calculation.

<u>Wastewater - 76500</u>	<u>2018-2019 (actual)</u>	<u>2019-2020 (estimated)</u>	<u>2020-2021 (proposed)</u>
• Clean all City sewers every two years	185%	181%	180%
• Provide high level of customer satisfaction by keeping system complaints (stoppages) below 2 per 1,000 population	0.02	0.02	0.00
• Section Costs Per Capita:	\$103	\$110	\$116

The cost of services includes the costs to operate and maintain the sewer system, the Sewage Treatment Facility in the City of Clovis, and the Regional Plant in Fresno.

<u>Water Service - 77000</u>			
• Meet all demands for water consumption (acre-feet delivered)	22,325	23,600	24,000
• Monitor system costs for unusual fluctuations (\$/acre foot delivered)	\$580	\$600	\$650
• Provide high level of customer satisfaction by keeping complaints under 2 per 1,000 population	1.5	1.6	2.0
• Section Costs Per Capita:	\$118	\$129	\$139

The City serves water to the City of Clovis and to Tarpey Village in the County of Fresno; therefore, the figures above include the Tarpey Village population.

PUBLIC UTILITIES DEPARTMENT PERFORMANCE MEASURES

STREET MAINTENANCE, SANITATION, AND PARKS DIVISION

<u>Street Maintenance – 71000</u>	<u>2018-2019 (actual)</u>	<u>2019-2020 (estimated)</u>	<u>2020-2021 (proposed)</u>
• Weighted Average PCI	74	74	74
• Prepare streets for slurry/cape seal	291,000 sy	290,000 sy	300,000 sy
• Repair AC pavement as needed	347 tons	300 tons	300 tons
• Repair concrete sidewalks as needed	51 cu. yds.	50 cu. yds.	50 cu. yds.
• Repaint all lane striping each year	100%	100%	100%
• Replace/repair/install signs	1327 signs	1300 signs	1300 signs
• Section Costs Per Capita:	\$21	\$22	\$22

Approximately 68% of Street Maintenance is funded by impact fees and easement rental charges, and the remaining 32% is funded by gas taxes. Streets Maintenance does not budget for any General Fund use.

Parks/Landscape Maintenance- 73000/73200 (Includes Landscape Maintenance District)

• Efficiently use City resources and contract services to maintain an increasing inventory and intensity of parks/landscaping:			
– Total acres maintained (as of July 1)	515	528	540
– Maintenance cost/acre/year	\$10,172	\$10,438	\$10,471
– Gen. Fund acres maintained	207	207	207
– Maintenance cost/acre/year	\$8,130	\$8,115	\$8,100
– LMD acres maintained	308	321	333
– Maintenance cost/acre/year	\$11,545	\$11,908	\$11,900
• Section Costs Per Capita:			
General Fund Expenditures Per Capita	\$15.04	\$15.07	\$14.67
LMD Expenditures Per Capita	\$33.08	\$34.59	\$34.82

Maintenance Expenditures in Parks are generally funded by 70% LMD and 30% General Fund.

Refuse Collection – 76100

• Perform refuse pickup (exclude CCU; tons collected, % achieved)	49,472 tons 100%	50,400 tons 100%	51,300 tons 100%
• Monitor system costs for unusual fluctuations (\$/ton)	\$172.68	\$180.56	\$188.22
• Operation Cost Per Capita:	\$75	\$78	\$81
Refuse Collection costs includes all residential and Commercial collection expenditures. Expenditures for residential and commercial operations are about the same.			

PUBLIC UTILITIES

DEPARTMENT PERFORMANCE MEASURES

Refuse Landfill – 76200

• Landfill refuse received daily (include CCU; tons landfilled, % compliance)	56,498 tons 100%	57,500 tons 100%	58,500 tons 100%
• Monitor system cost for unusual fluctuations (\$/ton)	\$61.49	\$62.61	\$63.88
• Operation Costs Per Capita:	\$31	\$31	\$31

Landfill costs are based on total cost to operate landfill receiving all residential, commercial, sweeping, and Community Clean Up debris, and wastewater and surface water treatment plant waste.

Recycling Contracts – 76300

• Total tons recycled through private vendor contracts for curbside recycling greenwaste programs (does not include all waste diverted from City's landfill)	26,557 tons	25,000 tons	26,000 tons
• Monitor costs for unusual fluctuations (\$/ton)	\$176.25	\$209.52	\$199.60
• City AB939, AB341, & AB1826 Diversion Compliance	Yes	Yes	Yes
• Contract Costs Per Capita:	\$34	\$37	\$37

Contract costs include all residential recycling costs. Roughly 45% of the cost is for the blue recycling cart and 55% is for the green greenwaste cart.

Street Cleaning - 77500

• Sweep 100% of residential streets twice monthly, major street sweeping weekly (total miles swept, % achieved)	63,439 mi 100%	60,300 mi 100%	64,000 mi 100%
• Monitor service costs for unusual fluctuations (\$/mile)	\$21.89	\$23.02	\$21.75
• Operation Costs Per Capita:	\$12.19	\$11.86	\$11.68

PUBLIC UTILITIES DEPARTMENT SUMMARY

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET BY CATEGORY			
Street Maintenance	2,340,828	2,517,600	2,589,300
Street Lighting	2,142,187	2,022,900	2,118,400
Storm Drain	23,479	31,400	34,800
Parks	5,480,777	5,810,900	5,897,200
Landscape Maintenance District	3,565,692	3,876,000	3,979,000
Fleet Maintenance	10,405,821	16,289,500	12,835,400
Community Sanitation	20,209,737	22,833,000	22,333,500
Wastewater	12,322,447	13,579,100	15,361,400
Water	<u>13,788,253</u>	<u>16,065,000</u>	<u>23,950,800</u>
TOTAL ALL ACTIVITIES	<u><u>70,279,221</u></u>	<u><u>83,025,400</u></u>	<u><u>89,099,800</u></u>

BUDGET BY FUND			
General Fund	9,987,271	10,382,800	10,639,700
Landscape Maintenance District	3,565,692	3,876,000	3,979,000
Community Sanitation Fund	20,209,737	22,833,000	22,333,500
Sewer Service Fund	12,322,447	13,579,100	15,361,400
Fleet Maintenance Fund	10,405,821	16,289,500	12,835,400
Water Service Fund	<u>13,788,253</u>	<u>16,065,000</u>	<u>23,950,800</u>
TOTAL ALL FUNDS	<u><u>70,279,221</u></u>	<u><u>83,025,400</u></u>	<u><u>89,099,800</u></u>

2020-2021 Goals

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

Specifically, these goals include:

- Provide efficient maintenance of City streets, sidewalks, and alleys.
- Provide timely and efficient repairs of potholes and tripping hazards in the City's streets and sidewalks.
- Protect the safety of the public through well-maintained street striping, legends, and street signs.
- Structure 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 60s, 70s, and 80s, 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. City staff is in the final stages of the process for upgrading the Pavement Management System and expect the new program to be fully implemented in the coming year. During this transition, the data-calculated PCI number has been incomplete as staff continues to input data into the new program. The PCI estimated number is approximately 74.

The passage of SB1 has increased funding opportunities and as a result, the Street Maintenance Section does not budget any general funds. Streets Maintenance may encumber minimal funds in a prior year which would show as a general fund rollover the subsequent year. 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 slowly 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.

Public Utilities Department	Street Maintenance Section 71000
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	914,002	935,000	1,040,200
Overtime	21,406	33,500	27,000
Extra Help	0	15,500	2,000
Benefits	500,167	517,200	578,300
Vehicle Charges	273,397	326,400	297,200
Communications	6,675	6,900	6,900
Professional Services	162,659	194,400	159,100
Repairs & Maintenance	5,622	6,400	6,400
Building & Equipment Rental	0	500	500
Office Supplies	558	1,400	300
Materials & Supplies	239,235	247,100	247,400
Supplies - Shop	6,270	5,000	5,000
Travel & Meeting Expense	213	3,000	3,000
Training	2,088	4,300	4,300
Dues & Subscriptions	331	200	200
Admin & Overhead	170,348	210,600	198,800
Capital Outlays - Office Equip/Furn	685	200	200
Capital Outlays - Public Utilities	19,183	5,000	5,000
Capital Outlays - Vehicles	17,989	5,000	5,000
Capital Outlays -Miscellaneous	0	0	2,500
TOTAL STREET MAINTENANCE	2,340,828	2,517,600	2,589,300

SOURCES OF FUNDING

Taxes	724,580	772,000	787,000
Planning & Processing Fees	2,480	3,000	3,000
Engineering Processing Fees	18,287	28,000	28,000
Interfund Charges	1,573,602	1,703,000	1,757,000
Miscellaneous Income	21,879	10,000	10,000
Use of Discretionary Funds	0	1,600	4,300
TOTAL	2,340,828	2,517,600	2,589,300

DETAIL OF POSITIONS

Administrative Assistant	0.05	0.05	0.05
Assistant Public Utilities Director	0.05	0.05	0.05
Engineer II/Civil Engineer	0.15	0.10	0.10
Maintenance Leadworker	2.00	2.00	2.00
Maintenance Worker/Senior Maint Worker	9.00	9.00	9.00
Management Analyst	0.09	0.14	0.14
Office Assistant	0.05	-	-
Principal Office Assistant	0.30	0.30	0.30
Senior Engineering Inspector	0.35	0.35	0.35
Street Maintenance Manager	1.00	1.00	1.00
Supervising Civil Engineer	-	0.05	0.05
Utility Worker	-	2.00	2.00
TOTAL	13.04	15.04	15.04

2020-2021 Goals

The goal of the Signals and Street Lighting Section is to provide functional traffic signals and a well-illuminated street system for the safety of motorists and pedestrians.

Specifically, these goals include:

- Maximize the public's convenience and safety.
- Aid law enforcement in crime prevention.

Objectives to Meet the Goals

- Ensure that all City-owned traffic signals are properly maintained by contractors 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 2016-2017, improving 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.

Public Utilities Department	Street Lighting Section 72000
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	102,641	105,500	109,000
Overtime	4,185	9,800	9,800
Benefits	41,767	42,900	43,700
Vehicle Charges	36,596	36,600	37,400
Energy	1,808,153	1,650,000	1,750,000
Professional Services	293	200	0
Repairs & Maintenance	74,640	96,000	91,000
Materials & Supplies	10,832	16,500	15,500
Supplies - Safety	1,691	2,000	2,000
Training	1,289	1,500	1,100
Admin & Overhead	60,100	61,900	58,900
TOTAL STREET LIGHTING	2,142,187	2,022,900	2,118,400

SOURCES OF FUNDING

Taxes	446,040	606,000	1,406,000
User Fees	9,190	13,000	13,000
Miscellaneous Income	85,939	6,000	6,000
Use of Discretionary Funds	1,601,018	1,397,900	693,400
TOTAL	2,142,187	2,022,900	2,118,400

DETAIL OF POSITIONS

Assistant Public Utilities Director	0.10	0.10	0.10
Electrician	1.00	1.00	1.00
TOTAL	1.10	1.10	1.10

2020-2021 Goals

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

Specifically, these goals include:

- Provide a well-maintained storm drain system by performing annual maintenance.
- Prevent flooding of private and public property by responding quickly to emergency situations.
- Protect 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 1991-1992. 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 permit is currently being worked on due to a new order issued in 2016. Implementation of the new permit is expected to require 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.

