

RECOMMENDED

2021-2022

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, 2020

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, 2020.

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



2021 - 2022 BUDGET

**Submitted to City Council
May 17, 2021**

José G. Flores
Mayor

Lynne Ashbeck
Mayor Pro-Tem

Drew Bessinger
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 2021-2022 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 2021-2022 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 2021-2022 through 2025-2026 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 17, 2021

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

EXECUTIVE SUMMARY

The 2021-2022 Annual Budget for general operations and capital improvement programs for the City of Clovis in the amount of \$294.6 million is hereby submitted, in accordance with the Clovis Municipal Code.

The 2021-2022 Annual Budget is best classified as a recovery budget. Significant cuts were implemented in the 2020-2021 fiscal year budget due to anticipated reductions in revenue that were expected as a result of the COVID-19 pandemic and its associated business shutdowns. Most of those cuts, which included a freeze on vacant positions, occurred in the General Fund where revenues were expected to be the most impacted. As it turns out, revenues did not decline during fiscal year 2020-2021 as much as had been anticipated, and much, if not all, of any lost revenues were compensated for by state and federal stimulus funds. While there remains some concern that supply chain disruptions could lead to a secondary economic slowdown, the expectation of widespread business reopenings, combined with the federal government's stimulus packages, have most experts calling for a robust economic recovery. As a result, the 2021-2022 Annual Budget generally restores the cuts and personnel freezes implemented in 2020-2021, and includes significant new spending. As was the case before the pandemic, the General Fund remains constrained, but overall the 2021-2022 Annual Budget reflects a significant increase in services and expenditures.

The City of Clovis expects to receive \$18.7 million from the American Rescue Plan Act (ARPA), with half coming in May 2021 after the Annual Budget is printed, and the remainder in May 2022. However, the U.S. Department of Treasury had not yet released its guidance regarding the ARPA funds when the 2021-2022 Annual Budget was prepared, thus these revenues are not included in the Budget. Without these funds, the General Fund expenditures exceed the General Fund revenues for the year, and the General Fund Budget is balanced with the use of fund balance. While that could raise concerns regarding the long-term sustainability of the General Fund, the fact is that once the ARPA guidance is released and the ARPA funds are added to the General Fund budget, the revenues will significantly exceed expenditures thereby allaying those concerns.

The 2021-2022 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 17, 2021. 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 14, 2021 and, if needed, June 21, 2021 with adoption scheduled at the conclusion of the hearings.

Fiscal Overview

In March of 2020, it became apparent that the spread of the novel coronavirus would severely disrupt the global economy. This disruption did not spare the City of Clovis but the severity of the impact has not been as deep as expected. While the City's unemployment rate spiked from 3.2% to 13% in May of 2020, the economy has been rebounding and showing strength despite numerous closure orders and an uncertain environment, as evidenced by the unemployment rate dropping to 5.4% in February of 2021. The City has also enjoyed higher than average retail sales in comparison to other cities and the state, and significantly better occupancy at hotels than both forecasted and experienced elsewhere. The forecasts one year ago were dire and it warranted prudence from the City, and a focused effort to support businesses in Clovis and residents in need.

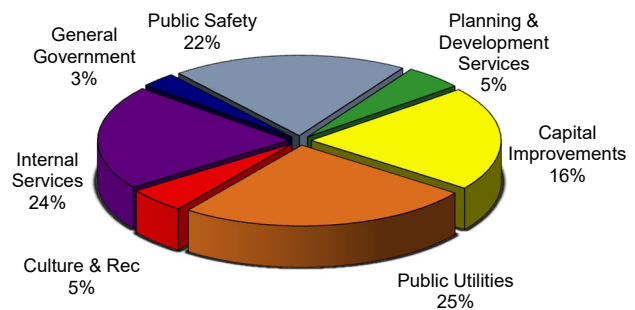
The City's rebound economically can be attributed to many quick actions the City Council took to support businesses such as: providing accurate information, providing connections to assistance programs, and providing direct assistance whenever possible. However, the key to this recovery has been the effort over many years to build a strong and diverse economy that attracts high quality businesses, employees, and residents to our community. This provided Clovis with the resiliency needed to weather the challenges of the COVID-19 pandemic and was especially effective with strong leadership from the City Council in supporting the community through the crisis.

Before the crisis, Clovis' economy was robust, and the City was poised to get to another level of job growth. As we gain deeper knowledge of the economic shifts that rapidly occurred during the pandemic, it has confirmed that the City is on solid ground economically and rapid expansion will be underway with new businesses, ideas, and way of doing business coming forth to keep Clovis strong for the long run. The fundamentals of a well-educated community, excellent infrastructure, good land use policies, and a heritage of hard work will provide for an economic engine that give 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 of all residents.

Budget Overview

The 2021-2022 Annual Budget for all funds totals \$294.6 million, including \$247.1 million in operating expenses and \$47.5 million in capital improvement expenditures. The budget is balanced by the use of current revenues, anticipated rate increases, and capital reserves. This budget represents an 11% decrease compared to estimated expenditures for 2020-2021, due primarily to several large capital projects being completed in the current year and not reflected in the proposed budget. A summary of expenditures by function is provided below:

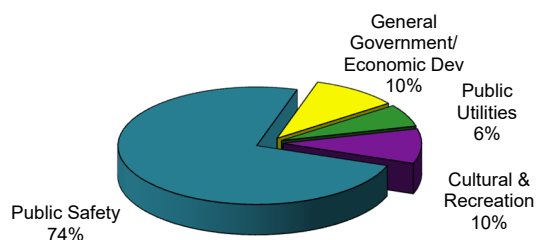
General Government	\$ 8,345,800
Public Safety	64,347,800
Planning & Development Services	14,400,700
Capital Improvements	47,581,000
Public Utilities	73,465,700
Culture & Recreation	16,196,000
Internal Services	70,263,900
TOTAL	\$ 294,600,900



General Fund

The proposed General Fund Budget is balanced using current year revenues plus some of the previous year's unassigned fund balance. Expenditures are projected at \$86.2 million and represent an increase of 8.9% compared to the estimated expenditures for 2020-2021. Revenues are projected at \$85.1 million, which is an increase of 1% when compared to the estimated revenues for 2020-2021. The budget projects the use of \$7.6 million from the unassigned fund balance from fiscal year 2020-2021.

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



Public Safety	\$ 64,347,800
General Government/Economic Dev.	8,345,800
Public Utilities	5,057,900
Cultural & Recreation	8,478,900
TOTAL	\$ 86,230,400

The COVID-19 related cuts to General Fund expenditures implemented a year ago are restored in the proposed 2021-2022 Annual Budget, and the vacant positions frozen in fiscal year 2020-2021 are budgeted to be filled in fiscal year 2021-2022. Additionally, the 2021-2022 Annual Budget includes two significant expansions of General Fund services: the operation of the new Senior Activity Center and the staffing and operation of Fire Station 6, both of which are expected to open during the fiscal year.

Sales tax revenues were higher than projected during the last fiscal year, largely due to federal economic stimulus measures, residents spending money on goods rather than travel due to the COVID-19 restrictions, and a significant increase in online shopping. While travel restrictions are expected to be relaxed or removed during the 2021-2022 fiscal year, sales taxes are projected to continue to rise. The 2021-2022 Annual Budget projects sales tax revenues to be \$25.9 million, which represents a 4.7% increase from the previous fiscal year. Sales tax comprises 39% of the projected discretionary revenue for fiscal year 2021-2022.

Property tax revenues are expected to continue to rise with the strong residential housing market driving significant growth. Commercial property tax revenues will be closely monitored as they may be impacted by the accelerated shift to online shopping and remote office work. Property taxes, including in-lieu vehicle license fees, are projected to be \$31.9 million in fiscal year 2021-2022, which represents a 4.4% increase from the previous fiscal year. These property taxes comprise 45% of the projected discretionary revenue for fiscal year 2021-2022.

The American Rescue Plan Act of 2021 (ARPA) is an economic stimulus package adopted by Congress and signed into law on March 11, 2021. The ARPA includes a wide variety of funding for businesses, residents, local government, and other entities. The City of Clovis is expected to receive approximately \$18.7 million, split evenly into two tranches, one in 2021 and another in 2022. At the time this budget is being prepared, the United States Department of the Treasury has not yet established the regulations and guidelines for the use of these funds. Since these regulations are not yet available, these funds are not included in the 2021-2022 Annual Budget. A budget amendment will be necessary once the funds are received and the regulations for their use are in place.

A key to ensuring Clovis' long-term fiscal health is to accumulate sufficient funds to maintain an Emergency Reserve that is adequate to protect the City against an unexpected catastrophic event and for the continuance of essential City services during a rapid economic downturn. The City's policy is to maintain an Emergency Reserve of at least 15% of annual General Fund expenditures, with a goal of eventually reaching 25% of expenditures. The 2021-2022 Annual Budget includes a transfer of \$0.25 million to the Emergency Reserve, which results in a balance of \$13.1 million or 15.2% of expenditures. The Budget also includes an unassigned fund balance of \$0.7 million to be carried forward as a contingency for economic uncertainty in case of unexpected expenditures or revenue shortfalls.

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 24% 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.

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 2021-2022 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 3% 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 2021-2022 Annual Budget is being prepared at a time where I am hopeful the country is turning the corner on the COVID-19 pandemic. I wish to thank the Council, the City's Executive Management Team, and all City Employees for their extraordinary efforts during this last year as we have continued to provide excellent public service during unprecedented and challenging times. While I believe everyone would probably say they were just "doing their job", the fact is that this organization fulfilled its mission to "Define and deliver local government better than anyone" during a worldwide pandemic. Uncertainty remains, but we are much more optimistic than we were a year ago, and we are confident that we will continue to excel in 2021-2022.

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.

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.
- 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 City intends to maintain facilities and deliver essential core services at levels that will meet the most urgent needs of the community, while keeping expenditures in line with revenues. The following are the key objectives of this budget. For more details on how these objectives relate to departmental goals, refer to the Department Summaries included in the Operations Section.

1. Maximize service levels for public safety, crime prevention, hazard prevention, and emergency response in the community by prioritizing the most urgent demands for services and seeking alternative methods to meet lesser priority demands consistent with the need for sustainable spending.
2. Implement the General Plan and all service and infrastructure master plans.
3. Maintain appropriate service levels that will best promote community appearance and the environment, and seek to protect the substantial public investment in streetscapes, parks and trails.
4. Implement an Economic Development Strategy that seeks to facilitate the growth of new or expanding businesses and jobs that improve the overall tax base of the City, improve the diversity of the local economy, and improve the income of residents in the community.
5. Pursue an aggressive capital investment program to provide a safe, clean, and well-maintained community for the residents, to provide first-rate public facilities to serve the City's population well into the future, and to induce increased local employment from construction contracts; and to provide preventative maintenance as a priority expenditure to avoid greater costs in the future.

DISCRETIONARY VERSUS NON-DISCRETIONARY REVENUES

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

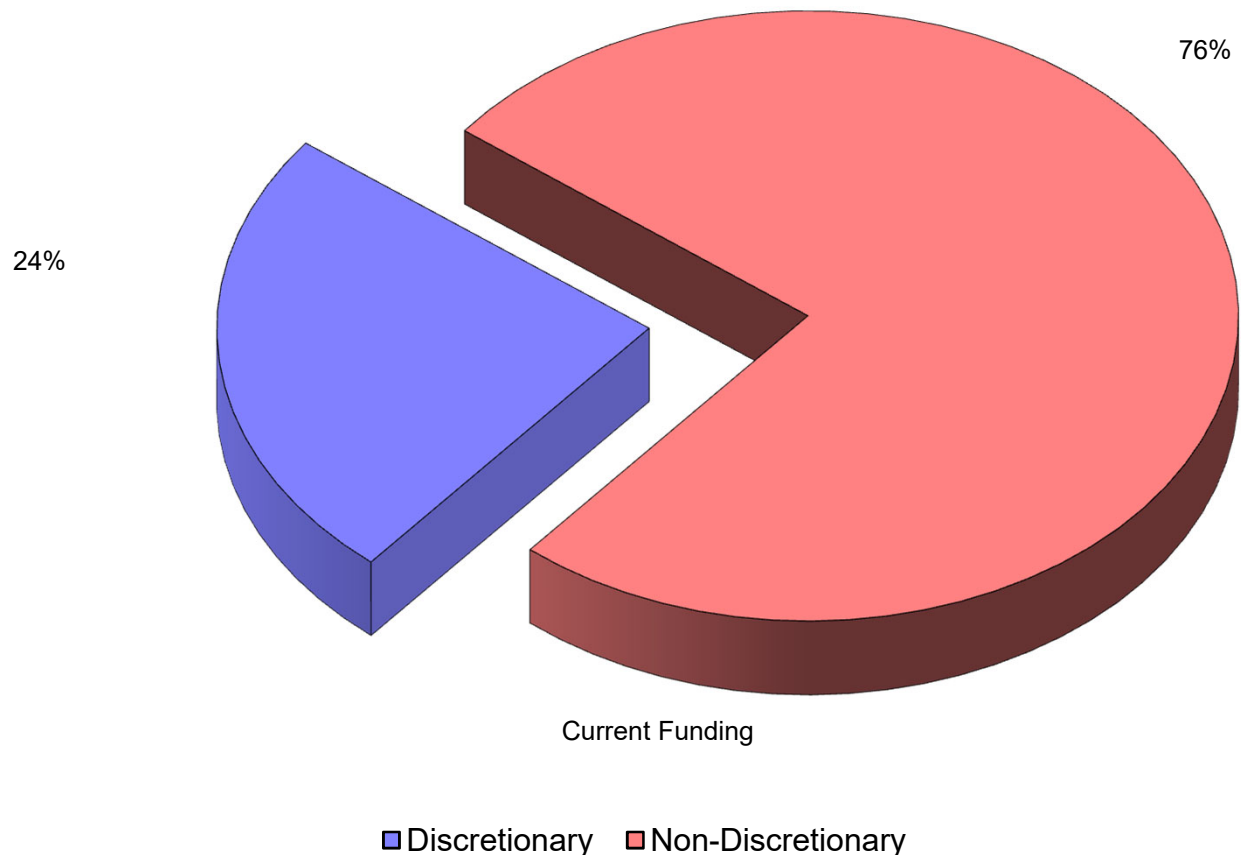
Discretionary revenues are those for which the City can decide, without restriction, how these funds will be expended and on which programs. Examples of discretionary revenues are property taxes, most sales taxes, and business license fees, all of which may be allocated to support any lawful purpose 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 chart on the following page entitled “Summary of Discretionary and Non-Discretionary Revenues 2021-2022” illustrates that only 24% of total annual revenues are discretionary with the remaining 76% non-discretionary. The City’s discretionary revenues this year total \$66.6 million, of which \$66.3 million are being appropriated in the General Fund and \$0.3 million are being transferred to the Planning and Development Services Fund to pay for the general public benefit supported by that operation. The remaining \$227.9 million of revenues are non-discretionary. Of the discretionary revenues, the chart entitled “Use of Discretionary Revenues 2021-2022” shows that the City will use 87%, or \$57.9 million, of the total \$66.6 million of discretionary funds for public safety.