	2018-2019	2019-2020	
	Actual	Revised Estimate	2020-2021 Budget

BUDGET DETAIL

Overtime	3,015	4,000	7,500
Benefits	440	0	0
Vehicle Charges	5,226	5,100	5,200
Professional Services	10,463	12,200	12,200
Repairs & Maintenance	0	300	300
Office Supplies	72	100	100
Materials & Supplies	3,563	8,400	8,400
Admin & Overhead	700	800	600
Capital Outlays - Public Utilities	0	500	500
	<u>23,479</u>	<u>31,400</u>	<u>34,800</u>
TOTAL STORM DRAIN	<u><u>23,479</u></u>	<u><u>31,400</u></u>	<u><u>34,800</u></u>

SOURCES OF FUNDING

Use of Discretionary Funds	<u><u>23,479</u></u>	<u><u>31,400</u></u>	<u><u>34,800</u></u>
TOTAL	<u><u>23,479</u></u>	<u><u>31,400</u></u>	<u><u>34,800</u></u>

2020-2021 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 528 acres consisting of:
 - 83 parks totaling 176 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 69 parks are passive neighborhood and mini-parks, most with tot lots that are scattered throughout the community.
 - 252 acres of green belts, street gardens, and landscaped median islands.
 - 88 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 40,750 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, special park events, and sports activities.

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.
- Continue to develop the GIS landscape layer and implement paperless cost accounting and maintenance activity documentation.
- 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.

Public Utilities Department	Parks Section 73000
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	1,182,139	1,176,600	1,256,100
Overtime	85,344	59,000	58,700
Extra Help	21,306	35,400	35,400
Benefits	744,290	718,500	773,000
Vehicle Charges	415,777	400,000	390,600
Energy	779,288	784,400	807,100
Communications	2,648	6,900	6,500
Professional Services	1,550,211	1,736,600	1,773,400
Repairs & Maintenance	22,310	23,800	20,700
Building & Equipment Rental	2,285	1,400	800
Office Supplies	682	500	500
Materials & Supplies	288,307	399,700	322,500
Supplies - Safety	12,418	15,000	12,000
Supplies - Shop	6,152	10,000	7,500
Travel & Meeting Expense	238	2,000	7,200
Training	12,121	14,600	8,300
Dues & Subscriptions	1,881	1,500	1,500
Admin & Overhead	335,400	371,000	364,900
Liability Insurance Program - ISF	0	3,000	0
Capital Outlays - Office Equip/Furn	684	1,000	500
Capital Outlays - Public Utilities	17,296	50,000	50,000
TOTAL PARKS	5,480,777	5,810,900	5,897,200

SOURCES OF FUNDING

Rents & Concessions	12,180	6,400	6,400
Facility Reimbursements	85,197	77,000	77,000
Planning & Processing Fees	24,444	25,000	22,000
Engineering Processing Fees	20,176	19,500	19,000
User Fees	3,616,692	3,906,000	4,014,000
Miscellaneous Income	9,149	13,500	11,000
Use of Discretionary Funds	1,712,939	1,763,500	1,747,800
TOTAL	5,480,777	5,810,900	5,897,200

DETAIL OF POSITIONS

Administrative Assistant	0.05	0.05	0.05
Assistant Public Utilities Director	0.10	0.10	0.10
Engineer II/Civil Engineer	0.10	0.10	0.10
Maintenance Worker/Senior Maint Worker	9.40	9.40	9.40
Management Analyst	0.13	0.18	0.18
Office Assistant	0.30	-	-
Parks Maintenance Leadworker	3.00	3.00	3.00
Parks Manager	1.00	1.00	1.00
Principal Office Assistant	0.75	1.05	1.05
Utility Worker	6.00	6.00	6.00
TOTAL	20.83	20.88	20.88

2020-2021 Goals

The goal of the City's Landscape Maintenance District (LMD) 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 60% of the City's landscaped acreage is within the LMD.

Specific goals include:

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

Outdoor recreation activity is steadily increasing. The Loma Vista area is showing growth, with new housing tracts springing up around the future planned Loma Vista City Center. Zone 1 (north of Herndon Avenue to Shepherd Avenue) is also showing significant growth. 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 2021. However, an assessment increase election will need to take place in order to increase funding sufficient to restore service levels in at least one zone within the next two years. Benefit zones without the capability of an automatic assessment will periodically require an assessment increase election.

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
BUDGET DETAIL			
Professional Services	<u>3,565,692</u>	<u>3,876,000</u>	<u>3,979,000</u>
TOTAL LANDSCAPE MAINTENANCE DISTRICT	<u><u>3,565,692</u></u>	<u><u>3,876,000</u></u>	<u><u>3,979,000</u></u>
SOURCES OF FUNDING			
User Fees	<u>3,565,692</u>	<u>3,876,000</u>	<u>3,979,000</u>
TOTAL	<u><u>3,565,692</u></u>	<u><u>3,876,000</u></u>	<u><u>3,979,000</u></u>

2020-2021 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 is also being tasked with the maintenance of two new electric-powered transit buses as a pilot project. The California Air Resources Board adopted the Innovative Clean Transit (ICT) regulation in December 2018, requiring large transit agencies to begin to purchase zero-emission buses (ZEBs) as soon as 2023, with the goal of transitioning all transit buses in California to zero-emission technology by 2040.

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		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	1,232,341	1,324,100	1,385,300
Overtime	12,372	15,200	15,000
Extra Help	54,194	30,000	30,000
Benefits	689,548	749,200	794,700
Vehicle Charges	60,710	69,700	71,500
Communications	145	500	500
Professional Services	83,990	93,500	96,500
Repairs & Maintenance	903,157	770,000	780,500
State Mandates	8,689	9,000	9,000
Office Supplies	1,763	1,500	1,500
Materials & Supplies	1,401	3,300	3,300
Supplies - Safety	21,458	15,000	15,000
Supplies - Shop	2,560,629	2,721,500	2,777,500
Travel & Meeting Expense	126	4,000	4,000
Training	5,273	16,100	13,500
Dues and Subscriptions	38	600	1,100
Admin & Overhead	952,500	958,900	1,002,000
Liability Insurance Program - ISF	952	0	0
Debt Service	78,850	78,000	93,000
Lease Purchases	820,962	717,400	900,000
Capital Outlays - Office Equip/Furn	403	1,000	1,000
Capital Outlay - Computers	0	10,000	5,000
Capital Outlays - Public Utilities	60,855	188,300	221,400
Capital Outlays - Vehicles	2,855,465	8,512,700	4,614,100
TOTAL FLEET MAINTENANCE	10,405,821	16,289,500	12,835,400

SOURCES OF FUNDING

State Grants	0	20,000	0
Long-Term Proceeds	1,125,000	2,050,000	1,760,000
Fleet Maintenance Charges	9,150,719	14,219,500	11,075,400
Miscellaneous Income	130,102	0	0
TOTAL	10,405,821	16,289,500	12,835,400

DETAIL OF POSITIONS

Administrative Assistant	0.05	0.05	0.05
Assistant Mechanic/Service Worker	4.00	5.00	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	0.16	0.16
Office Assistant	0.05	-	-
Parts Clerk	2.00	2.00	2.00
Principal Office Assistant	0.35	1.00	1.00
TOTAL	16.66	18.31	18.31

2020-2021 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 on-board technology 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 4% increase this year and 2% increase in rates thereafter 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 the 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		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	3,730,829	3,882,800	4,229,700
Overtime	341,536	375,900	335,800
Extra Help	61,477	74,000	80,000
Benefits	2,137,586	2,225,500	2,412,200
Vehicle Charges	4,241,997	4,662,000	4,634,400
Energy	16,611	18,000	18,000
Communications	5,392	13,500	13,500
Professional Services	4,499,361	5,074,700	5,273,500
Repairs & Maintenance	62,936	61,200	48,200
State Mandates	837,711	1,050,000	1,053,400
Building & Equipment Rental	4,859	50,000	50,000
Office Supplies	197,712	235,100	231,100
Travel & Meeting Expense	46,780	55,000	64,000
Dues & Subscriptions	13,759	12,400	13,000
Admin & Overhead	2,771,400	2,971,200	3,047,700
Capital Outlays - Public Utilities	450,210	681,700	579,000
Capital Outlays - Vehicles	544,100	1,090,000	250,000
Capital Improvements	245,481	300,000	0
TOTAL COMMUNITY SANITATION	<u>20,209,737</u>	<u>22,833,000</u>	<u>22,333,500</u>

SOURCES OF FUNDING

User Fees	<u>20,209,737</u>	<u>22,833,000</u>	<u>22,333,500</u>
TOTAL	<u>20,209,737</u>	<u>22,833,000</u>	<u>22,333,500</u>

DETAIL OF POSITIONS

Administrative Assistant	0.30	0.30	0.30
Assistant Public Utilities Director	0.85	0.85	0.85
Disposal Leadworker	3.00	3.00	3.00
Engineer I	-	0.25	0.25
Engineer II/Civil Engineer	1.10	0.75	0.75
Equipment Operator	2.00	2.00	2.00
Landfill Leadworker	1.00	1.00	1.00
Maintenance Worker/Senior Maint Worker	1.00	1.00	1.00
Management Analyst	0.35	0.65	0.65
Office Assistant	0.90	-	-
Principal Office Assistant	1.10	2.05	2.05
Public Affairs & Information Supervisor	0.10	0.10	0.10
Public Utilities Director	0.50	0.50	0.50
Sanitation Operator/Sr Sanitation Operator	25.00	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
Supervising Civil Engineer	0.25	0.35	0.35
Utility Worker	11.00	13.00	13.00
TOTAL	<u>55.55</u>	<u>57.90</u>	<u>57.90</u>

2020-2021 Goals

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

Specifically, these goals include:

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

Objectives to Meet the Goals

- Operate, clean, and repair approximately 420 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. It became effective on June 1, 2019 and is set to expire on May 31, 2024. Additional monitoring and studies will occur during this five-year permit term and will result in additional requirements in the next permit term. A 3% rate increase is not included in the forecast period because the sewer fund is projected to be balanced with adequate reserves. The bond charge of \$7.30 per month will be fully rebated to customers beginning on July 1, 2020. The amount of the rebate is evaluated each year and the bond charge may be needed depending on the number of development units and the corresponding revenue.