SUMMARY OF DISCRETIONARY AND NON-DISCRETIONARY REVENUES 2021-2022

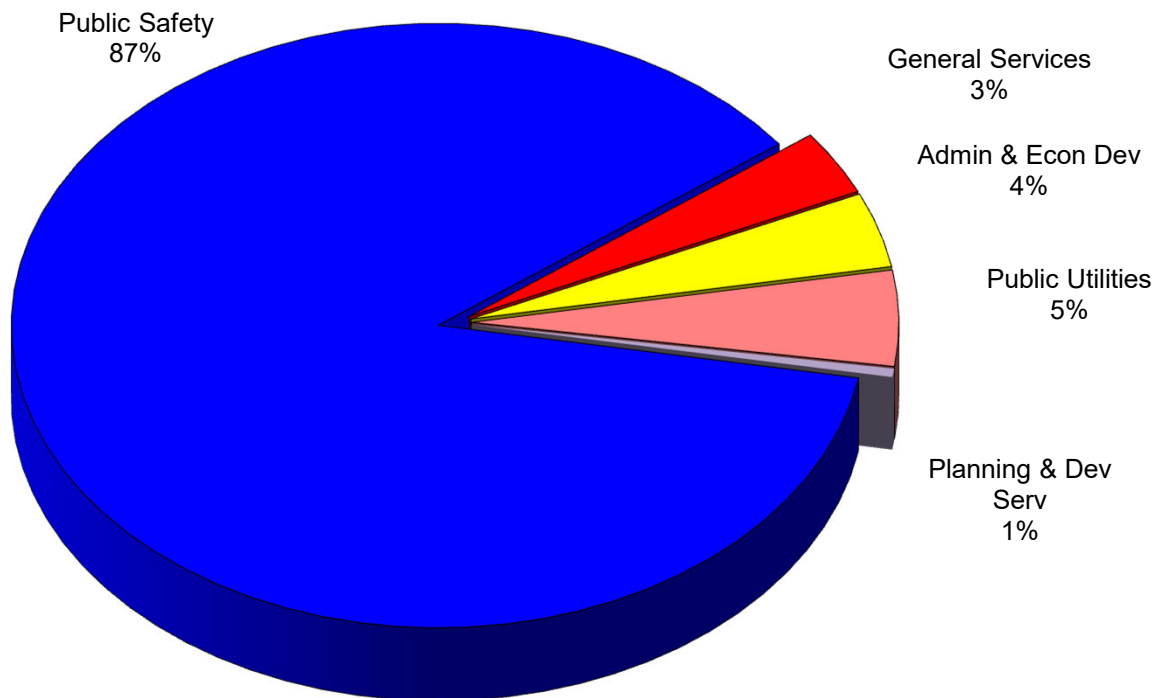
	Discretionary	Non- Discretionary	Total
Property Taxes	29,587,000	2,336,000	31,923,000
Other Taxes	34,795,000	429,000	35,224,000
Licenses & Permits	550,000	4,349,000	4,899,000
Fines & Forfeitures	0	187,000	187,000
Use of Money & Property	60,000	1,851,900	1,911,900
Revenue From Other Agencies	127,000	25,741,500	25,868,500
Charges For Current Services	81,000	158,638,600	158,719,600
Other Revenues	0	9,934,500	9,934,500
TOTAL CURRENT FUNDING	65,200,000	203,467,500	268,667,500
(Additions to)/Use of Available Balance	1,408,400	24,525,000	25,933,400
TOTAL	66,608,400	227,992,500	294,600,900



USE OF DISCRETIONARY REVENUES

2021-2022

Departments	Total Expenditures	Non- Discretionary Revenues	Use of Discretionary Revenues
City Council	384,300	200,000	184,300
City Clerk	9,263,700	9,085,000	178,700
City Attorney	1,101,900	748,000	353,900
City Manager	2,471,400	1,037,800	1,433,600
General Services	58,474,200	56,168,400	2,305,800
Finance	3,463,900	2,942,000	521,900
Police	43,955,800	3,745,000	40,210,800
Fire	20,392,000	2,678,100	17,713,900
Public Utilities	93,112,000	89,706,500	3,405,500
Planning & Development Services	14,400,700	14,100,700	300,000
Capital Improvements	47,581,000	47,581,000	0
TOTAL	294,600,900	227,992,500	66,608,400



ECONOMIC OUTLOOK

In March of 2020, it became apparent the spread of the novel coronavirus was going to severely disrupt the global economy. This disruption did not spare the City of Clovis but the severity of the impact has not been as deep as expected. While the City's unemployment rate spiked from 3.2% to 13% in May of 2020, the economy has been rebounding and showing strength despite numerous closure orders and an uncertain environment, as evidenced by the unemployment rate dropping to 5.4% in February of 2021. The City has also enjoyed higher than average retail sales when compared to other cities and the state, and significantly better occupancy at hotels than both forecasted and experienced elsewhere. The forecasts one year ago were dire and it warranted prudence from the City and a focused effort to support businesses in Clovis and residents in need.

The City's rebound economically can be attributed to many quick actions the City Council took to support businesses such as: providing accurate information, providing connections to assistance programs, and providing direct assistance whenever able. However, the key to this recovery has been the effort over many years to build a strong and diverse economy that attracts high quality businesses, employees, and residents to our community. This provided Clovis with the resiliency needed to weather the challenges of the COVID-19 pandemic and was especially effective with strong leadership from City Council in supporting the community through the crisis.

In addition, the City took advantage of the rapidly changing environment by identifying opportunities for the community. Examples of this occurred during the first few hours of the shelter-in-place order with staff developing 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 also recognized the shift to on-line retail and the need for distribution facilities, thus, a small change was made with Council approval to the Development Code to open up areas where this would be allowed, and potential users considering in-fill projects to take advantage of the market. Staff also saw a large increase of entrepreneurial start-ups in various settings including the Clovis Culinary Center and the Valley Small Business Development Center with Clovis residents launching business ideas to make up for lost employment. The City has resourced these start-ups with assistance and will be bolstering these efforts significantly with investments in this budget.

Before the crisis, Clovis' economy was robust, and the City was poised to get to another level of job growth. As we gain deeper knowledge of the economic shifts that rapidly occurred during the pandemic, it has confirmed that the City is on solid ground economically and rapid expansion will be underway with new businesses, ideas, and way of doing business coming forth to keep Clovis strong for the long run. The fundamentals of a well-educated community, excellent infrastructure, good land use policies, and a heritage of hard work will provide for 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 of all residents.

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

- California Health Sciences University (CHSU) increasing enrollment candidates for becoming 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 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 2021-2022, and the addition of several thousand jobs created by the Fresno County Department of Social Services moving into existing buildings in the area;
- The development on the Clovis and Dakota Avenue site that will add at least 1,000 jobs to the City;
- Additional retail coming to the Loma Vista Urban Center; and
- Construction of a six-lane expressway on Shaw Avenue from DeWolf to McCall Avenues.

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, as well as the replacement of existing City facilities as needed to ensure the continued delivery of services to the public. 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 that 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 5, 2021
City Manager Budget Review	March 8 - April 16, 2021
Introduction of Recommended Budget to City Council	May 17, 2021
Council Budget Review and Public Hearings	June 14, 2021
Adoption of Budget	June 14, 2021

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 expenditures 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 historically provides the City with the population estimates and the California PCI on May 1st but was delayed this year in publishing the statistics. Due to the delay, the City has estimated the population and the California PCI for the current proposed budget. The City's population increased approximately 2.20% from 2020. The percentage change in the California PCI was approximately 3.73%. The change in non-residential construction was 3.98%. Therefore, the change in non-residential construction is used.

Appropriations Limitation 2020-2021	\$281,282,856
Add: Change in Population (2.20%)	<u>6,188,223</u>
	\$287,471,079
Add: Change in NRC (3.98%)	<u>11,441,349</u>
Appropriations Limitation 2021-2022	\$298,912,428
Less: Proposed Expenditures Subject to Limitation in 2021-2022	<u>67,424,948</u>
Amount of Unused Authorized Appropriations	<u>\$231,487,480</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 2021-2022 fiscal year at \$298,912,428.

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 Facilities District 2020-1 Fund

The Community Facilities District 2020-1 Fund is a special revenue fund that houses the collection and spending of tax assessments within Community Facilities District 2020-1. Assessments collected will be used to finance all costs associated with the maintenance and operation of certain public sewer facilities and the eventual replacement thereof.

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.

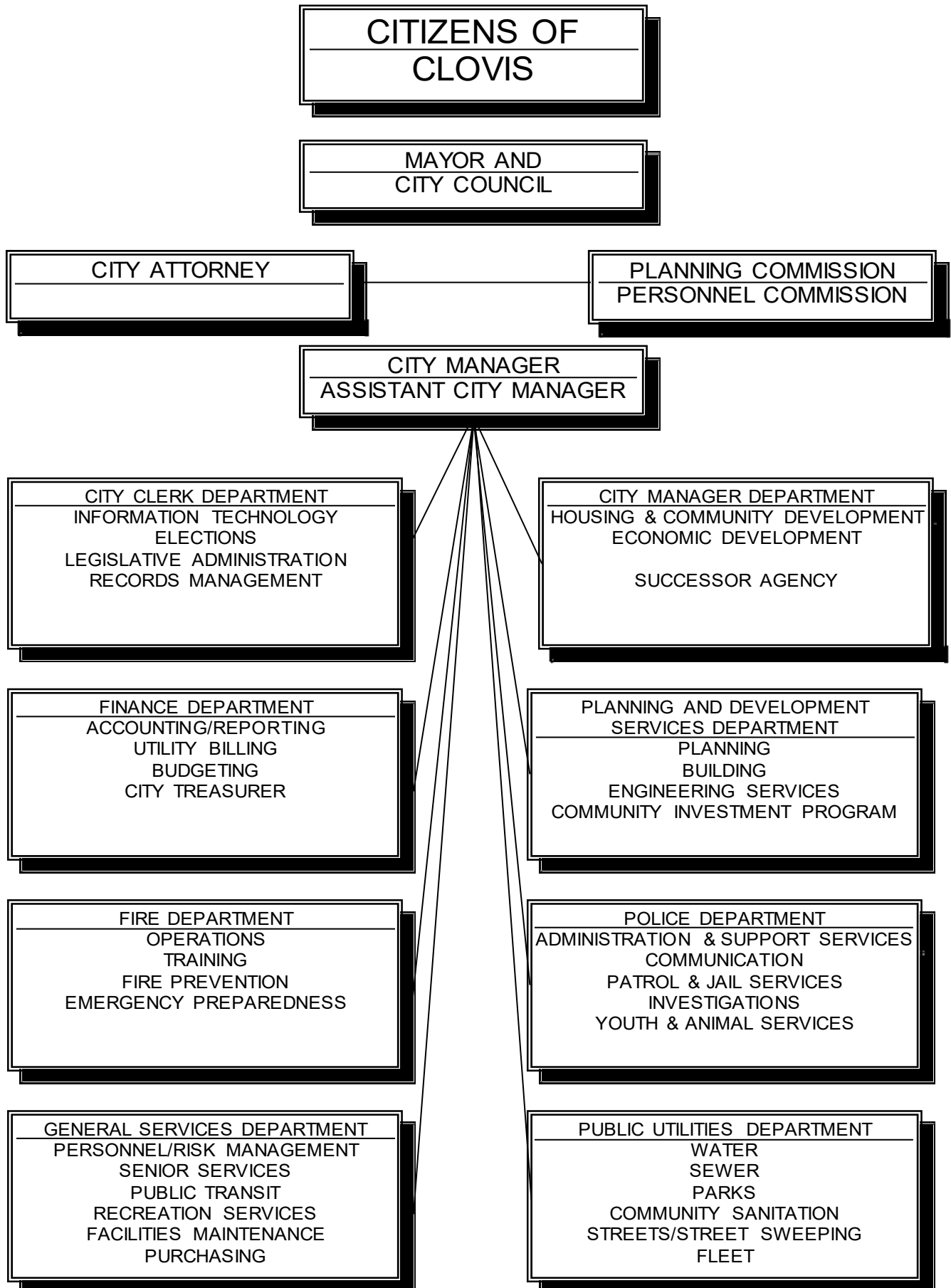
Water Construction-Enterprise Fund

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 MANAGER

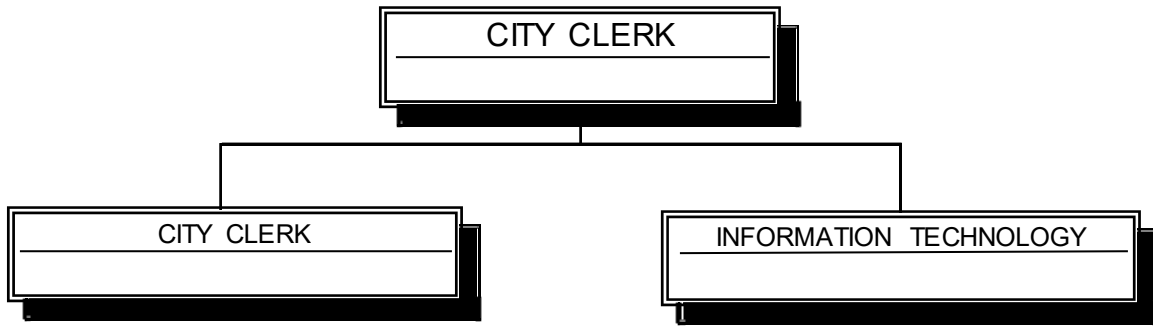
COMMUNITY AND
ECONOMIC DEVELOPMENT

ADMINISTRATION

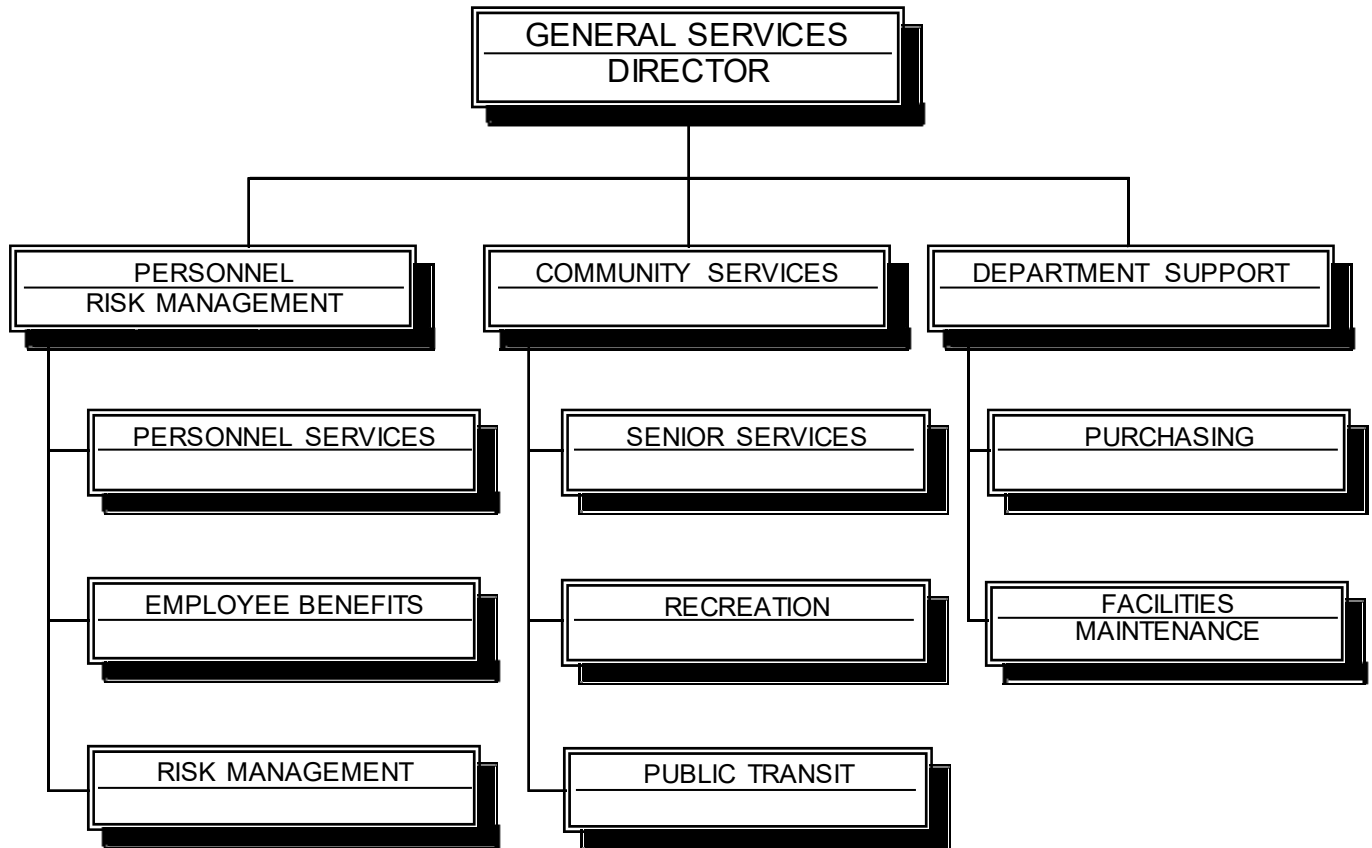
EXECUTIVE
MANAGEMENT TEAM

HOUSING &
COMMUNITY DEVELOPMENT

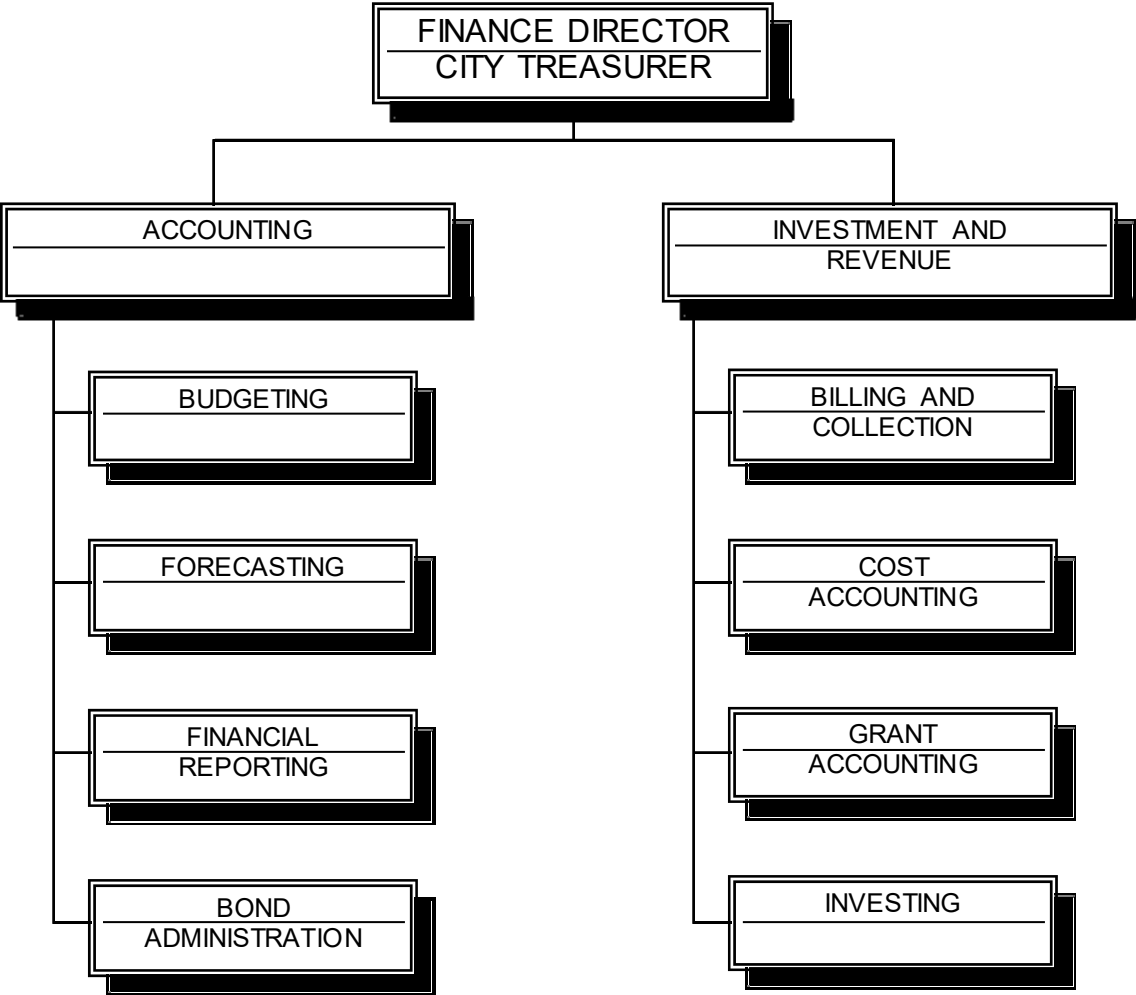
City Clerk Department



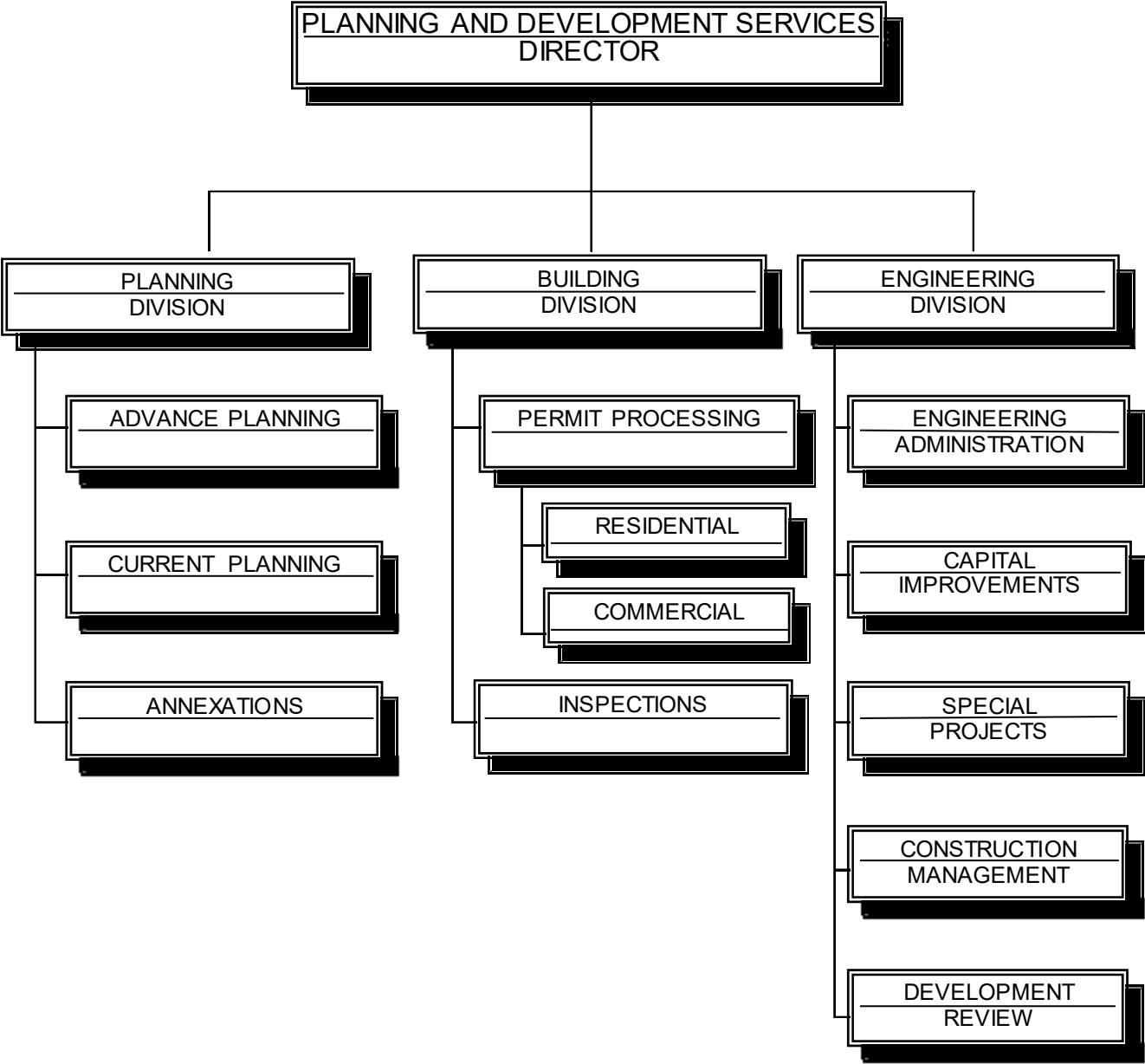
General Services Department



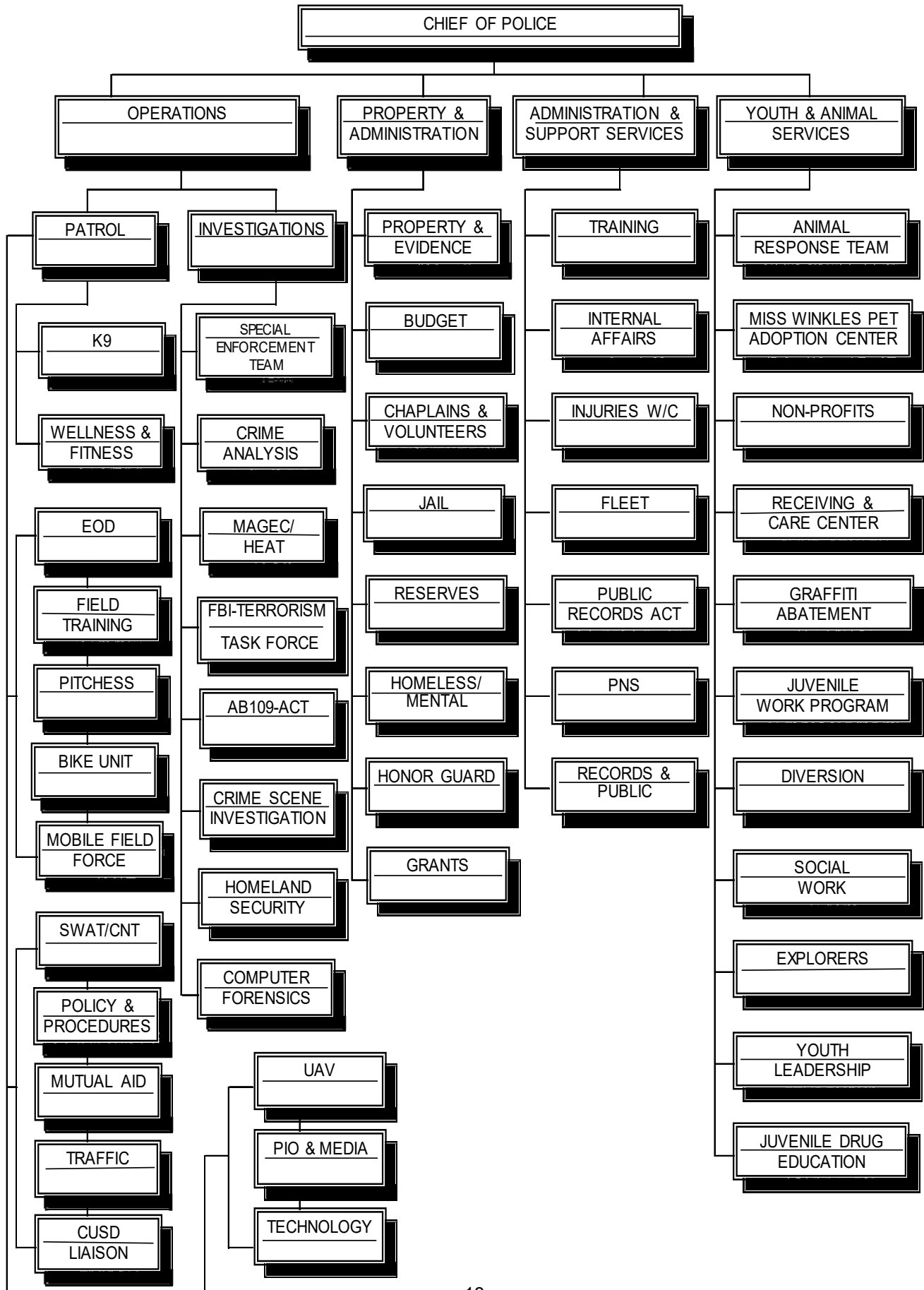
Finance Department



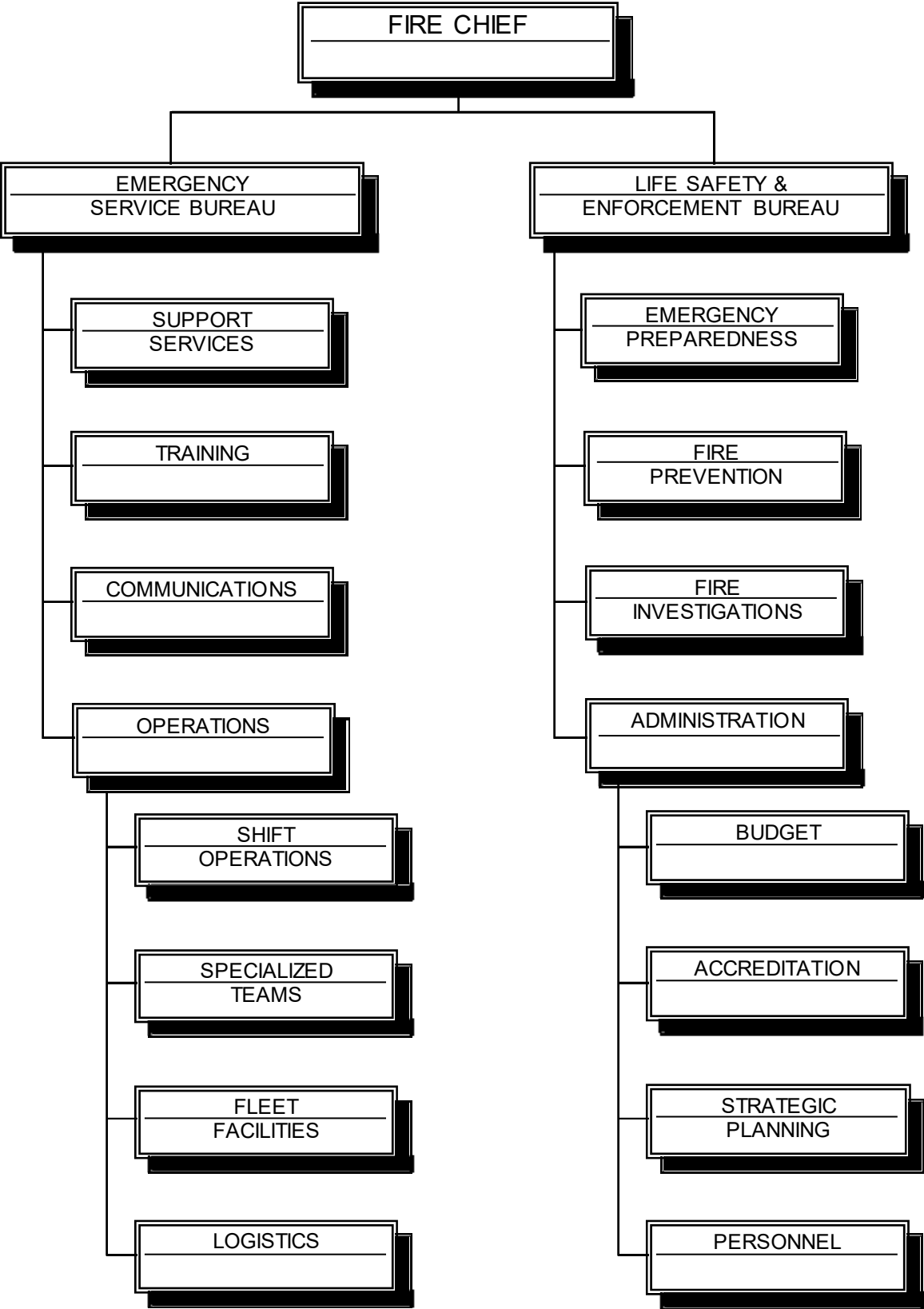
Planning and Development Services Department



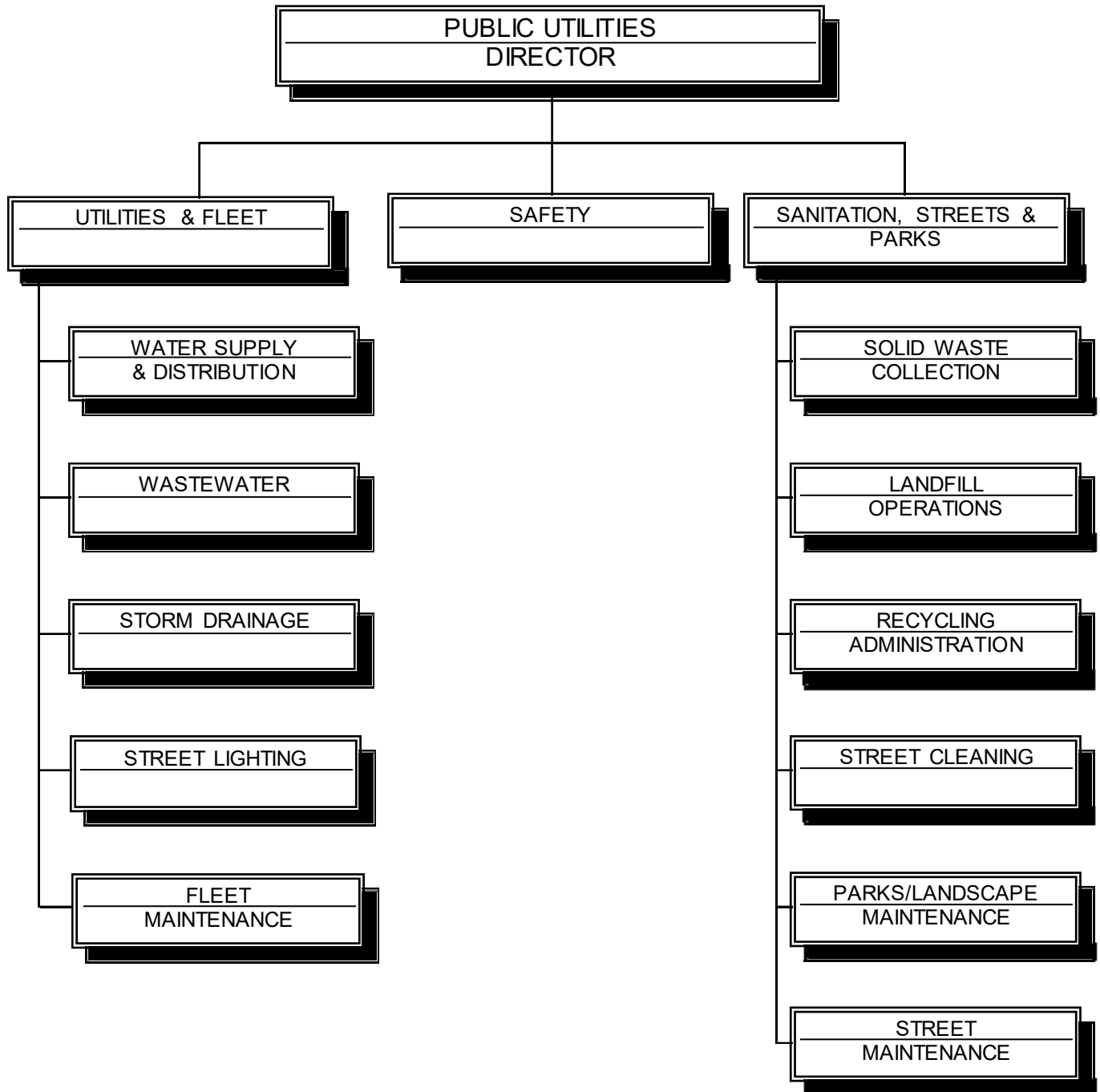
Police Department



Fire Department



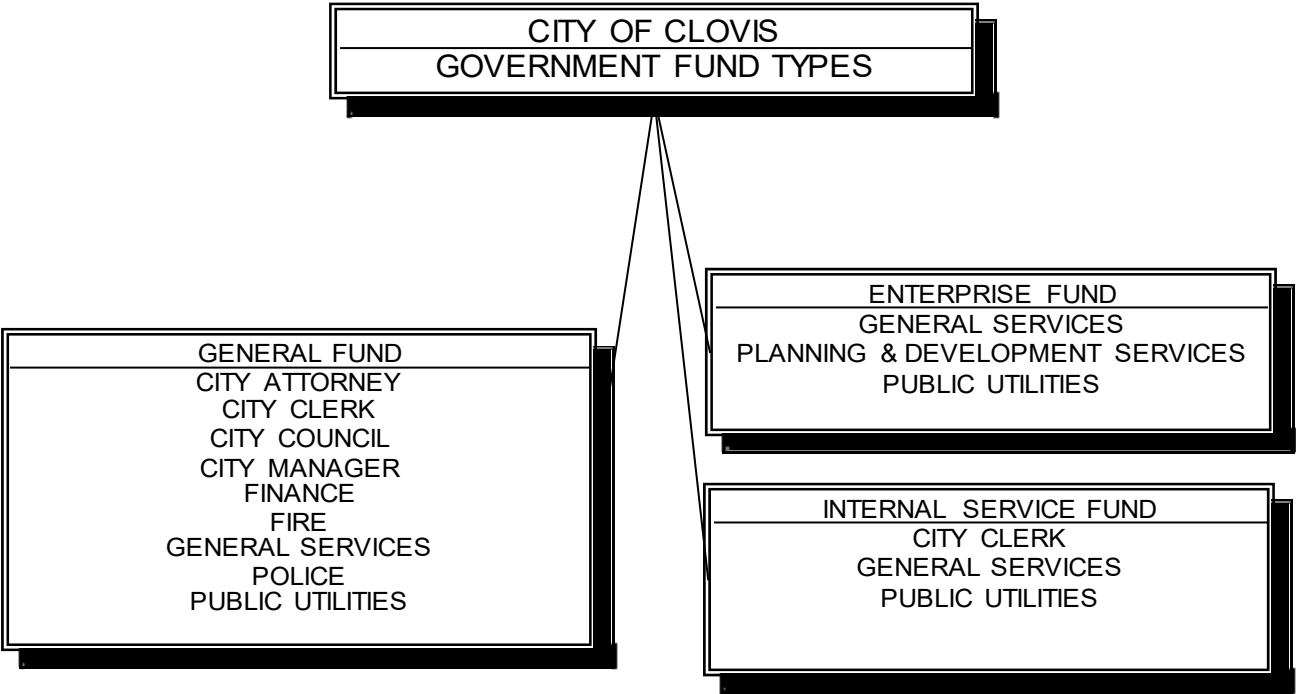
Public Utilities Department



Clovis Successor Agencies



City Departments by Fund Type



**CITY OF CLOVIS
2021-2022 MANAGEMENT STAFF**

Luke Serpa, City Manager
John Holt, Assistant City Manager/City Clerk
Scott Cross, 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
Renee Mathis, 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
Jose Reynoso
Thad Avery
Jacquie Pronovost

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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, 2021; the total estimated revenue for 2021-2022; the total proposed budget expenditures for 2021-2022; and the projected ending fund balance for each fund as of June 30, 2022.