Public Utilities Department	Wastewater Section 76500
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	860,008	942,600	1,030,200
Overtime	12,888	16,900	19,300
Extra Help	0	2,300	5,000
Benefits	433,162	468,100	514,500
Vehicle Charges	321,942	333,500	339,700
Energy	959,078	1,200,000	1,300,000
Communications	1,438	1,500	2,500
Professional Services	5,141,190	6,066,300	6,311,000
Repairs & Maintenance	34,678	103,600	152,600
Office Supplies	614	4,000	5,500
Materials & Supplies	34,163	161,700	378,500
Travel & Meeting Expense	6,837	10,200	13,200
Dues and Subscriptions	4,242	3,800	4,000
Admin & Overhead	2,239,800	2,362,600	2,491,400
Debt Service	1,222,644	1,238,600	1,241,000
Capital Outlays - Office Equip/Furn	353	2,900	2,500
Capital Outlays - Public Utilities	32,022	35,500	250,500
Capital Outlays - Vehicles	450,424	0	0
Capital Impr - Sewer	566,964	625,000	1,300,000
TOTAL SEWER	12,322,447	13,579,100	15,361,400

SOURCES OF FUNDING

User Fees	12,322,447	13,579,100	15,361,400
TOTAL	12,322,447	13,579,100	15,361,400

DETAIL OF POSITIONS

Administrative Assistant	0.20	0.20	0.20
Assistant Public Utilities Director	0.35	0.35	0.35
Engineer I	-	0.25	0.25
Engineer II/Civil Engineer	0.30	0.30	0.30
Engineering Tech/Senior Engineering Tech	0.75	0.75	0.75
Maintenance Leadworker	1.00	1.00	1.00
Maintenance Worker/Senior Maint Worker	6.00	6.00	6.00
Management Analyst	0.08	0.28	0.28
Office Assistant	0.10	-	-
Principal Office Assistant	0.35	0.35	0.35
Public Affairs & Information Supervisor	0.10	0.10	0.10
Public Utilities Director	0.20	0.20	0.20
Senior Engineering Inspector	0.25	0.25	0.25
Supervising Civil Engineer	0.50	0.25	0.25
Utility Manager	0.50	0.50	0.50
Utility Worker	2.25	2.25	2.25
TOTAL	12.93	13.03	13.03

2020-2021 Goals

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

Specifically, these goals include:

- Produce and efficiently deliver enough water to serve our customers and ensure that the water delivered meets or exceeds all state and federal standards.
- Provide high-level customer satisfaction with regard to complaint response and meter reading.
- Maintain a level of system pressure for adequate fire flow and meet peak customer demands.
- Preserve and manage our groundwater supplies to meet the future needs of our customers.
- Implement appropriate demand reduction methods to both preserve our supplies and to minimize costs for our customers.
- Increase production at the Surface Water Treatment Plant (SWTP).
- Increase groundwater recharge at the Marion Basin.

Objectives to Meet the Goals

- Continue to monitor 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 SWTP, and protect the quality of the water provided to our customers by aggressively implementing the backflow prevention program.
- Increase utilization of surface water and the SWTP to 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 from the STWRF to select customers in lieu of potable water for irrigation.
- 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 monitoring for Per- and Polyfluoroalkyl Substances (PFAS) concluded last year. 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 a member of the NKGSA and is working collectively with the agency in order to implement the Sustainable Groundwater Management Act (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 developed in the Groundwater Sustainability Plan (GSP), which was adopted by the NKGSA Board and submitted to the state in 2020. The five-year forecast shows a projected 3% increase in rates annually.

Public Utilities Department	Water Section 77000		
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	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
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BUDGET DETAIL

Salaries - Regular	2,709,801	2,876,400	3,133,400
Overtime	112,933	133,700	135,500
Extra Help	0	10,000	25,000
Benefits	1,468,155	1,550,500	1,709,700
Vehicle Charges	551,758	549,800	568,900
Energy	2,281,893	2,600,000	3,000,000
Communications	10,367	8,000	18,000
Professional Services	1,302,279	1,773,400	7,551,400
Repairs & Maintenance	606,047	797,700	1,348,500
Office Supplies	917,684	1,333,200	1,307,200
Travel & Meeting Expense	28,483	43,300	43,200
Admin & Overhead	2,588,229	2,753,400	2,963,000
Liability Insurance - ISF	0	900	0
Capital Outlays - Office Equip/Furn	1,218	3,400	5,000
Capital Outlays - Public Utilities	754,420	1,124,600	1,193,500
Capital Outlays - Vehicles	214,986	356,700	848,500
Capital Improvements	240,000	150,000	100,000
TOTAL WATER	13,788,253	16,065,000	23,950,800

SOURCES OF FUNDING

User Fees	13,788,253	16,065,000	23,950,800
TOTAL	13,788,253	16,065,000	23,950,800

DETAIL OF POSITIONS

Administrative Assistant	0.35	0.35	0.35
Assistant Public Utilities Director	0.45	0.45	0.45
Assistant Water Systems Technician	4.00	4.00	4.00
City Manager	0.20	-	-
Electrician	1.00	1.00	1.00
Engineering Tech/Senior Engineering Tech	1.25	1.25	1.25
Engineer I	1.00	0.50	0.50
Engineer II/Civil Engineer	0.35	0.75	0.75
Maintenance Leadworker	3.00	3.00	3.00
Maintenance Worker/Senior Maint Worker	11.60	12.60	12.60
Management Analyst	0.24	0.59	0.59
Meter Reader	4.00	4.00	4.00
Office Assistant	0.60	-	-
Principal Office Assistant	1.15	1.25	1.25
Public Affairs & Information Supervisor	0.10	0.10	0.10
Public Utilities Director	0.30	0.30	0.30
Senior Engineering Inspector	0.30	0.30	0.30
Supervising Civil Engineer	0.25	0.35	0.35
Utility Manager	0.50	0.50	0.50
Utility Worker	3.75	3.75	4.75
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	39.39	40.04	41.04

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 2020/21 budget is \$805,000 for principal and \$536,000 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>
20/21	805,000	536,000	1,341,000
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>\$12,065,000</u>	<u>\$3,905,936</u>	<u>\$15,970,936</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.

	2018-2019 Actual	2019-2020 Revised Estimate	2020-2021 Budget
ADDITIONS			
Redevelopment Property Tax Trust Fund	<u>1,580,104</u>	<u>1,445,000</u>	<u>1,366,000</u>
TOTAL SUCCESSOR AGENCIES	<u><u>1,580,104</u></u>	<u><u>1,445,000</u></u>	<u><u>1,366,000</u></u>
DEDUCTIONS			
Professional Services	250,000	100,000	20,000
Debt Service	<u>1,330,104</u>	<u>1,345,000</u>	<u>1,346,000</u>
TOTAL SUCCESSOR AGENCIES	<u><u>1,580,104</u></u>	<u><u>1,445,000</u></u>	<u><u>1,366,000</u></u>

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COMMUNITY INVESTMENT PROGRAM

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

COMMUNITY INVESTMENT PROGRAM BUDGET SUMMARY

The 2020 - 2021 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 2020 - 2021 Community Investment Program are:

- Ongoing American with Disabilities Act (ADA) improvements throughout the City of Clovis.
- Design and development of the Landmark Square site including the new Transit Station.
- Design and construction of a Fire Station in the southeast area.
- Design and construction of Shaw Avenue widening from DeWolf to McCall Avenues.
- Design and construction 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 2020 - 2021 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 2020 - 2021 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.

2020 - 2021 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 2020 - 2021 are:

- Design and development of the Landmark Square Campus.
- Design and construction of a new Transit Station.
- Rehabilitation of existing City facilities for compliancy with ADA.
- 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%.

<p style="text-align: center;">SUMMARY</p> <p style="text-align: center;">2020 - 2021 COMMUNITY INVESTMENT PROGRAM</p> <p style="text-align: center;">GENERAL GOVERNMENT FACILITIES</p>
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<u>General Government Facilities:</u>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Section 90000</i>			
<i>Public Safety Services</i>			
Fire Station 6	7,973,000	2,300,000	0
Fire Station Exhaust Systems	0	135,000	50,000
<i>Public Services and Utilities</i>			
Capital Assessment	0	300,000	0
Recreation Facilities Improvements	195,000	5,000	2,010,000
Transit Station	1,520,000	3,600,000	0
Fiber Optic Installation to Fire Station 6	0	165,000	0
Fiber Security/Fiber Optics	35,000	15,000	558,000
TOTAL	<u><u>9,723,000</u></u>	<u><u>6,520,000</u></u>	<u><u>2,618,000</u></u>

Budget Year Revenues:

General Fund	<u>6,520,000</u>
TOTAL	<u><u>6,520,000</u></u>

<p style="text-align: center;">2020 - 2021 COMMUNITY INVESTMENT PROGRAM SEWER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER</p>

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

The Sewer Capital Projects - Developer budget includes the debt service payments for the 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 2020 - 2021 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 2020 - 2021 are intended to repair the existing mains that have the highest maintenance or service call frequency. It is expected that repairing these mains will result in a reduction in the time spent by City maintenance personnel, thereby reducing the maintenance cost to the sewer enterprise operation.

SUMMARY

2020 - 2021 COMMUNITY INVESTMENT PROGRAM

SEWER PROJECTS

	PRIOR YEARS	BUDGET YEAR	FUTURE YEARS
<u>Sewer Capital Projects - Enterprise:</u>			
<i>Section 91000</i>			
<i>Miscellaneous Sewer Replacement</i>	0	485,000	0
<i>Sewer Facility Improvements</i>	56,000	50,000	0
	<u>56,000</u>	<u>535,000</u>	<u>0</u>
Subtotal			
 <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>Recycled Water System Improvements</i>			
Recycled Water Mains	370,000	400,000	0
<i>Sewer System Improvements</i>			
Sewer Mains	0	850,000	0
<i>Debt Services</i>			
Bond Handling Charges	372,000	277,000	200,000
2013 Wastewater Revenue Bond	1,016,200	1,015,000	11,220,000
2015 Wastewater Revenue Bond	1,050,500	1,050,000	29,534,000
2017 Wastewater Revenue Bond	3,835,500	3,835,000	71,142,000
	<u>6,719,200</u>	<u>7,502,000</u>	<u>115,396,000</u>
Subtotal			
 TOTAL	<u><u>6,775,200</u></u>	<u><u>8,037,000</u></u>	<u><u>115,396,000</u></u>

Budget Year Revenues:

Sewer Enterprise	535,000
Major Sewer Fees	7,492,000
Sewer Connections	<u>10,000</u>
 TOTAL	<u><u>8,037,000</u></u>

2020 - 2021 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 2020 - 2021 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 2020 - 2021 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

2020 - 2021 COMMUNITY INVESTMENT PROGRAM

PARK IMPROVEMENT PROJECTS

<u>Park Improvements:</u> <i>Section 93000</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Park Improvements</i>			
Park Property Acquisition	0	1,000,000	4,000,000
Miscellaneous Park Improvements	291,000	520,000	400,000
Trail System Survey	<u>20,000</u>	<u>20,000</u>	<u>80,000</u>
 TOTAL	 <u>311,000</u>	 <u>1,540,000</u>	 <u>4,480,000</u>

Budget Year Revenues:

Measure "C" Extension	306,700
Park Fees	<u>1,233,300</u>
 TOTAL	 <u>1,540,000</u>

2020 - 2021 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 2020 - 2021 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