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 - General Fund expenditures are being funded through current year revenues and use of fund balance. Projected revenues are \$85.1 million which is \$0.7 million or 1% more than the revised revenues for 2020-2021. Revenues for 2021-22 are only up moderately in total after accounting for one time revenues received in 2020-2021 related to state and federal stimulus funds and grant reimbursements for wildfire suppression. Proposed expenditures are \$86.2 million and represent \$7 million or 9% more when compared to 2020-2021 estimated expenditures. The increase in 2021-2022 projected expenditures is largely due to funding previously frozen vacant positions in response to the pandemic. Additionally, increased costs for employee benefit programs including retirement and health insurance along with general price increases on the cost of services and supplies contributed to the increase in expenditures. Lastly, expenditure accounts such as travel and training that were frozen in response to the pandemic were restored. Five new positions are recommended for the General Fund for 2021-2022. There are four in the Police Department and one in the Public Utilities Street Lighting Division. In addition, the budget includes the funding of eight vacant frozen positions including seven in the Police department and one in the Fire department. These budgetary changes result in a total of thirteen newly funded General Fund positions. The General Fund has \$13.1 million, or 15% of expenditures, designated as an emergency reserve. The General Fund also reflects \$0.7 million unreserved, unassigned balance available to offset the impact of any revenue shortfall or cover any unexpected expenditures that do not meet the emergency designation.