2020 - 2021 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	50,000	320,000	1,000,000
<i>Preventative Maintenance</i>			
Slurry & Crack Seals	1,231,000	690,000	2,660,000
<i>Pedestrian Facilities</i>			
Bicycle, Pedestrian and Handicap Facilities	349,000	467,000	860,000
ADA Survey and Projects	127,000	100,000	910,000
<i>Traffic Signal/Intersection Improvements</i>			
Miscellaneous Intersection Improvements	385,000	1,053,000	0
Armstrong/Nees Traffic Signal	0	110,000	535,000
Shepherd/Peach Traffic Signal	0	115,000	535,000
<i>Reconstruction, Overlay and Widening Projects</i>			
Miscellaneous Repairs & Alleys	421,000	380,000	860,000
Armstrong Avenue Improvements	1,105,000	900,000	2,435,000
Barstow Avenue Improvements	0	65,000	1,500,000
Bullard Avenue Improvements	86,000	750,000	608,000
Clovis Avenue Improvements	0	100,000	1,490,000
Fowler Avenue Improvements	0	75,000	2,170,000
Gettysburg Avenue Improvements	45,000	1,050,000	630,000
Herndon Avenue Improvements	6,585,000	1,500,000	1,336,000
Loma Vista Avenue Improvements	0	1,500,000	0
Minnewawa Avenue Improvements	1,241,000	600,000	3,727,000
Nees Avenue Improvements	150,000	2,400,000	2,370,000
Shaw Avenue Improvements	2,994,000	18,615,000	2,790,000
Villa Avenue Improvements	40,000	1,020,000	1,215,000
Local Streets and ADA Ramps	1,415,000	1,125,000	4,500,000
TOTAL	16,224,000	32,935,000	32,131,000

Budget Year Revenues:

HUTA funding including SB1	7,456,000
Developer Funding	5,341,000
Measure "C" Extension	17,297,000
Federal/State/Other Agency Grants	2,841,000
TOTAL	32,935,000

<p style="text-align: center;">2020 - 2021 COMMUNITY INVESTMENT PROGRAM WATER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER</p>

The proposed Water Capital Projects budget for 2020 - 2021 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 2020 - 2021 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.
- Acquisition of property for future water storage reservoirs in the northeast area.
- 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 2020 - 2021 programs are anticipated to impact the water enterprise operation budget. The impacts consist of the increased load on human resources, energy costs, and material costs, which are anticipated to be approximately \$50,000 in the first year of operation.

<p style="text-align: center;">SUMMARY</p> <p style="text-align: center;">2020 - 2021 COMMUNITY INVESTMENT PROGRAM</p> <p style="text-align: center;">WATER PROJECTS</p>

	PRIOR YEARS	BUDGET YEAR	FUTURE YEARS
<u>Water Capital Projects - Enterprise Fund:</u>			
<i>Section 96000</i>			
<i>Water Mains</i>			
Various Water Main Replacement	193,000	175,000	100,000
<i>Surface Water Treatment Plant Improvements</i>			
SWTP Pretreatment	25,000	1,500,000	0
SWTP Service Pumps	0	1,200,000	0
<i>Well Site Improvements</i>			
Well 35	35,000	505,000	797,400
Subtotal	<u>253,000</u>	<u>3,380,000</u>	<u>897,400</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>			
Expansion	100,000	100,000	30,000,000
Nees Transmission Main	200,000	400,000	0
Northeast SWTP	0	100,000	47,500,000
<i>Water Storage Facilities</i>			
Water Revenue Bond - Debt Service	3,045,300	3,029,000	21,126,000
<i>Water Well Improvements</i>			
Various Well Site Development	60,000	60,000	1,758,700
Subtotal	<u>3,455,300</u>	<u>3,739,000</u>	<u>100,584,700</u>
TOTAL	<u><u>3,708,300</u></u>	<u><u>7,119,000</u></u>	<u><u>101,482,100</u></u>

Budget Year Revenues:

Water Enterprise	3,380,000
Water Major Facilities	3,729,000
Water Connections	<u>10,000</u>
TOTAL	<u><u>7,119,000</u></u>

2020 - 2021 COMMUNITY INVESTMENT PROGRAM COMMUNITY SANITATION
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The capital projects for the Community Sanitation Program consist of improvements to the existing landfill site as mandated by state law, and expansion of the landfill.

The projects proposed for 2020 - 2021 are:

- Improvements to access to the landfill site.

The new projects proposed in the 2020 - 2021 programs are not anticipated to impact the Community Sanitation operation budget.

<p style="text-align: center;">SUMMARY</p> <p style="text-align: center;">2020 - 2021 COMMUNITY INVESTMENT PROGRAM</p> <p style="text-align: center;">COMMUNITY SANITATION PROJECTS</p>
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<u>Community Sanitation Improvements:</u> <i>Section 99500</i>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Community Sanitation Improvements</i>	<u>3,900,000</u>	<u>250,000</u>	<u>17,775,000</u>
TOTAL	<u>3,900,000</u>	<u>250,000</u>	<u>17,775,000</u>

Budget Year Revenues:

Community Sanitation Enterprise Fund	<u>250,000</u>
TOTAL	<u>250,000</u>

2020 - 2021 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 2020 - 2021 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

2020 - 2021 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	125,000	320,000
Home Improvement Grants	170,000	250,000	600,000
First Time Homebuyer Loans	200,000	800,000	400,000
Affordable Housing Project	<u>300,000</u>	<u>1,350,000</u>	<u>600,000</u>
TOTAL	<u>670,000</u>	<u>2,525,000</u>	<u>1,920,000</u>

Budget Year Revenues

Federal/State/Other Agency Grants	1,175,000
Housing Successor Agency Fund Balance	<u>1,350,000</u>
TOTAL	<u>2,525,000</u>

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FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

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

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FIVE-YEAR COMMUNITY INVESTMENT PROGRAM

The Five-Year Community Investment Program represents an effort to identify major capital needs and schedule projects consistent with community priorities and available funding. The Capital Program will continue to provide major investments into the community within the identified funding. Most of the funding for these projects will come from grants, development fees and tax revenues. The implementation of the parks and open space master plan is contingent on obtaining new funding sources.

Major projects include:

- Design and development of the Landmark Square 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.
- 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
 - 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>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>	<u>2024-2025 or Later</u>
General Services	6,520,000	1,975,000	1,350,000	8,340,000	32,978,000
Sewer	8,037,000	7,534,000	6,296,000	6,026,000	191,056,000
Parks	1,540,000	7,520,000	1,575,000	1,260,000	19,100,000
Streets	32,935,000	12,730,000	5,731,000	6,220,000	26,506,000
Water	7,119,000	18,697,000	38,069,000	7,358,400	183,394,600
Community Sanitation	250,000	0	75,000	0	17,680,000
Housing and Community Development	2,525,000	480,000	480,000	480,000	480,000
TOTAL	<u>58,926,000</u>	<u>48,936,000</u>	<u>53,576,000</u>	<u>29,684,400</u>	<u>471,194,600</u>

Sources of Funding

Fund Balance	16,842,400	14,715,000	75,000	3,989,000	17,331,000
Revenue from Agencies	22,796,700	9,660,000	2,241,000	1,643,000	2,981,000
Developer Capital Fees	15,440,900	13,165,000	7,687,000	9,409,000	14,825,000
Enterprise Revenues	2,839,900	2,130,000	6,540,000	2,130,000	1,830,000
Long-Term Financing	150,000	0	0	0	0
Property Sale Proceeds	0	0	0	0	0
*Unfunded	856,100	9,266,000	37,033,000	12,513,400	434,227,600
TOTAL	<u>58,926,000</u>	<u>48,936,000</u>	<u>53,576,000</u>	<u>29,684,400</u>	<u>471,194,600</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	2020-21	2021-22	2022-23	2023-24	2024-25 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 d 75,000 c	Building improvements for the Clovis PD Explorer/Youth Leadership facility. (General Fund)
71075	Fire Station 2 Minnewawa, S/O Shaw Rebuild Fire Station				600,000 d 7,000,000 c 150,000 s		Demolish and rebuild or refurbish fire station to meet new construction standards. (General Fund)
71435	Fire Station 6 Southeast Area Leonard/Loma Vista	2,300,000 c					Design and construction of a new fire station in the southeast area. (General Fund)
71440	Fire Station 7 Northwest Area				500,000 a	700,000 d 9,000,000 c 150,000 f	Design and construction of a new fire station in the northwest area. Adjacent to a major street. (Developer Fees)
71463	Fire Station Exhaust Systems Fire Station 2, 3, 4, & 5	15,000 d 120,000 c		50,000 c			Replace diesel exhaust systems at the fire stations as required by state and federal regulations. (General Fund)
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)

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	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
	Fire / Police Training Site						
	Shade Structures		20,000 d 105,000 c				Install three 20'x30' metal shade structures on site. (General Fund)
	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)
	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 20,000 c				Replace flooring in EOC and Fire side hallways of the facility with stained concrete. (General Fund)
	Police/Fire Headquarters						
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)

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	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
	Interview Room Remodel					20,000 d Convert two existing small interview rooms 35,000 c into one large one. (General Fund)	
	Atrium Water Feature Replacement					10,000 d Replace water feature located in the atrium 20,000 c with a low maintenance rock wall. (General Fund)	
	Property Room Expansion					200,000 d Expand the current storage space within 1,500,000 c current building for property and evidence. (General Fund)	
	Police Substation						
	Loma Vista Location					350,000 a Building near Fire Station 6 that would 200,000 d house an alternate dispatch site, 1,500,000 c community room, and briefing room. (General Fund)	
	Heritage Grove Location					450,000 a Building near Fire Station 7 that would 350,000 d house an alternate dispatch site, 2,500,000 c community room, and briefing room. (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)	