Special Revenue Funds - The Housing and Community Development Fund projects a fund balance of \$0.8 million for 2021-2022 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 \$6.9 million for 2021-2022. This amount is being accumulated for required reserve and future equipment replacement. The Community Facilities District 2020-1 shows a projected fund balance of \$27,600.

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. One new position and funding one vacant frozen position is recommended for 2021-2022. 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 increase in development over the last few years, the City has rebated utility customers the Sewer bond coverage charge of \$7.30 per month. The City will continue to rebate the \$7.30 per month Sewer bond coverage charge in 2021-2022. Sewer operations have an authorized 3% escalator, but it is unnecessary for 2021-2022 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, 2021 for the Recycling and Greenwaste programs. A smaller 3% increase will be implemented effective July 1, 2021 for the Refuse program. The Water Enterprise Fund reflects the approved 3% rate increase effective July 1, 2021 with rate increases approved in future years if necessary. The Sewer Enterprise will loan 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 operations will add five new positions in 2021-2022 to accommodate continued growth of the City. 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 has no new recommended positions in 2021-2022. The Planning & Development Enterprise has continued to see an increase in commercial and residential construction and expects this increase to continue for several years. Staffing is being adjusted to accommodate this growth with six new positions and two positions being eliminated for 2021-2022.

Capital Improvements - Several major projects are included in the 2021-2022 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 2021-2022 that do not currently have funding sources identified.

More details regarding the recommended positions included in the 2021-2022 budget in the **General Fund**, **Internal Service Funds**, and **Enterprise Funds** are included in the **Personnel Section**.

SUMMARY OF RESOURCES AND APPROPRIATIONS 2021-2022

Fund	Beginning Balance	Transfers	Current Resources	Expenditures	Ending Balance
GENERAL					
General Fund*	8,687,400	(6,846,800)	85,122,000	86,230,400	732,200
SPECIAL REVENUE FUNDS					
Housing & Community Develop.	934,000	0	140,000	246,800	827,200
Landscape Assessment Dist	6,203,100	0	4,973,000	4,211,500	6,964,600
Community Facilities Dist 2020-1	27,300	0	33,000	32,700	27,600
Total Special Revenue	7,164,400	0	5,146,000	4,491,000	7,819,400
INTERNAL SERVICE FUNDS					
Liability & Property Insurance	1,882,300	0	3,966,000	4,123,600	1,724,700
Employee Benefits	9,341,700	0	33,848,600	33,976,500	9,213,800
Fleet Maintenance	6,910,000	2,403,800	10,418,200	13,323,800	6,408,200
General Government Services	9,714,400	0	17,774,700	18,840,000	8,649,100
Total Internal Service	27,848,400	2,403,800	66,007,500	70,263,900	25,995,800
ENTERPRISE FUNDS					
Community Sanitation	9,754,200	150,000	22,389,000	25,204,500	7,088,700
Sewer Service	23,505,900	(1,004,000)	14,703,000	18,077,100	19,127,800
Water Service	12,775,200	(1,000,000)	18,574,000	20,882,000	9,467,200
Transit	1,600	0	7,471,000	7,470,300	2,300
Planning & Development Service	10,022,500	300,000	13,960,000	14,400,700	9,881,800
Total Enterprise	56,059,400	(1,554,000)	77,097,000	86,034,600	45,567,800
CAPITAL IMPROVEMENT FUNDS					
Sewer Construction	2,046,200	1,004,000	6,110,000	6,499,000	2,661,200
Park Projects	7,846,000	0	2,232,000	10,040,000	38,000
Street Construction	12,092,200	0	11,485,000	11,568,000	12,009,200
Water Construction	5,036,500	1,750,000	3,685,000	7,947,000	2,524,500
Housing & Community Develop.	0	0	947,000	947,000	0
Refuse Construction	0	0	35,000	35,000	0
General Govt Facilities	0	3,393,000	10,801,000	10,545,000	3,649,000
Total Capital Improvement	27,020,900	6,147,000	35,295,000	47,581,000	20,881,900
	126,780,500	150,000	268,667,500	294,600,900	100,997,100
	Beginning Balance	Transfers	Additions	Deductions	Ending Balance
SUCCESSOR AGENCIES TRUST FUND					
Clovis Successor Agencies**	1,049,700	0	1,250,000	1,369,000	930,700

* The General Fund maintains a \$13,110,000 set aside, or 15% of expenditures, as an emergency reserve as directed by the City Council.

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

NOTES TO RESOURCES & APPROPRIATIONS SUMMARY

1. Summary of Transfers

Interfund operating transfers are legally authorized transfers from one fund receiving revenue to the fund where the resources are to be expended.

<u>Amount</u>	<u>From</u>	<u>To</u>	<u>Purpose</u>
\$ 300,000	General Fund	Planning and Dev Services Fund	General Fund supported activity
1,800,000	General Fund	General Services	Fire training site construction
675,000	General Fund	General Services	For Fire SCBA equipment replacement
1,483,000	General Fund	General Services	General Fund's portion of new ERP
185,000	General Fund	General Services	CIP projects for Parks & Safety Bldg.
747,000	General Fund	Fleet Maintenance	For 21 Police vehicles
856,800	General Fund	Fleet Maintenance	For Fire Engine #42
800,000	General Fund	Fleet Maintenance	For Fire Engine #44
150,000	Comm Sanitation Cap*	Comm Sanitation Oper	Acquisition of refuse containers
270,000	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
1,500,000	Sewer Service	Sewer Cap-Dev	Interfund loan 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
750,000	General Services	Water Service	Repmt of Fire Station #2 interfund loan

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

Sewer Capital -
Sewer Capital-Enterprise
Sewer Capital-Developer

Water Construction -
Water Capital-Enterprise
Water Capital-Developer

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

SUMMARY REVENUES AND EXPENDITURES

The following summary schedule provides an excellent overview of the City's 2021-2022 revenues and expenditures. The schedule on the following page combines all the City's funds into one summary schedule while the 2021-2022 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 "2021-2022 Budget Summary-All Funds" includes all funding sources and expenditures for all Governmental and Proprietary Funds. A review of the revenue shows that "Charges for Current Services" is the largest revenue source followed by "Charges to Other Departments". Included in "Charges for Current Services" are the charges for the City's Enterprise Funds (water, sewer, refuse, etc.). This revenue source makes up 35.1% of the total funding sources. The source "Charges to Other Departments" reflects interfund charges, or revenue derived, by the City's Internal Service Funds such as General Services, Employee Benefits, Fleet Services, and Liability and Property Insurance to other operating funds for services received from the Internal Service Funds. This funding source reflects 24.0% 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 increase of 2% or California CPI, whichever is less. The California CPI for 2021-22 is 1.04%. Property taxes account for 11.9% of the City's revenue. The revenue source "Sales & Use Tax" which accounts for 9.7% of total revenue, is projected to increase due to the positive impact of AB-147 and its significant increase to the sales and use tax pools from online retailers.

Overall the City budget is up when compared to the prior year. Capital outlays/improvements account for 19.8% of the total budgeted expenditures in 2021-2022, and are decreasing when compared to the estimated 2020-2021 percentage. The combined totals for all salaries and benefits, which account for 32% of the total expenditures, are showing a slight increase from the previous year due to the addition of General Fund positions for this fiscal year. Reflected in the category "Administrative and Overhead," which makes up 9% 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 11.3% of total expenditures is another interfund related expenditure account and reflects the internal transfer of a portion of employee benefits.

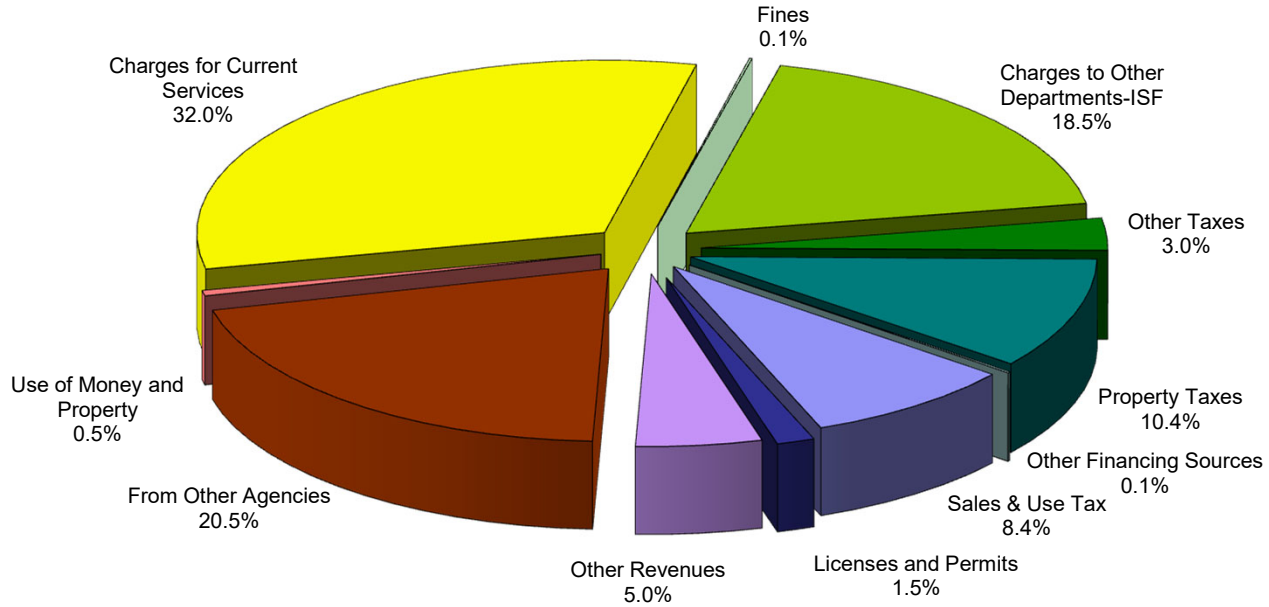
Again, the reader is requested to view each of these revenue and expenditure categories on a per fund and departmental basis along with looking at a "Total Summarized Picture." Each of the department presentations included in the Operational Section will provide further information about the programs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

2021-2022 BUDGET SUMMARY - ALL FUNDS

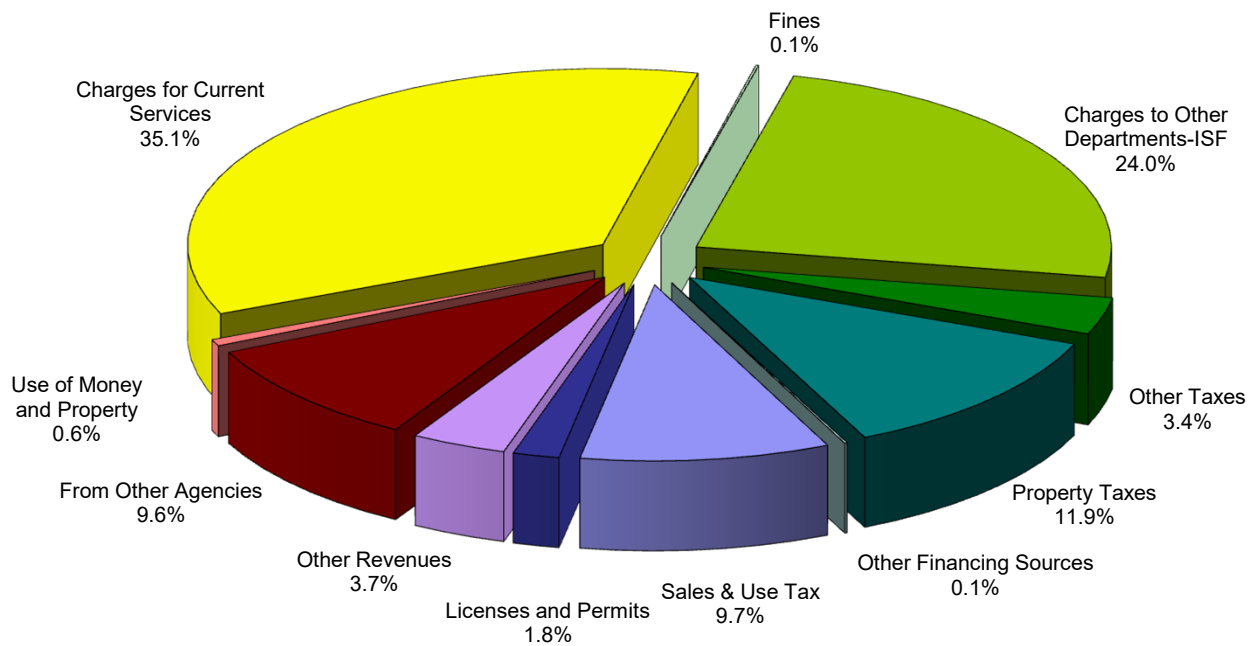
Included in the schedule below are items that are not considered revenue/expenses for financial reporting purposes. These items are:
 Long-term Debt (COPs and loans; included in "Other Financing Sources") -- Reported as liabilities for financial reporting
 Principal payments on long-term debt (included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