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	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
	Animal Services					450,000	d Replace current facility at 908 Villa to meet
	Replace 908 Villa Facility					5,000,000	c the increased needs of animal control. (General Fund)
	<u>Villa Yard Reorganization</u>						
	Police Storage Facilities					120,000	d Construct facilities for impounding and
						1,200,000	c storage of evidence including an area for the Community Service Work Program. (General Fund)
	<u>PUBLIC SERVICES AND UTILITIES</u>						
71464	Capital Assessment						Assess the Capital needs and maintenance
	General Government Facilities	300,000	d				required for all general government facilities (General Fund)
71359	Civic Center Expansion						Acquisition of State courthouse for office
	Acquire State Facility		250,000	a			expansion and demolition of the building. (General Fund)
71232	Civic Center Hydronic Waterline Replacement			410,000	c		Replace hot and cold underground supply returns from PDS building to Council Chambers and Library. (General Fund)
	Civic Center Plaza						
71361	Landscape/Irrigation					35,000	d Develop master plan, design and install
	Replacement					250,000	c replacement irrigation and landscaping for
	Phase Approach						the Civic Center including the Courthouse, Senior Center, PDS, City Hall and Library. (General Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
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)
71417	Yard lighting, safety and security			70,000	c		Improve the lighting for the transit bus area for safety and security purposes. (Proposition 1B funded)
71397	ADA Master Planning		20,000			20,000	Continue ADA Master Plan compliance and upgrades. (General Fund)
	Landmark Square						
71325	Build New Senior Center & Onsite Improvements						Build new Senior Center & Construct Civic Center North site improvements. (General Fund and Library Fee)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
Transit Station							
71428	Construct New Facility at Landmark Square	3,600,000	c				Construct new Transit Station facility on the Landmark Square Site (General Fund and Prop 1B Funding)
Landscape Improvements							
	Willow - Shaw to Ashlan & Ashlan - Willow to Winery			35,000	d		Install landscape and irrigation in the median island. (Contingent on CalFire Grant)
				315,000	c		
Park Maintenance							
Sierra Bicentennial Park Sunnyside and Sierra							
75031	Accessibility Improvements				5,000	d	ADA Master Plan Improvements. (Contingent on CDBG Grant)
					70,000	c	
	Play Field Improvements					35,000	d Remove and replace existing infield soil
						250,000	c with suitable material for maintenance and use. Install drainage for field area. (General Fund)
75030	Play Field and Lighting					30,000	d Construct a baseball/soccer field and install
						750,000	c sports lighting. (Contingent upon a future grant and General Fund)
	Parking Lot Lighting					15,000	d Install additional lights to improve security.
						60,000	c (Contingent upon a future grant and General Fund)
	Upgrade Existing Sports Field			20,000	d		Replace the existing sports field lights with LED lights to lower maintenance costs. (General Fund)
	Lighting			170,000	c		

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
	Sierra Bicentennial Park Sunnyside and Sierra						
	Stadium Lighting					15,000 d 80,000 c	Install additional lighting to existing poles to increase visibility on the playing field. (General Fund)
	Multi-purpose Pad Replacement					25,000 d 250,000 c	Replace the basketball multi-purpose pad which is deteriorating (General Fund)
	Dog Park		20,000 d 100,000 c	55,000 c			Complete the construction of the existing temporary dog park to a permanent facility. (General Fund)
	Volleyball Court		25,000 d 110,000 c				Install one additional sand volleyball court to facilitate tournament play. (General Fund)
	Rotary Park						
	Upgrade Existing Sports Field Lighting			55,000 d 615,000 c			Replace the existing sports field lights with LED lights to lower maintenance costs. (General Fund)
	Kiwanis Park Tenth and DeWitt						
75540	Irrigation and Lighting					5,000 d 35,000 c	Remove and replace irrigation system and install security lighting. (Community Donations)
	Temperance/Gettysburg						
	Northwest Corner-Greenbelt					15,000 d 125,000 c	Remove and replace existing landscape and irrigation of greenbelt. (Contingent Upon Funding)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 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)
71465	Fiber Optic Installation to Fire Station 6	15,000 d 150,000 c					Installation of conduit and fiber to get a city connection to the Fire Station 6 site. (General Fund & Developer fees)
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	10,000 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>6,520,000</u>	<u>1,975,000</u>	<u>1,350,000</u>	<u>8,340,000</u>	<u>32,978,000</u>	

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SEWER CAPITAL PROJECTS - ENTERPRISE FUND

91000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>SEWER FACILITY IMPROVEMENTS</u>							
72632	Sewer Main Replacement	55,000 d					Replace existing sections of sewer main to improve the performance of the pipe and reduce maintenance issues.
	Clovis/Pollasky Alley	430,000 c					
	Stanford/Robinwood						
	Lavern/Gibson						
	Holland/Paula						
72629	Lift Station #3						Upgrade lift station electrical and controls at the Gettysburg and Phillip Lift Station.
	Upgrade	50,000 c					
TOTAL - SEWER CAPITAL PROJECTS - ENTERPRISE		<u>535,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 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>							
Wastewater Collection System							
73200	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 with Force Main		1,500,000 a				Pump Station located at Willow/Shepherd. Force main in Shepherd from Willow to DeWolf. Needed to serve the Northwest. (Development Fees)
	DeWolf Trunk Sewer					1,300,000 d 6,800,000 c	Sewer in DeWolf from Owen's Mountain to Bullard. Needed to serve the Northwest. (Development Fees)

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>RECYCLED WATER SYSTEM IMPROVEMENTS</u>							
	Pump Station No. 1 Shepherd/Dry Creek					100,000 d 450,000 c	Construct pump station to help serve the northwest area. (Development Fees)
73225	Pump Station No. 3 DeWolf/Owens Mountain					40,000 d 450,000 c	Construct pump station at DeWolf Avenue and Owens Mountain Parkway. (Development Fees)
<u>Recycled Water Mains</u>							
73376	Shaw Avenue E/O DeWolf		400,000 c				Install master planned recycled water main with street project. (Development Fees)
	Shepherd Avenue Willow to Temperance					300,000 d 3,000,000 c	Install master planned recycled water main in Shepherd Avenue to serve the northwest area. (Development Fees)
	Sunnyside Avenue Shepherd to Marion Basin					200,000 d 1,800,000 c	Install master planned recycled water main in Sunnyside Avenue for basin discharge. (Development Fees)
	State Route 168 Temperance to Shepherd					300,000 d 3,000,000 c	Install master planned recycled water main. (Development Fees)

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>SEWER SYSTEM IMPROVEMENTS</u>							
	Wastewater Pump Station Herndon/Clovis					100,000 d 266,000 c	Partial construction of pump station and related connection to sewer main. (Development Fees)
<u>SEWER MAINS</u>							
	Nees Avenue Dry Creek to Sunnyside			20,000 d 250,000 c			Install new 8 inch PVC main with wyes to serve properties on the south side of Nees.
73377	Nees Avenue Minnewawa to Clovis	300,000 c					Install master planned sewer main in conjunction with street widening project. (Development Fees)
	Heritage Avenue E/O Temperance					15,000 d 180,000 c	Install new 8 inch PVC sewer main and services. (Reimbursement from property owners)
	Enterprise Avenue W/O Locan					15,000 d 180,000 c	Install new 8 inch PVC sewer main and services. (Reimbursement from property owners)
72141	Shaw Avenue DeWolf to McCall	550,000 c					Install master planned sewer main in conjunction with street widening project. (Development Fees)

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>DEBT SERVICES</u>							
67201	Bond Handling Charges	277,000	50,000	50,000	50,000	50,000	Handling Charges.
67898							
63390							
<u>2013 Wastewater Revenue Bonds</u>							
67750	Principal	555,000	585,000	615,000	645,000	7,155,000	Debt Service Principal.
67850	Interest	460,000	434,000	404,000	373,000	1,009,000	Debt Service Interest.
<u>2015 Wastewater Revenue Bonds</u>							
67757	Principal	170,000	175,000	180,000	190,000	20,260,000	Debt Service Principal.
67857	Interest	880,000	874,000	866,000	856,000	6,133,000	Debt Service Interest.
<u>2017 Wastewater Revenue Bonds</u>							
67775	Principal	1,485,000	1,560,000	1,635,000	1,720,000	41,475,000	Debt Service Principal.
67875	Interest	2,350,000	2,281,000	2,201,000	2,117,000	18,153,000	Debt Service Interest.
TOTAL - SEWER CAPITAL PROJECTS - DEVELOPER		<u>7,502,000</u>	<u>7,534,000</u>	<u>6,296,000</u>	<u>6,026,000</u>	<u>191,056,000</u>	

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
75600	Park Property Acquisition	1,000,000 a	1,000,000 a	1,000,000 a	1,000,000 a	1,000,000 a	Acquire property for the future development of City park sites and trails. (Development Fees)
75015 63390	Misc. Park Improvements	520,000 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</u>							
(15 acres or greater)							
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)

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
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75635 Loma Vista Village Green

6,000,000 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 Develop facilities, including lighting, for
1,250,000 a soccer fields and baseball diamonds.
1,000,000 c (Contingent Upon Funding)

AREA PARKS

(3 to 20 acres)

Railroad Park Peach and Alluvial

Workout Station

15,000 d
45,000 c

Install a fitness workout station.
(Contingent Upon Funding)

BASIN PARKS

Basin 1E

Ashlan and Gould Canal

75122 Landscaping and Play Fields

40,000 d Construction of baseball and soccer
450,000 c facilities, irrigation, trees, and turf.
(Development Fees and FMFCD Participation)

PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
Basin 1E							
Ashlan and Gould Canal							
75123	Recreation Facilities					17,000 d 114,000 c	Install recreation fields, parking lot ramps. (Development Fees and FMFCD Participation)
75124	Restroom				15,000 d 125,000 c		Construct restroom. (Contingent upon Grant Funding)
75125	Field "Sports" Lighting					25,000 d 208,000 c	Construct sports lighting.(Contingent upon Grant Funding)
<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		40,000 d 200,000 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)

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
	Dry Creek Trail Lighting						
	Minnewawa to			25,000	d		Install lighting along trail.
	Cottonwood Park			215,000	c		(Contingent Upon Funding)
	Dry Creek/Enterprise Canal Trail Connection						
	west of Fowler		25,000	d			Construct connection between the two
			85,000	c			existing trails west of Fowler.
							(Measure C Funded)
	Enterprise Canal Trail						
	east of Sunnyside			35,000	d		Complete unfinished portion of the trail on
				120,000	c		the bank of the canal. Contingent on an
							agreement with Fresno Irrigation District.
							(Measure C Funded)
	Gould Canal Trail						
75580	Fowler to DeWolf					250,000	a Purchase property for the future
							development of the Gould Canal Trail.
							(Development Fees)
	Sierra Gateway Regional Trail						
	Shepherd to DeWolf						
75630	Phase II					20,000	d Install trail lighting.
						750,000	c (Contingent upon Grant Funding)
	SR168/Enterprise Canal Pedestrian Bridge						
74980	Phase III -						Construct pedestrian bridge over SR168
	Construction					250,000	a east of Temperance along the Enterprise
						11,000,000	c Canal Trail. (Contingent upon Funding)
TOTAL - PARKS		<u><u>1,540,000</u></u>	<u><u>7,520,000</u></u>	<u><u>1,575,000</u></u>	<u><u>1,260,000</u></u>	<u><u>19,100,000</u></u>	