	2019-2020 ACTUAL	2020-2021 ESTIMATED	2021-2022 BUDGET
<u>FUNDING SOURCES</u>			
Property Taxes	28,393,389	30,590,000	31,923,000
Sales & Use Tax	22,393,757	24,819,000	25,974,000
Other Taxes	8,559,463	8,891,000	9,250,000
Licenses and Permits	4,285,310	4,512,000	4,899,000
Fines	188,334	172,000	187,000
Use of Money & Property	11,562,807	1,969,900	1,911,900
From Other Agencies	32,530,536	60,330,700	25,868,500
Charges for Current Services	88,502,284	94,485,200	94,334,500
Other Revenues	3,564,705	14,719,200	9,934,500
Charges to Other Departments-ISF	51,938,630	54,489,400	64,385,100
Other Financing Sources	195,819	20,000	0
Total Revenues and Other Financing Sources	252,115,034	294,998,400	268,667,500
Beginning Fund Balances	129,230,754	145,610,372	109,335,872
Total Available Resources	381,345,788	440,608,772	378,003,372
<u>EXPENDITURES/EXPENSES</u>			
Salaries-Regular	46,408,816	48,519,500	53,590,600
Overtime	5,109,637	6,739,700	5,238,400
Extra Help	2,573,508	2,217,600	2,770,700
Benefits	26,352,004	28,851,900	33,568,100
Vehicle Charges	10,382,600	10,622,100	10,905,000
Energy	7,016,447	7,982,400	8,501,300
Communications	771,759	756,800	590,300
Professional Services	21,335,458	31,462,300	27,976,900
Repair and Maintenance	3,404,675	4,177,600	5,199,000
State Mandates	771,752	954,000	1,059,000
Special Events	59,785	69,500	109,500
Building and Equipment Rental	7,103	25,600	54,500
Office Supplies	541,743	691,100	748,500
Materials and Supplies	5,244,746	6,190,900	6,096,600
Travel and Meeting Expense	163,158	133,300	360,800
Training	627,539	724,200	1,009,700
Dues and Subscriptions	113,229	383,500	443,700
Administration and Overhead	20,690,736	21,091,900	26,569,800
Employee-Related ISF Charges	25,137,281	28,041,100	33,190,400
Liability Insurance Prog-ISF	2,310,563	2,715,500	3,743,700
Debt Service	14,351,657	14,588,200	14,487,000
Capital Outlays/Improvements	42,979,220	114,484,200	58,387,400
Total Expenditures/Expenses and Other Uses	236,353,416	331,422,900	294,600,900
Net Operating Transfers *	618,000	150,000	150,000
Ending Fund Balances	145,610,372	109,335,872	83,552,472
<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.</p>			

2020-2021 ESTIMATED REVENUES



2021-2022 BUDGET REVENUES



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

2021-2022 BUDGET SUMMARY - BY FUND

Page 1 of 3

	<i>Enterprise Funds</i>					
	General	Community Sanitation	Sewer Service	Transit	Water Service	Planning & Development Services
<u>FUNDING SOURCES</u>						
Property Taxes	31,890,000					
Sales & Use Tax	25,974,000					
Other Taxes	9,250,000					
Licenses and Permits	694,000					4,205,000
Fines	187,000					
Use of Money & Property	103,900	96,000	345,000	62,000	477,000	94,000
From Other Agencies	4,742,100			7,409,000		177,000
Charges for Current Services	12,114,500	22,298,000	14,333,000		17,907,000	9,361,000
Other Revenues	166,500	30,000	25,000		190,000	123,000
Charges to Other Departments-ISF						
Total Sources	85,122,000	22,424,000	14,703,000	7,471,000	18,574,000	13,960,000
<u>EXPENDITURES/EXPENSES</u>						
Salaries-Regular	32,563,000	4,632,300	1,141,700	1,758,000	3,465,900	5,713,200
Overtime	4,436,800	430,500	19,300	67,500	135,600	77,000
Extra Help	1,301,700	155,000	5,000	1,025,000	25,000	194,000
Benefits	22,344,100	2,632,500	595,400	1,300,900	1,841,800	2,756,500
Vehicle Charges	3,627,600	4,837,400	342,300	1,032,700	619,900	223,000
Energy	2,602,000	25,000	1,365,000		3,307,500	
Communications	230,300	13,000	2,500	90,000	18,000	52,000
Professional Services	5,609,300	5,660,500	6,239,000	505,400	2,721,400	2,543,000
Repair and Maintenance	277,000	137,200	252,600		1,398,500	
State Mandates		1,050,000				
Liability Insurance Prog-ISF						1,000
Special Events	4,500					9,000
Building and Equipment Rental	2,000	50,000				
Office Supplies	79,000	68,000	5,500		41,000	16,000
Materials and Supplies	1,196,700	189,400	382,500	30,000	1,296,200	14,000
Travel and Meeting Expense	239,400	10,500	3,000	15,000	4,000	69,000
Training	718,200	43,500	14,200	6,000	47,500	55,000
Dues and Subscriptions	85,300	11,000	5,000	1,200	6,700	27,000
Administration and Overhead	10,017,500	4,063,400	3,191,100	1,225,600	3,771,000	2,472,000
Employee-Related ISF Charges						
Debt Service			1,240,000			
Capital Outlays/Improvements	896,000	1,230,300	3,273,000	413,000	2,182,000	179,000
Total Uses	86,230,400	25,239,500	18,077,100	7,470,300	20,882,000	14,400,700

2021-2022 BUDGET SUMMARY - BY FUND

Page 2 of 3

	<i>Internal Service Funds</i>				<i>Capital Projects Funds</i>			
	Liability and Property Insurance	Employee Benefits	General Services	Fleet	Sewer	Park Projects	Streets	Water
<u>FUNDING SOURCES</u>								
Property Taxes								
Sales & Use Tax								
Other Taxes								
Licenses and Permits								
Fines								
Use of Money & Property		29,000	656,000		6,000			43,000
From Other Agencies			645,400			323,000	11,485,000	
Charges for Current Services			1,693,000		6,104,000	1,909,000		3,642,000
Other Revenues			9,400,000					
Charges to Other Departments-ISF	3,966,000	33,819,600	16,181,300	10,418,200				
<u>Total Sources</u>	<u>3,966,000</u>	<u>33,848,600</u>	<u>28,575,700</u>	<u>10,418,200</u>	<u>6,110,000</u>	<u>2,232,000</u>	<u>11,485,000</u>	<u>3,685,000</u>
<u>EXPENDITURES/EXPENSES</u>								
Salaries-Regular	161,700	314,200	2,356,200	1,392,900				
Overtime	1,200	1,200	54,300	15,000				
Extra Help			35,000	30,000				
Benefits	83,400	144,400	1,051,700	787,200				
Vehicle Charges	6,200	15,200	133,700	67,000				
Energy			1,201,800					
Communications			183,500	1,000				
Professional Services		10,900	370,700	97,500				
Repair and Maintenance			2,326,200	780,500				
State Mandates				9,000				
Liability Insurance Prog-ISF	3,742,700							
Special Events		96,000						
Building and Equipment Rental			2,500					
Office Supplies			537,500	1,500				
Materials and Supplies	6,000		120,600	2,861,200				
Travel and Meeting Expense	4,400	1,200	6,300	4,000				
Training	20,500	42,400	47,500	14,900				
Dues and Subscriptions	1,000	500	302,300	1,100				
Administration and Overhead	96,500	100,100	448,200	1,167,900				
Employee-Related ISF Charges		33,190,400						
Debt Service			3,296,000	878,000	6,051,000			3,022,000
Capital Outlays/Improvements		60,000	16,911,000	5,215,100	448,000	10,040,000	11,568,000	4,925,000
<u>Total Uses</u>	<u>4,123,600</u>	<u>33,976,500</u>	<u>29,385,000</u>	<u>13,323,800</u>	<u>6,499,000</u>	<u>10,040,000</u>	<u>11,568,000</u>	<u>7,947,000</u>

2021-2022 BUDGET SUMMARY - BY FUND

Page 3 of 3

	<i>Special Revenue Funds</i>			<i>Total</i>	<i>Trust Fund</i>
	Housing & Community Development	Landscape Assessment District	Community Facilities Dist 2020-1		Successor Agency Trust Fund*
<u>FUNDING SOURCES</u>					<u>Additions</u>
Property Taxes			33,000	31,923,000	1,250,000
Sales & Use Tax				25,974,000	
Other Taxes				9,250,000	
Licenses and Permits				4,899,000	
Fines				187,000	
Use of Money & Property				1,911,900	
From Other Agencies	1,087,000			25,868,500	
Charges for Current Services		4,973,000		94,334,500	
Other Revenues				9,934,500	
Charges to Other Departments-ISF				64,385,100	
<i>Total Sources</i>	<u>1,087,000</u>	<u>4,973,000</u>	<u>33,000</u>	<u>268,667,500</u>	<u>1,250,000</u>
<u>EXPENDITURES/EXPENSES</u>					<u>Deductions</u>
Salaries-Regular	91,500			53,590,600	
Overtime				5,238,400	
Extra Help				2,770,700	
Benefits	30,200			33,568,100	
Vehicle Charges				10,905,000	
Energy				8,501,300	
Communications				590,300	
Professional Services	2,000	4,211,500	5,700	27,976,900	20,000
Repair and Maintenance			27,000	5,199,000	
State Mandates				1,059,000	
Liability Insurance Prog-ISF				3,743,700	
Special Events				109,500	
Building and Equipment Rental				54,500	
Office Supplies				748,500	
Materials and Supplies				6,096,600	
Travel and Meeting Expense	4,000			360,800	
Training				1,009,700	
Dues and Subscriptions	2,600			443,700	
Administration and Overhead	16,500			26,569,800	
Employee-Related ISF Charges				33,190,400	
Debt Service				14,487,000	1,349,000
Capital Outlays/Improvements	1,047,000			58,387,400	
<i>Total Uses</i>	<u>1,193,800</u>	<u>4,211,500</u>	<u>32,700</u>	<u>294,600,900</u>	<u>1,369,000</u>

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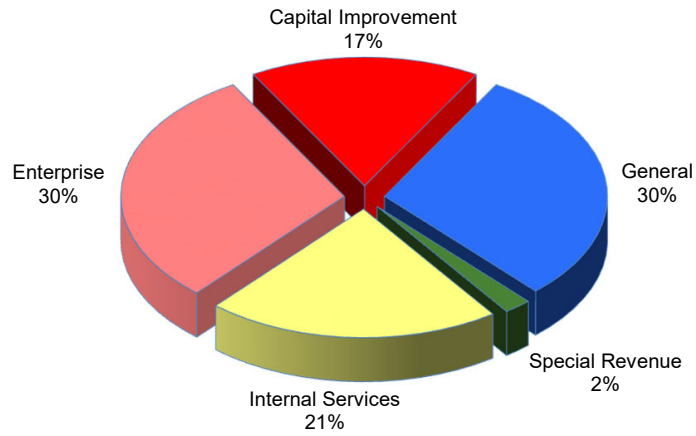
SUMMARY OF REVENUES BY FUND

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
GENERAL FUND	75,251,883	84,398,800	85,122,000
SPECIAL REVENUE FUNDS			
Housing & Community Development	381,961	1,456,300	140,000
Landscape Maintenance District	4,661,798	4,735,200	4,973,000
Community Facilities Dist 2020-1	0	33,000	33,000
INTERNAL SERVICES FUNDS			
Liability & Property Insurance	3,074,909	2,766,000	3,966,000
Employee Benefit	27,170,487	29,261,500	33,848,600
Fleet Maintenance	10,634,882	10,241,600	10,418,200
General Government Services	12,800,565	12,609,300	17,774,700
ENTERPRISE FUNDS			
Community Sanitation	20,333,356	19,324,000	22,389,000
Sewer Service	17,144,920	14,577,600	14,703,000
Transit	6,295,825	9,188,000	7,471,000
Water Service	20,136,217	18,228,800	18,574,000
Planning & Development Services	12,277,772	12,627,500	13,960,000
CAPITAL IMPROVEMENTS FUNDS			
Sewer Construction	9,746,711	5,621,000	6,110,000
Parks Projects	2,788,350	2,995,000	2,232,000
General Government Facilities	1,432,983	18,566,000	10,801,000
Street Construction	21,487,961	41,888,000	11,485,000
Water Construction	5,425,411	3,670,800	3,685,000
Refuse Construction	909,602	2,300,000	35,000
Housing & Community Development	159,441	510,000	947,000
TOTAL	252,115,034	294,998,400	268,667,500
SUCCESSOR AGENCY TRUST FUND			
Clovis Successor Agencies*	2,042,436	1,390,000	1,250,000

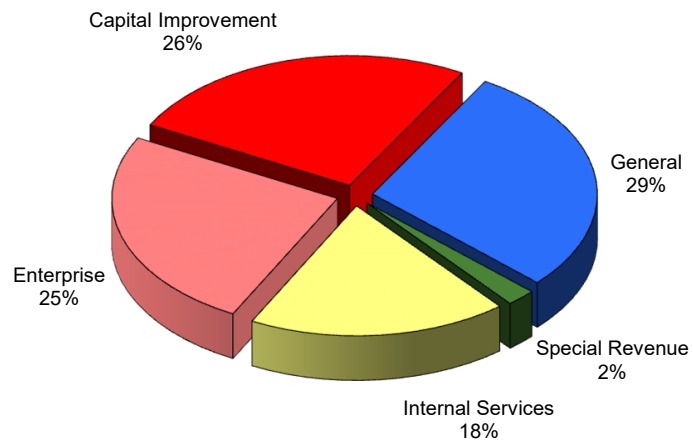
*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

REVENUES BY FUND TYPE

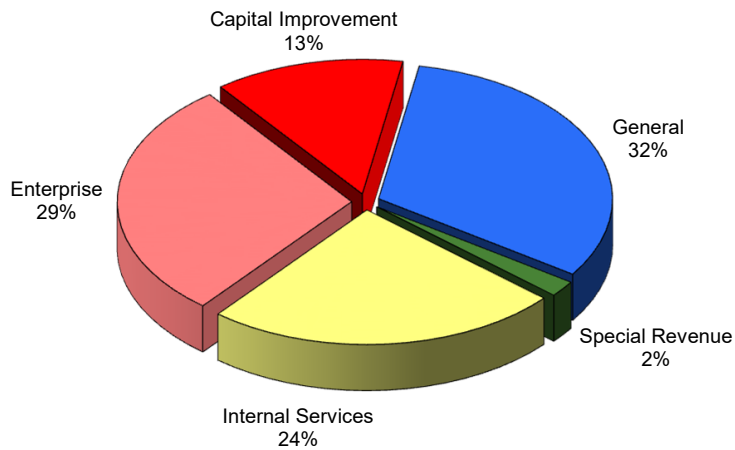
2019-2020 ACTUAL



2020-2021 ESTIMATED



2021-2022 BUDGET



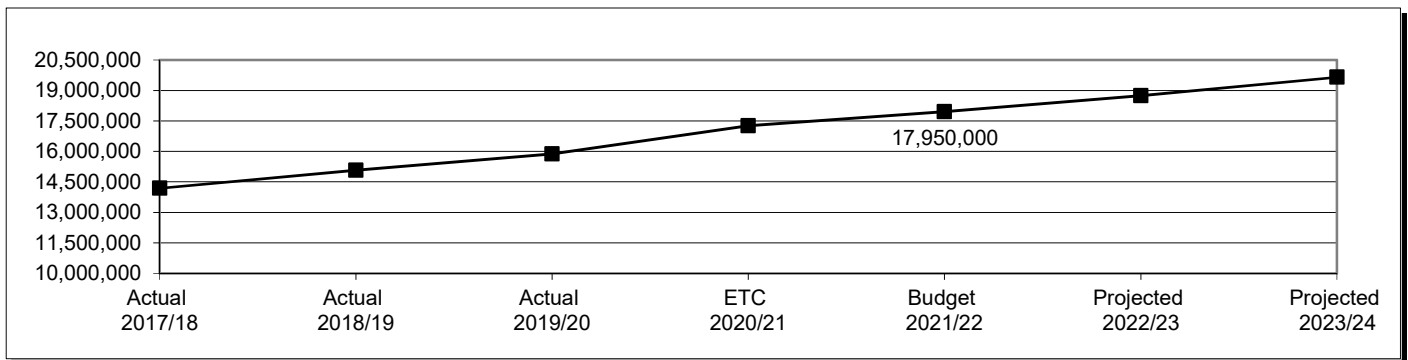
REVENUE BY SOURCE

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 18.63% of the gross taxes before reductions. In 2021/22, the City of Clovis is expecting to receive about \$17,950,000 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% maximum 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.

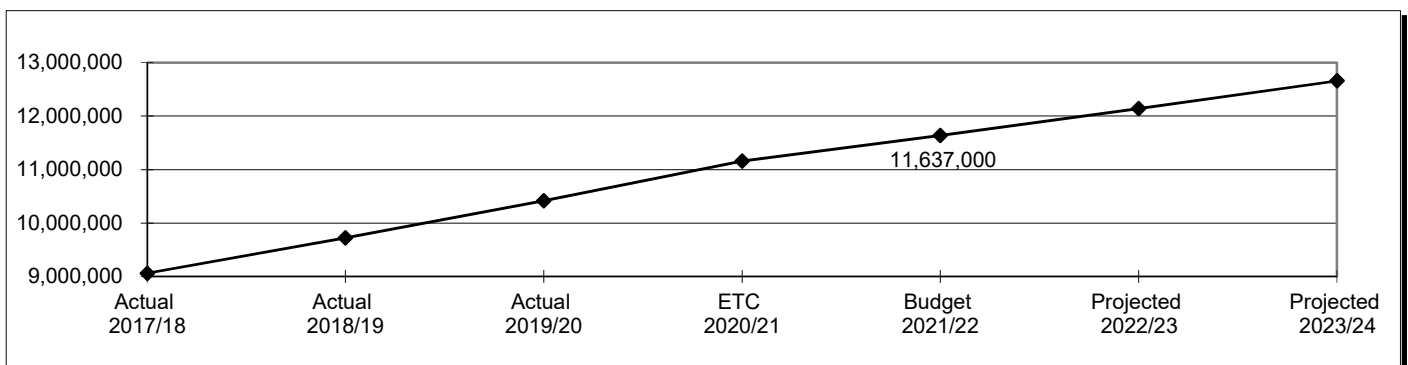
The gross assessed valuation (in millions) for Clovis is:

2016/17	\$9,394	2018/19	\$10,806	2020/21	\$12,456	2022/23	\$13,218 est.
2017/18	\$10,255	2019/20	\$11,615	2021/22	\$12,837 est.	2023/24	\$13,599 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 14% of General Fund revenue.



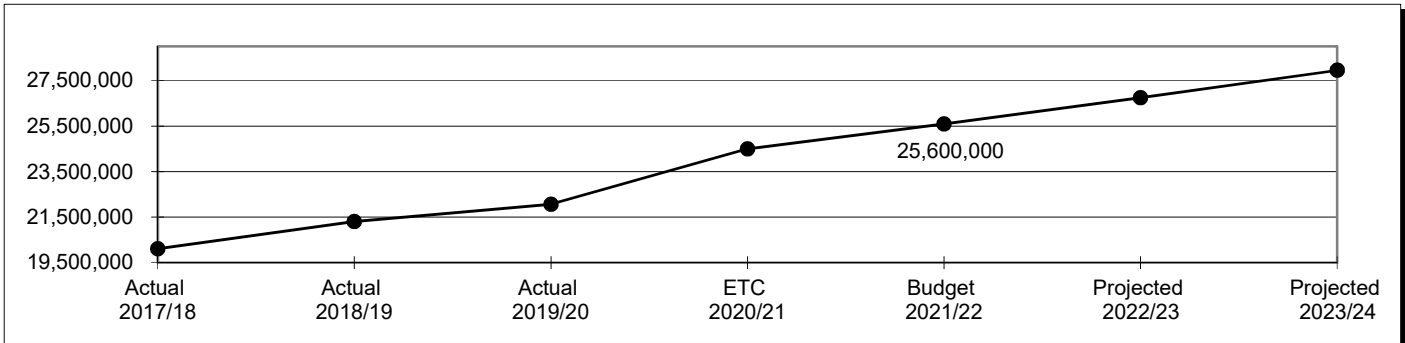
REVENUE BY SOURCE

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%.

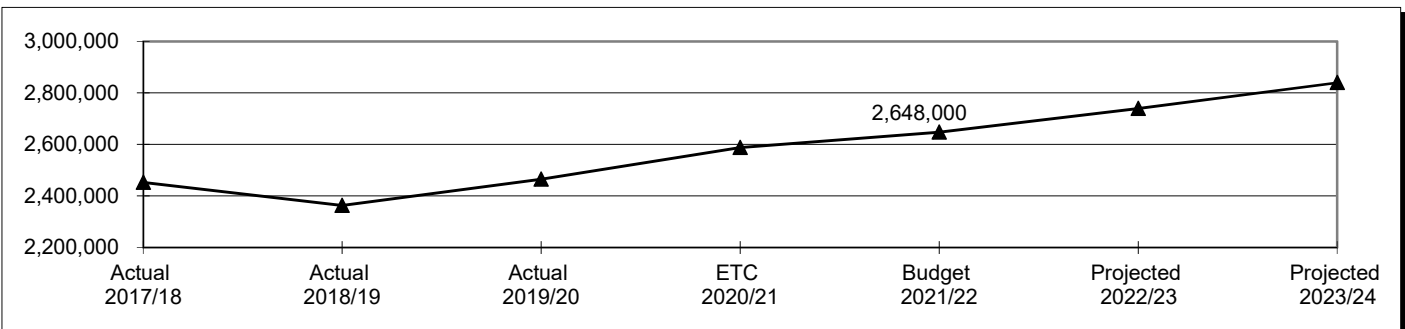
Major Segments:	General Consumer Goods	30%
	Auto Sales	19%
	State & County Pools	20%
	Building Materials	13%
	Restaurants & Hotels	8%
	Fuel & Service Stations	3%

The top ten retailers generate 44% of the sales tax and the top 100 retailers generate 82% of the sales tax in Clovis. Sales Tax is 29% of the General Fund revenue. In 2020/21, revenues were anticipated to decrease due to the economic impact of COVID-19, but with the passage of AB-147 and its positive impact on sales tax on online sales, the City will experience better than anticipated results. The rebound from the swift and steep impacts of COVID-19 is expected to continue in 2021/22.



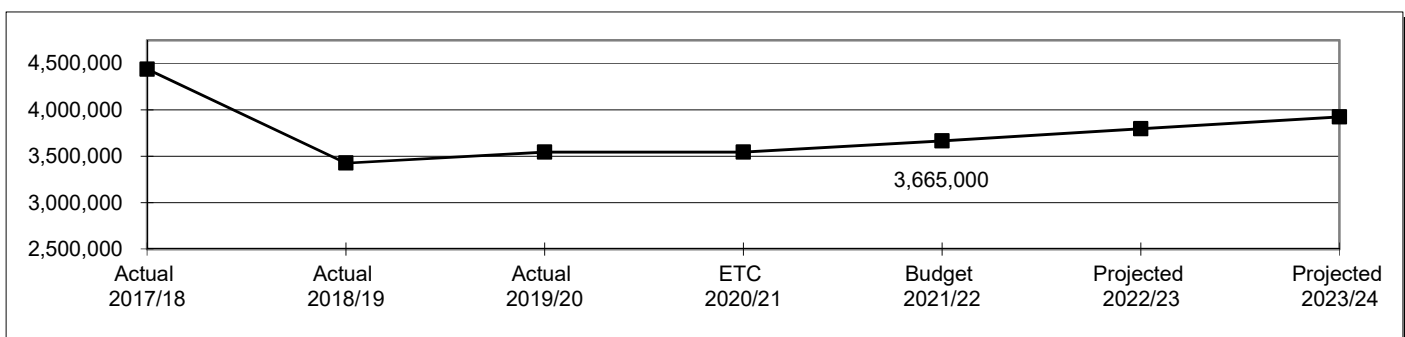
Franchise Fees-General Fund

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

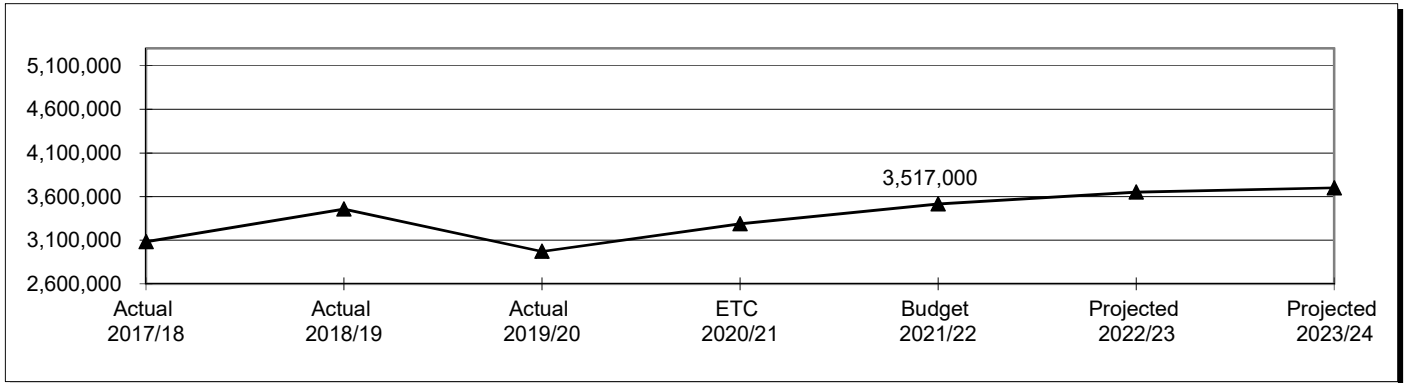
Business Licenses are required of all businesses within Clovis. Most businesses pay fees based on gross receipts. There is a minimum and a maximum business license fee, which is annually adjusted for inflation. 2017/18 experienced a marked increase due to a one-time accounting adjustment. Business license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

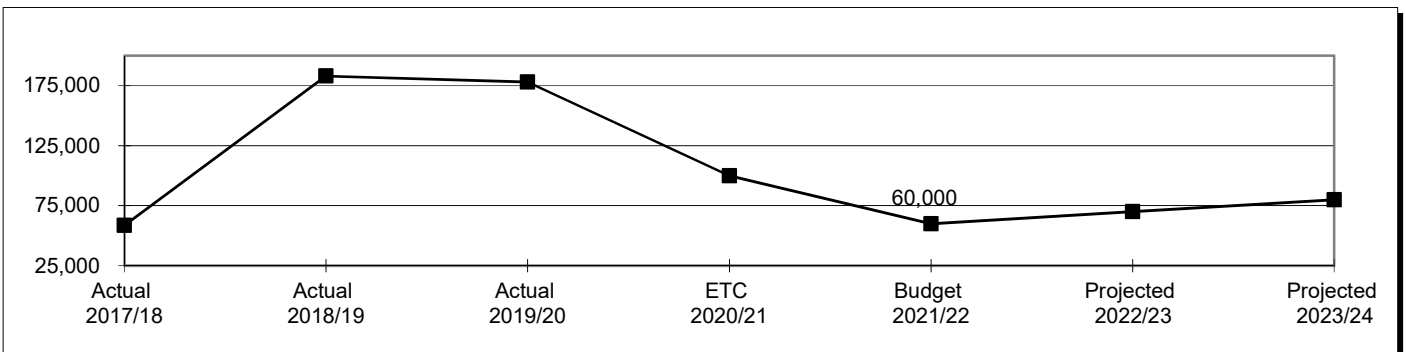
Other Taxes-General Fund

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 gradually returning.