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>REIMBURSEMENTS</u>							
74010	Misc. Street Widening	250,000 c	250,000 c	250,000 c	250,000 c	250,000 c	City participation in miscellaneous projects and provisions for unforeseen expenses. (HUTA Funded)
74587	Horizontal Control System	70,000 c					Establish City Coordinate System in the northeast section of the city sphere. (HUTA Funded)
<u>PREVENTATIVE MAINTENANCE</u>							
74020	Slurry Seals and Pavement Rejuvenation	40,000 d 460,000 c	40,000 d 470,000 c	40,000 d 480,000 c	40,000 d 490,000 c	40,000 d 500,000 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 120,000 c	10,000 d 70,000 c	10,000 d 70,000 c	10,000 d 70,000 c	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	10,000 d 50,000 c	10,000 d 50,000 c	10,000 d 50,000 c	10,000 d 50,000 c	Crack sealing of various city streets. Locations prioritized on a yearly basis using Pavement Management System. (HUTA Funded)
<u>BRIDGE AND STREAM CROSSINGS</u>							
74529	Leonard/Enterprise Canal		1,800,000 c				Replace and widen bridge section at Leonard and Enterprise Canal. (HBRR Grant Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
74559	Bridge Maintenance Plan				5,000 d		Establish Plan for Bridge Maintenance. (HBRR Grant Funded)
<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	57,000 c	55,000 c	55,000 c	55,000 c	55,000 c	Construct pedestrian and bicycle facilities at various locations. (LTF Article 3 Funding)
74210	Misc. Concrete Improvements	10,000 d 200,000 c	10,000 d 100,000 c	10,000 d 100,000 c	10,000 d 100,000 c	10,000 d 100,000 c	Curb, gutter, sidewalk improvements and repairs at various locations. Includes ADA compliance. (HUTA Funded)
74211	ADA Survey	50,000 d	50,000 d	50,000 d	50,000 d	50,000 d	Citywide survey of City facilities located within the City's public right-of-way. (HUTA Funded)
74886	Misc. Wheelchair Ramps Various Locations	50,000 c	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)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>PEDESTRIAN / BICYCLE FACILITIES</u>							
74102	Misc. Sidewalk Improvements						
	Northeast area of Gettysburg and Peach	200,000	c				Install sidewalk for ADA compliance and accessibility concerns. (CDBG funded)
	Santa Ana Sidewalk Repair						
	Peach to Villa		15,000	d			Replace sidewalk for ADA compliance and accessibility concerns. (Contingent on CDBG funding)
			75,000	c			
	Villa Avenue Sidewalk Repair						
	Gettysburg to Santa Ana			20,000	d		Replace sidewalk for ADA compliance and accessibility concerns. (Contingent on CDBG funding)
				90,000	c		
<u>LANDSCAPING IMPROVEMENTS</u>							
74023	LMD Landscape Improvements						
	Sunnyside - Fwy. 168 to Alluvial					5,000	d Modify soil and re-landscape to improve the current median and outside travel lane
	Alluvial - Clovis to Sunnyside					75,000	c areas. (LMD Funded)
74866	Landscape Maintenance District - Area 2						
	Fowler Landscaping					19,000	d Evaluate existing landscaping, design and
	Gettysburg to Ashlan					188,000	c install new landscaping and irrigation. (General Government Services Fund and LMD Reserves)
74024	Shaw Avenue Improvements						
	Willow - Clovis					25,000	d Modify soil and re-landscape to improve the current median and outside travel lane
						115,000	c areas. (LMD Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>LANDSCAPING IMPROVEMENTS</u>							
74564	LMD - Benefit Zone 1 & 3 Clovis Center Median Sierra to Herndon					5,000 d 75,000 c	Remove and replace existing landscape and irrigation. (LMD Reserves)
<u>TRAFFIC SIGNAL/INTERSECTION IMPROVEMENTS</u>							
74585	Armstrong/Nees Traffic Signal	75,000 d 35,000 a		535,000 c			Install traffic signal. (CMAQ Grant Funded)
74584	Shepherd/Peach Traffic Signal	75,000 d 40,000 a		535,000 c			Install traffic signal. (CMAQ Grant Funded)
74973	Video Vehicle Detection Replacement	740,000 c					Replace the remaining video detection at various intersections with a magnetic detection systems. (HUTA Funded)
74972	Pedestrian Push Button Upgrades	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. (Street Fee Reimbursement)
	Willow/Herndon Quad Intersection					750,000 c	Completion of improvements to facilitate the quadrant intersection design and operation. (Street Fee Reimbursement)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>RECONSTRUCTION AND WIDENING PROJECTS</u>							
74215	Miscellaneous Repairs	125,000 c	125,000 c	125,000 c	125,000 c	125,000 c	Perform miscellaneous repairs at various locations. (HUTA Funded)
<u>Alley Improvements</u>							
74586	Alleys - Pollasky to DeWitt Dennis/Mitchel Dennis/Beverly Beverly/San Jose	70,000 d	360,000 c				Alley reconstruction at three locations. (Contingent on CDBG Funding)
74101	Gettysburg/Norwich Villa to Gettysburg	185,000 c					Alley reconstruction. (Contingent on CDBG funding)
<u>Armstrong Avenue Improvements</u>							
	Ashlan to Gould Canal					25,000 d 150,000 c	Overlay street. (Contingent upon Funding)
	Shaw to Gettysburg					65,000 d 565,000 c	Reconstruct/overlay street. (Contingent upon Funding)
	Shaw to Barstow					50,000 d 625,000 c	Overlay street. (Contingent upon Funding)
74981	Tollhouse to Sierra	900,000 c					Reconstruct/overlay street. (SB1 Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>Armstrong Avenue Improvements</u>							
	Herndon to Alluvial			60,000 d	350,000 c		Reconstruct/overlay street. (Contingent upon HUTA Funding)
	Alluvial to Nees		65,000 d	480,000 c			Reconstruct/overlay street. (Contingent upon Measure C 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)
74999	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						Reconstruct/overlay street. (SB1 Funded)
		750,000 c					

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 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>							
74583	Nees to Alluvial	100,000 d	940,000 c				Reconstruct/overlay street. (STBG Grant Funded)
	Shepherd to Teague		35,000 d	230,000 c			Overlay street. (Contingent upon SB1 Funding)
	Sierra to Fifth				35,000 d 250,000 c		Overlay street. (Contingent upon HUTA Funding)
<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>							
74997	Alluvial to Nees	75,000 d	1,075,000 c				Reconstruct/overlay street. (STBG Grant Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 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 320,000 c	Overlay street. (Contingent upon Funding)
<u>Gettysburg Avenue Improvements</u>							
	Temperance to Armstrong					60,000 d 570,000 c	Reconstruct/overlay street. (Contingent upon Funding)
74977	Sierra Vista Pkwy to Clovis	1,050,000 c					Reconstruct/overlay street. (SB1 Funded)
<u>Herndon Avenue Improvements</u>							
	Armstrong to Temperance				55,000 d 490,000 c		Overlay street. (Contingent upon Funding)
74184	Temperance to DeWolf	1,500,000 c					Widen, install dual lefts, traffic signal, sidewalk and other improvements. (Regional Measure C Funded)
	Villa to Clovis		65,000 d	726,000 c			Overlay street. (Contingent upon SB1 Funding)
<u>Locan Avenue Improvements</u>							
	Bullard to Barstow					30,000 d 335,000 c	Overlay street. (Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>Locan Avenue Improvements</u>							
	Shaw to Barstow					30,000 d Overlay street. 320,000 c (Contingent upon Funding)	
<u>Loma Vista Avenue Improvements</u>							
74591	West of Leonard	1,500,000 c					Street Construction for access to Fire Station 6. (Developer Funded)
<u>Minnewawa Avenue Improvements</u>							
74059	Alluvial to Herndon	600,000 a	1,900,000 c				Reconstruct and Widening. (RSTP Grant Funded)
	S/O Herndon					15,000 d Reconstruct street. 42,000 c (Contingent upon Funding)	
	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	500,000 a 1,900,000 c					Reconstruction and Widening (RSTP Grant Funded)
74509	Temperance to Locan			120,000 d	500,000 a 1,750,000 c		Street Widening. (Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
	<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>						
74582	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. 890,000 c (Contingent upon Measure C Funding)	
	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)	

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>Shaw Avenue Improvements</u>							
74057	DeWolf to McCall	18,500,000	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. (Contingent upon Measure C Funding)
	Villa to Clovis					75,000 d 1,050,000 c	Reconstruct/overlay street. (Contingent upon Funding)
<u>Sunnyside Avenue Improvements</u>							
	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)

STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 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>							
74998	Bullard to Barstow	70,000 d					Reconstruct/overlay street. (STBG Grant Funded)
			1,020,000 c				
74132	Shaw to Barstow						Reconstruct/overlay street. (STBG Grant Funded)
		950,000 c					
	Gettysburg to Swift					25,000 d Overlay street. 170,000 c (Contingent upon Funding)	

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>Willow Avenue Improvements</u>							
	Sierra to Herndon					35,000 d 270,000 c	Reconstruct/overlay street. (Contingent upon Funding)
	Sierra to Bullard		35,000 d	170,000 c			Overlay street. (Contingent upon HUTA Funding)
	Bullard to Barstow		35,000 d	185,000 c			Overlay street. (Contingent upon HUTA Funding)
<u>Local Streets</u>							
74995	Local Street Improvements	50,000 d	50,000 d	50,000 d	50,000 d	50,000 d	Overlay various streets in local neighborhoods as programmed through the Pavement Management System (PMS) - per separate document.
	Various Streets	750,000 c	750,000 c	750,000 c	750,000 c	750,000 c	
	Cape Seal Program						
	Rehabilitation Program						
74567	ADA Ramps for Local Street Improvements	25,000 d 300,000 c	25,000 d 300,000 c	25,000 d 300,000 c	25,000 d 300,000 c	25,000 d 300,000 c	Improve access ramps at the same locations as the local street Improvement project to satisfy ADA requirements.
TOTAL - STREET IMPROVEMENTS		32,935,000	12,730,000	5,731,000	6,220,000	26,506,000	

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WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 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.
77504	Santa Ana Avenue Clovis Intersection	150,000 c					Install 12 inch main across the intersection.
76509	Sierra Avenue DeWitt to SR168					140,000 c	Replace 12 inch main in the current alignment.
	Tarpey Service Area Meter & Redundancy			30,000 d 130,000 c			Install new meter and additional water mains for redundancy
	<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.

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WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>SURFACE WATER TREATMENT PLANT IMPROVEMENTS</u>							
77503	SWTP High Service Pumps VFD	1,200,000	c				Install a variable frequency drive on the high service pumps to stabilize pressure fluctuations on the water system.
77528	SWTP Pretreatment	1,500,000	c				Add pretreatment to existing facilities to maximize surface water allocation during winter months.
77531	SWTP Process Addition		1,500,000	c			Add ozone treatment process to minimize the positive bacti and alleviate taste and odor concerns.
<u>WELL SITE IMPROVEMENTS</u>							
77572	Well 14 - Peach N/O Sierra GAC		45,000	d			Install GAC facilities. (DBCP Settlement Fund)
			550,000	c			
	Well Panel Upgrades						Upgrade electrical panels at well sites due
77516	Wells 8A, <u>23</u> , 25		40,000	d			Upgrade electrical panels at well sites due to deterioration of well functionality.
			660,000	c			
<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.
					500,000	c	

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WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
	Chlorination Facilities				15,000 d 155,000 c		Install chlorination facilities.
	Well 35 - DeWitt/Santa Ana						
77600	Drill and Develop	470,000 c					Drill and develop well.
77600	Pump and Motor	20,000 d	500,000 c				Install pump and motor, water main and site improvements.
77600	Chlorination	15,000 d	155,000 c				Install chlorination facilities.
77600	Auxiliary Power				20,000 d 122,400 c		Install auxiliary power.
	Well T9 Gettysburg/Minnewawa						
	Drill and Develop			50,000 a 25,000 d 350,000 c			Acquire property, drill and develop well.
	Pump and Motor			25,000 d 500,000 c			Install pump and motor.
	Chlorination Facilities			15,000 d 155,000 c			Install chlorination facilities.
	Various Well Replacement					45,000 d 730,000 c	Replacement of various wells within the City to maintain water production.
TOTAL - WATER CAPITAL PROJECTS - ENTERPRISE		<u><u>3,380,000</u></u>	<u><u>3,475,000</u></u>	<u><u>1,420,000</u></u>	<u><u>1,337,400</u></u>	<u><u>1,820,000</u></u>	

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 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 c 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 c 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)
Raw Water Main Southeast SWTP to the Northeast SWTP					700,000 14,300,000	d Install 42 inch raw water main between the c treatment plants.

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>WATER STORAGE FACILITIES</u>						
2013 Water Revenue Bond Debt Service						
67751 Principal	2,050,000	2,155,000	2,265,000	2,385,000	10,750,000	Debt Service Principal.
67201 Bond Handling Charges	20,000	10,000	10,000	10,000	10,000	Handling Charges
67851 Interest & Handling Charges	959,000	857,000	749,000	636,000	1,289,000	Debt Service Interest.
Water Storage Reservoir #2 Villa N/O Barstow						25,000 d Install a 500 GPM pump station to boost 450,000 c water pressure during peak hour demands. Install 18 inch water main in Villa to Bullard Avenue per Water Master
Water Storage Reservoir #7 Northeast SWTP						1,000,000 d Construct a 7 million gallon water storage 15,000,000 c tank at the Northeast SWTP.
Water Storage Reservoir #8 Friant-Kern Canal						2,000,000 a Acquire property and construct a 3 million 1,000,000 d gallon water storage tank by the Friant- 7,500,000 c Kern Canal.
78045 Water Storage Reservoir #9 Near Peach & Perrin		2,600,000	a			Acquire property and construct a 7 million 1,400,000 d gallon water storage tank in the northwest 17,000,000 c village area.
Water Storage Reservoir #10 Near Behymer/Clovis						800,000 d Construct a 3.5 million gallon water 10,000,000 c storage tank in the northwest village area.
77725 Water Development		1,500,000	1,500,000	1,500,000	25,500,000	Secure water to serve areas within the City of Clovis General Plan.

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<u>WATER STORAGE FACILITIES</u>						
Recharge Basin Northwest Area					8,000,000 a 500,000 d 4,500,000 c	Acquire property and construct a 40 acre recharge basin in the Northwest area.
Recharge Basin CSUF Property					300,000 d 1,200,000 c	Construct a 40 acre recharge basin on existing CSUF property.
<u>SURFACE WATER TREATMENT PLANT IMPROVEMENTS</u>						
77531 SWTP Process Addition		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	400,000 c					Install 24 inch main from Locan to Harlan Ranch. Reimbursement in accordance with the approved Reimbursable Agreement. Remaining reimbursement is \$400,000.
77529 SWTP Expansion	100,000 d		30,000,000 c			Expand capacity of plant from 22.5 MGD to 45 MGD. Project needs to be established in the Urban Water
77532 Water Storage Reservoir #6 Additional Reservoir at SE-SWTP		7,500,000 c				Install an additional 3.5 million gallon water storage tank at the treatment plant.
77536 Northeast SWTP	100,000 d				2,500,000 d 45,000,000 c	Construct a 20 MGD surface water treatment plant in the northeast area of the city sphere. Per the City water masterplan.

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<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.
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 450,000 c			Install pump and motor, water main and site improvements.
Chlorination			15,000 d 155,000 c			Install chlorination facilities.
Well 44 - Willow/Yeargin Drill and Develop			200,000 a 35,000 d 450,000 c			Drill and develop well.
Pump and Motor				25,000 d 500,000 c		Install pump and motor, water main and site improvements.
Chlorination				15,000 d 155,000 c		Install chlorination facilities.
Auxiliary Power					20,000 d 122,400 c	Install auxiliary power.

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
<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				25,000 d		Install pump and motor, water main and
				500,000 c		site improvements.
Chlorination Facilities				15,000 d		Install chlorination facilities.
				155,000 c		
Auxiliary Power					20,000 d	Install auxiliary power.
					122,400 c	
Well 46 - Clovis/Shepherd					150,000 a	Complete well development including Drill,
Well & site development					150,000 d	site development, pump & motor,
					1,850,000 c	chlorination facilities, & auxiliary power
Well 47 - Sunnyside/Christopher					150,000 a	Complete well development including Drill,
Well & site development					150,000 d	site development, pump & motor,
					1,850,000 c	chlorination facilities, & auxiliary power
Southeast Area Well					150,000 a	Complete well development including Drill,
Well & site development					150,000 d	site development, pump & motor,
					1,850,000 c	chlorination facilities, & auxiliary power
Well at Armstrong/SR 168					150,000 a	Complete well development including Drill,
Well & site development					150,000 d	site development, pump & motor,
					1,850,000 c	chlorination facilities, & auxiliary power

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
Various Well Site Development						
77090 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.
77090 2. Land Banking					130,000 a	Land acquisition of acceptable sites.
77090 3. Well Construction 77090					20,000 d 500,000 c	Construct well.
77090 4. Construct Chlorination 77090 Facilities					13,500 d 60,000 c	Construct chlorination unit and building.
77090 5. Auxiliary Power 77090					15,400 d 122,400 c	Install generator.
TOTAL - WATER CAPITAL PROJECTS - DEVELOPER	<u>3,739,000</u>	<u>15,222,000</u>	<u>36,649,000</u>	<u>6,021,000</u>	<u>181,574,600</u>	

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COMMUNITY SANITATION IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 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 d 20,000 c	Install wireless communication from City network capable of receiving/transmitting phone, fax and internet services. (Refuse Enterprise Fund)
81120	Landfill Site Acquisition					20,000 a	Purchase remnant parcel to avoid private development in close proximity to vicinity of landfill. (Refuse Enterprise Fund)
81125	Landfill Left Turn Lane Entrance Northeast Bound on Auberry Road at Landfill Entrance	150,000	c				Widen street for left turn lane eastbound with storage for solid waste trucks. (Refuse Enterprise Fund)
	Landfill Access Road Pave Bridge Access Road			10,000 d 65,000 c			Pave access road with asphalt concrete from bridge approach to landfill property line. (Refuse Enterprise Fund)

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COMMUNITY SANITATION IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
81211	Landfill Solar	100,000	d				Install solar panels on landfill buffer area. (Refuse Enterprise Fund)
	Landfill Security System					15,000 d	Install chain link fence, interior lighting and
	Install Chain Link Fence, Interior					185,000 c	video to prevent unauthorized entry and
	Lighting and Video						protect equipment and facilities from
							vandalism.
							(Refuse Enterprise Fund)
81205	Landfill Transfer Station						Acquire land and build green waste
	Green Waste					50,000 d	transfer station.
						250,000 c	(Refuse Enterprise Fund)
81200	Villa Corporation Yard					5,000 d	Develop short and long range Master Plans
	Master Plan					80,000 c	for the ongoing use of the corporation yard
							and make grading and drainage
							improvements.
							(Refuse Enterprise Fund)
81147	Clovis Landfill Liner					300,000 d	Landfill expansion as needed for City
	Liner System (Stage II)					5,000,000 c	growth. Expansion estimated to occur in
							2025 - 2026.
							(Refuse Enterprise Funds)
	Liner System (Stage III)					100,000 d	Landfill expansion as needed for City
						1,000,000 c	growth. Expansion estimated to occur in
							2043 - 2044.
							(Refuse Enterprise Funds)

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	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
	Clovis Landfill Closure					300,000 d Place impermeable cover over entire landfill, complete drainage system, and install gas vents. Estimate closure to occur in 2050. (Landfill Closure/Post Closure Reserve)	
	Clovis Landfill Post Closure					7,200,000 c 30-year post closure monitoring and maintenance. Estimate post closure to occur in 2050. (Landfill Closure/Post Closure Reserve)	
	TOTAL - REFUSE	<u>250,000</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	2020-21	2021-22	2022-23	2023-24	2024-25 or Later	DESCRIPTION
80100	Home Repair Loans/Grants	125,000 c	80,000	80,000	80,000	80,000	Agency participation in the repair and rehabilitation of affordable housing. Replace substandard mobile homes for low income senior citizens in the mobile home parks. (CalHome)
80101	First Time Home Buyer Loans	800,000 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	1,350,000 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>2,525,000</u></u>	<u><u>480,000</u></u>	<u><u>480,000</u></u>	<u><u>480,000</u></u>	<u><u>480,000</u></u>	

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

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

COMMUNITY INVESTMENT PROGRAM

GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS

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

COMMUNITY INVESTMENT PROGRAM

GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS, CONT.

HUTA	Highway Users Tax Account (2010)	SR	State Route
LCTOP	Low Carbon Transit Operations Program. A state source of funding under Senate Bill 862 to provide operating and capital assistance for transit agencies.	STBG	Surface Transportation Block Grant
LMD	Landscape Maintenance District	STP	Surface Transportation Program. A federal source of funding under "SAFETEA-LU" for street construction and reconstruction activities.
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.	Streetscape	The visual elements of a street that defines its character, such as building façade, landscaping, sidewalks, street furniture, signs, lighting, etc.
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.	ST-WRF	Sewage Treatment and Water Reuse Facility
MGD	Million Gallons per Day	SWTP	Surface Water Treatment Plant
NFPA	National Fire Protection Association	TCP	1,2,3-Trichloropropane is an exclusively man-made chlorinated hydrocarbon commonly used as an industrial solvent, cleaner, degreaser, and in two commonly used soil fumigants used in California to manage nematodes. Contamination of TCP occurred in drinking water wells and is on the State of California's list of chemicals known to cause cancer.
PCI	Pavement Condition Index	TE	Transportation Enhancement Activity. A federal source of funding under "SAFETEA-LU" for enhancement of transportation facilities through beautification or restoration of historic facilities.
PD	Police Department	UGOH	Underground Overhead. The undergrounding of overhead facilities such as electric, phone and cable.
PDS	Planning and Development Services Department	VCP	Vitrified Clay Pipe. A pipe material used for sewer main construction.
PMS	Pavement Management System. A computer-based pavement management and inventory system, which helps staff, identify street project priorities.		
PVC	Polyvinyl Chloride. A pipe material used for sewer and water main construction.		
RDA	Redevelopment Agency		
R&T Park	Research and Technology Park		
RSTP	Regional Surface Transportation Program		
SB1	Senate Bill 1 – The Road Repair and Accountability Act (2017)		

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) 600-5000

Steve Brandau, Supervisor
Room 300, Hall of Records
2281 Tulare Street
Fresno, CA 93721-2198
(559) 600-2000

STATE

ASSEMBLY MEMBER

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

SENATOR

Andreas Borgeas
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	2011	96,848	940,220
	1960	5,546	365,945	2012	98,377	938,467
	1970	22,133	413,329	2013	99,983	952,166
	1980	33,021	514,621	2014	102,188	964,040
	1990	49,300	667,490	2015	104,339	972,297
	2000	70,746	805,005	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
	2010	95,480	923,373	2020	119,175	1,023,358

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

CLIMATE

	2019 Average Daily Temperature (Degrees)			Precip. (Inches)
	Maximum	Minimum	Average	
January	67.0	33.0	52.5	2.23
February	69.0	32.0	49.2	3.26
March	83.0	40.0	57.4	1.26
April	96.0	46.0	67.1	0.39
May	90.0	48.0	66.7	2.38
June	106.0	56.0	80.7	0.00
July	107.0	61.0	84.2	0.00
August	108.0	63.0	84.8	0.00
September	104.0	50.0	77.2	0.00
October	91.0	40.0	65.5	0.00
November	81.0	35.0	57.9	0.72
December	68.0	36.0	51.0	2.16
YEAR	108.0	32.0	70.0	12.40

Source: <https://www.weather.gov/hnx/fatmain>

AREA (SQUARE MILES)

Year	City of Clovis	Year	City of Clovis
1950	1.05	2010	23.14
1960	2.88	2011	23.14
1970	4.22	2012	23.14
1980	9.02	2013	23.42
1990	14.34	2014	24.02
2000	17.28	2015	24.15
2006	20.66	2016	24.36
2007	22.77	2017	24.40
2008	23.14	2018	25.50
2009	23.14	2019	25.50

Source: City of Clovis, Planning and Development Services

RETAIL SALES INFORMATION

2018	<u>Type of Business</u>	<u>City of Clovis</u>	<u>Fresno County</u>
RETAIL SALES (In Thousands of Dollars)	General Consumer Goods	534,823	2,759,045
	Autos and Transportation	422,568	2,274,327
	Building and Construction	190,240	1,019,028
	Restaurants and Hotels	323,380	2,171,660
	Fuel and Service Stations	117,188	1,224,916
	Business and Industry	125,660	1,117,384
	Food and Drugs	222,182	4,819,896
	TOTAL	1,936,041	15,386,256

Source: Ca Dept of Tax and Fee Administration 2018

ANNUAL	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>
TAXABLE SALES (In Thousands of Dollars)	1970	25,012	883,810	2010	1,201,964	10,154,265
	1980	165,377	3,131,515	2011	1,278,684	11,179,478
	1990	448,565	5,739,359	2012	1,373,070	12,020,630
	2000	930,608	8,472,055	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	1,708,193	14,189,429
	2007	1,376,902	12,308,257	2016	1,790,890	14,184,097
	2008	1,284,915	11,729,171	2017	1,852,313	14,755,751
	2009	1,158,887	9,966,448	2018	1,936,041	15,386,256

Source: Board of Equalization 1970 - 2016/HdL Companies 2017; Ca Dept of Tax and Fee Administration 2018

MISCELLANEOUS BUILDING INFORMATION

DWELLING UNITS

<u>Year</u>	<u>City of Clovis</u>	<u>Year</u>	<u>City of Clovis</u>
1970	4,347	2010	35,671
1980	13,357	2011	36,101
1990	19,379	2012	36,579
2000	25,494	2013	37,140
2004	31,003	2014	37,875
2005	32,252	2015	38,899
2006	33,508	2016	39,608
2007	34,226	2017	40,591
2008	34,750	2018	41,941
2009	35,197	2019	42,789

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>	
2005	1144	105	1,249
2006	954	302	1256
2007	688	30	718
2008	408	116	524
2009	431	16	447
2010	474	0	474
2011	370	60	430
2012	378	100	478
2013	501	60	561
2014	703	32	735
2015	815	209	1024
2016	709	0	709
2017	925	58	983
2018	1046	304	1350
2019	848	0	848

Source: City of Clovis CAFR

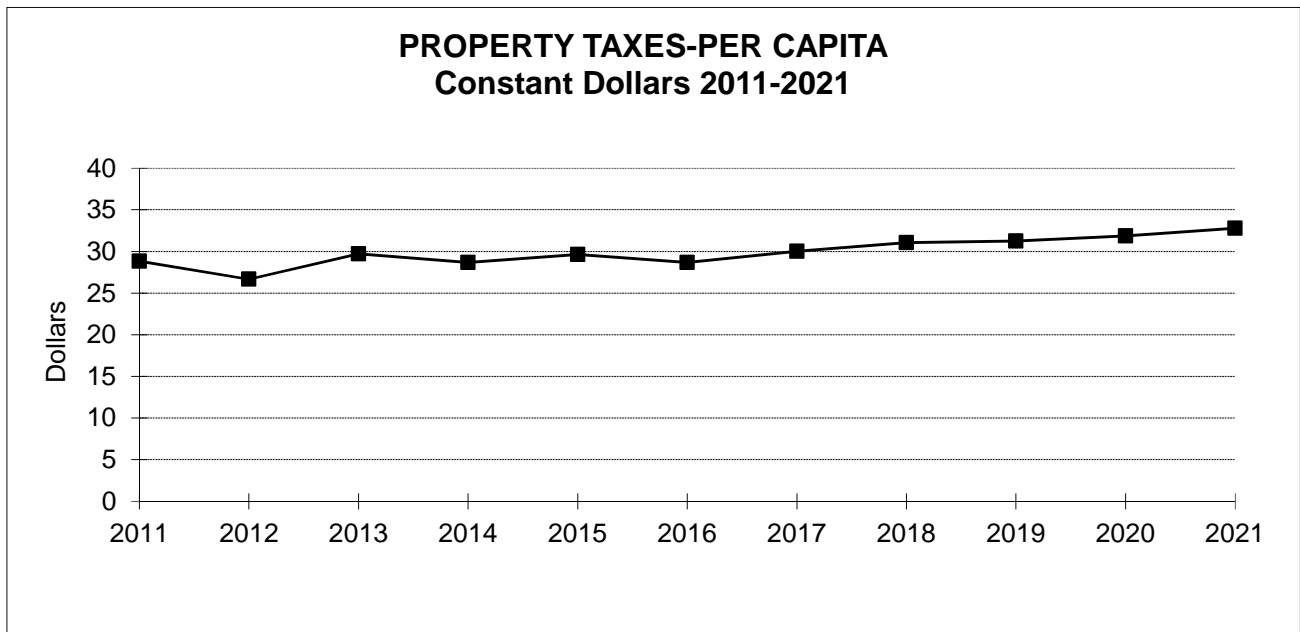
BUILDING PERMITS --- VALUATIONS

<u>Year</u>	<u>City of Clovis</u>
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	320,472,000
2018	365,519,000
2019	368,131,000

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>
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	15,071,954	20.58%	128.82	31.27
2019-20 (EST)	16,342,000	22.02%	135.05	31.85
2020-21 (EST)	17,102,000	23.32%	139.04	32.79

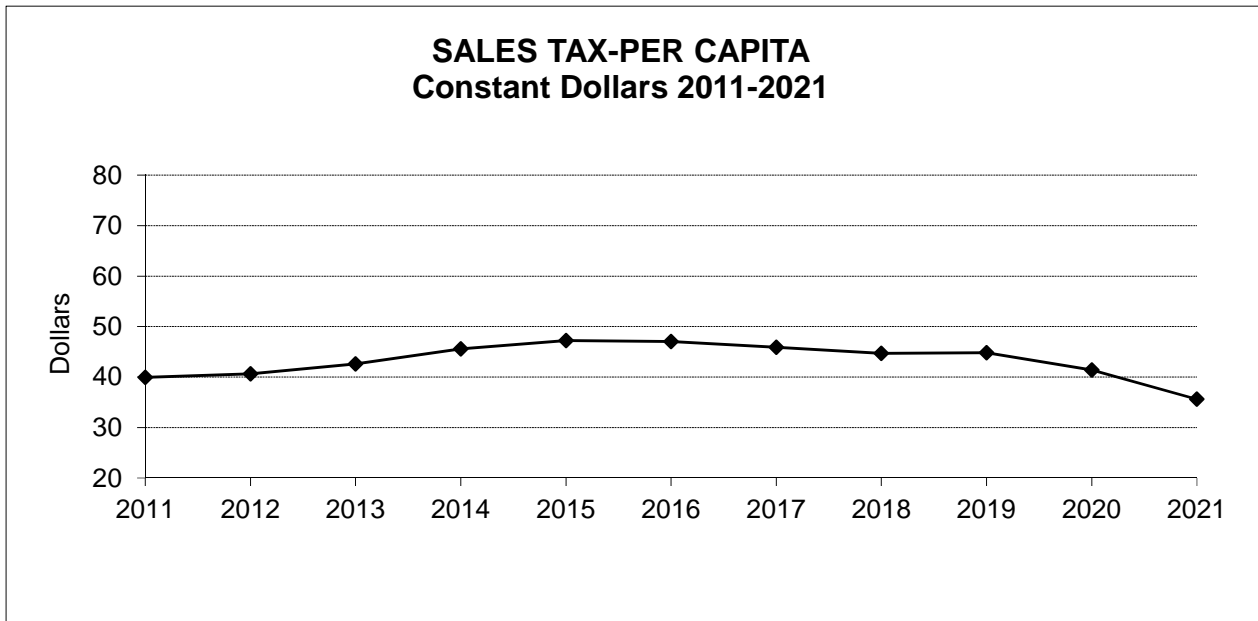


REVENUE BY CATEGORY

GENERAL FUND

SALES TAX

	<u>AMOUNT RECEIVED</u>	<u>% OF TOTAL REVENUE</u>	<u>PER CAPITA</u>	<u>PER CAPITA (ADJUSTED FOR INFLATION)</u>
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	21,597,179	29.49%	184.59	44.80
2019-20 (EST)	21,244,000	28.62%	175.57	41.41
2020-21 (EST)	18,582,000	25.34%	151.07	35.63



**CITY OF CLOVIS
PRINCIPAL EMPLOYERS
JUNE 30, 2019**

<u>Employer</u>	<u>Approximate Number of Employees</u>
Clovis Unified School District	8,369
Clovis Community Hospital	1,939
Alorica	720
City of Clovis	671
Wal-Mart	620
Wawona Frozen Foods	540
Costco	368
Target	325
Anlin Industries	320
Savemart	234

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.

CNT – Crisis Negotiation Team.

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.

COVID-19 – Coronavirus disease 2019.

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.

Diversification – Intervention programs to redirect youths away from formal processing in the juvenile justice system, while still holding them accountable.

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.

ERP – Enterprise Resource Planning which is software designed to integrate an organization's business processes into a single system.

ETC - Estimate To Close.

Extra Help - Cost of employees 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.

HEAT – Help Eliminate Auto Theft.

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.

K9 – A dog specifically trained to assist police.

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.

NKGSA - 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.

PICHESS - A request made by the defense in California to obtain information from a police officer's confidential employment file.

PIO - Public Information Officer.

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.

SWAT – Special Weapons and Tactics.

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.

UAV – Unmanned Aerial Vehicle (drone).

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.

W/C - Worker's Compensation.

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