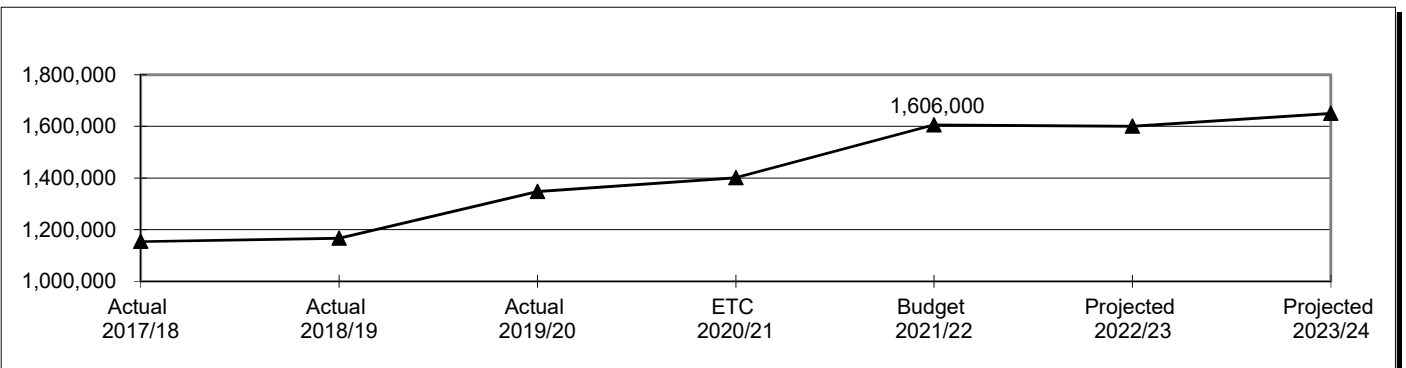
Interest Revenue-General Fund

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 2020/21 and 2021/22 are 1.27% and 0.70%, respectively.



State Subventions-General Fund

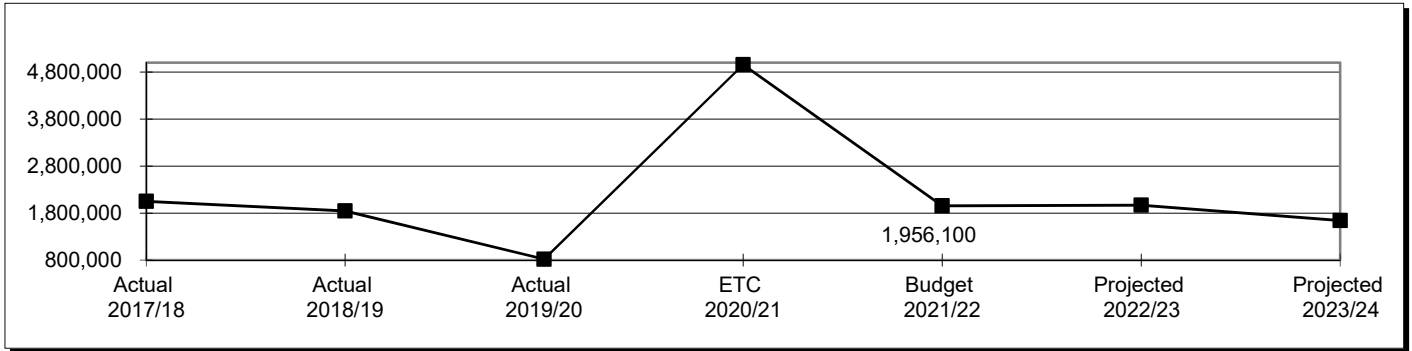
This category includes revenue collected at the state level and redistributed back to local agencies on a per-capita basis. Revenue sources mainly include gas tax. The passage of SB1 Road Repair and Accountability Act in 2017 provided additional gas tax revenues. The increase in 2021/22 is largely due to transferring additional gas tax funds from street capital projects to street maintenance and lighting.



REVENUE BY SOURCE

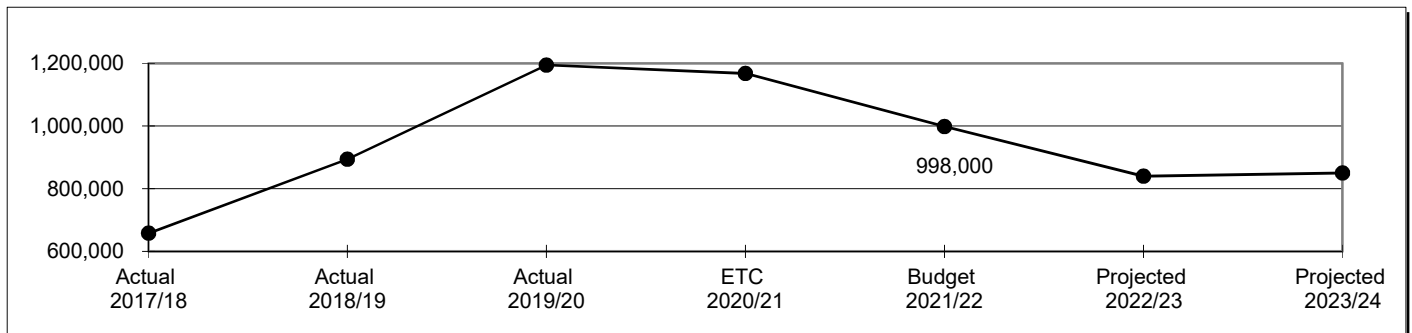
Grants-General Fund

Sources of this revenue are from the state and federal governments. Revenues from programs such as Community and Development Block Grant, Highway Safety Programs, and Older Americans Act depend on availability and approval of funds for qualified city projects. The 2020/21 increase is largely from reimbursements from the CA Office of Emergency Services for state fire assistance along with funding from the CARES Act. Also, included in 2020/21 - 2023/24 is the SAFER grant awarded to hire 9 additional firefighters. Grants are usually projected at a three year average of reoccurring grants.



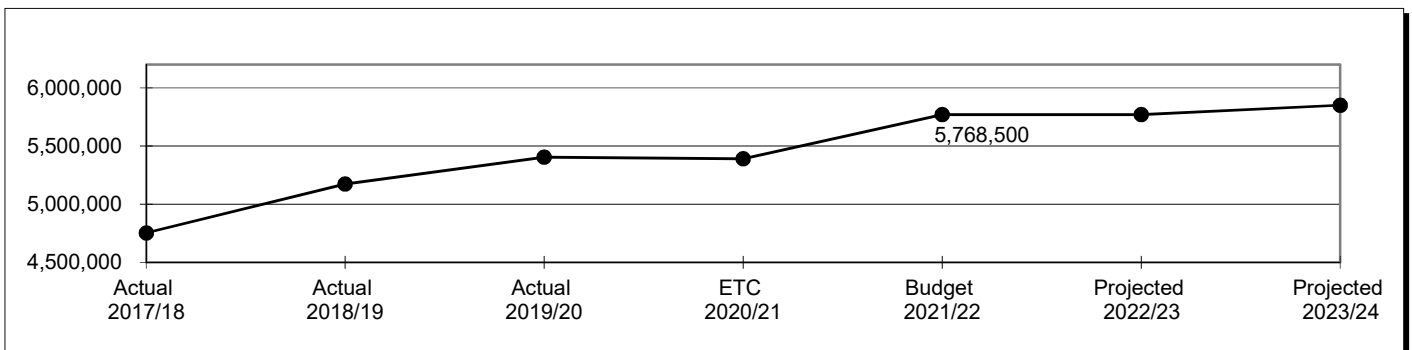
Revenue From Other Agencies-General Fund

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

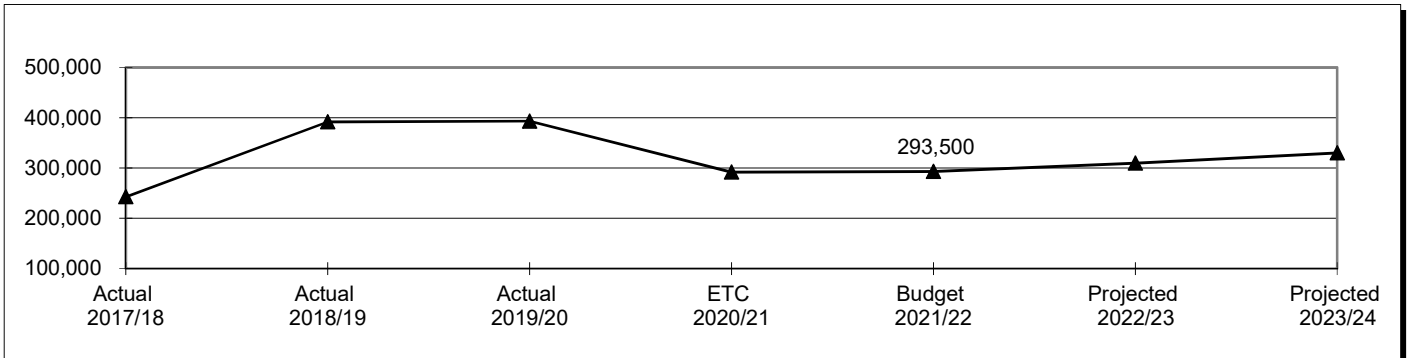
This revenue category includes revenue from fees for landscape maintenance charges, charges for use of Police Reserves, weed abatement, alarm response, Senior and Recreation Center use charges, and park reservation fees. The revenue in this category varies with service activity. 2021/22 is projected to increase as the Senior and Recreation Centers along with parks reopen from closures caused by the COVID-19 pandemic.



REVENUE BY SOURCE

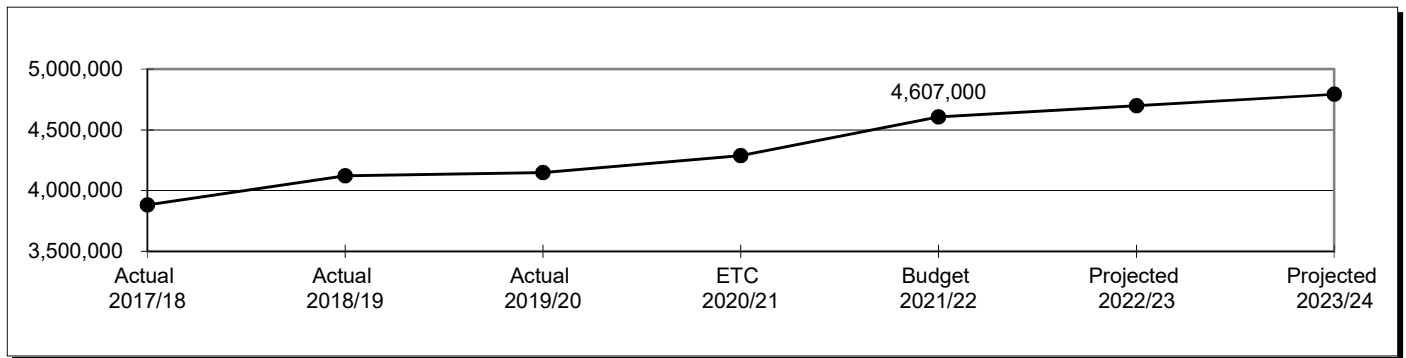
Other Revenue-General Fund

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.



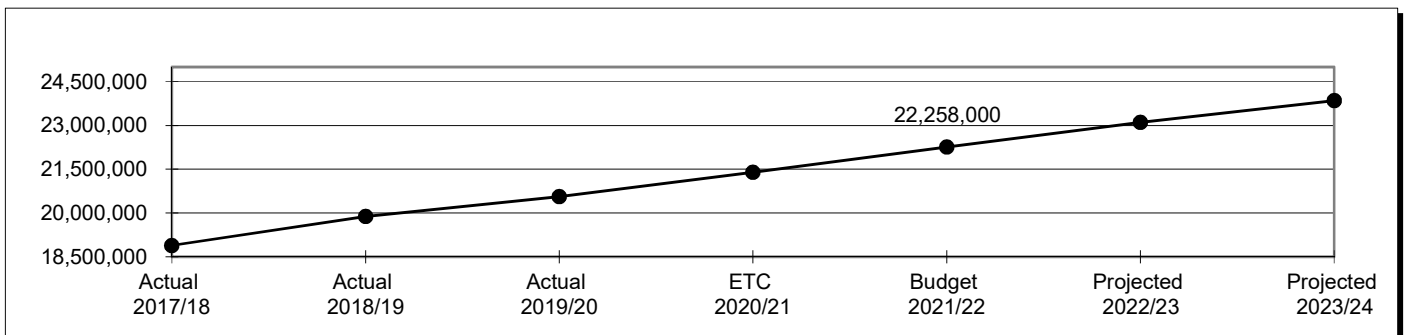
Administrative Charges-General Fund

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

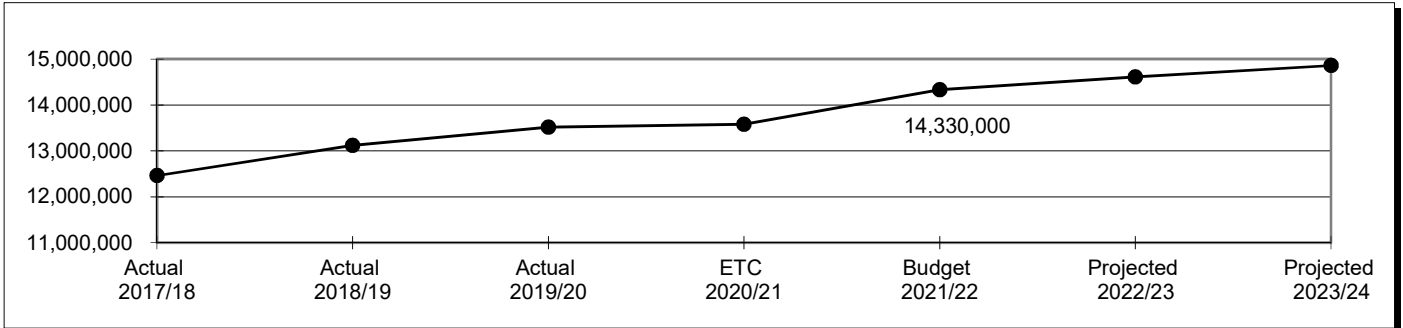
Refuse charges are collected from both residential and commercial users based on different rates depending on type of service and frequency of service. Also included in the refuse revenue are charges for the City's greenwaste and recycling programs provided by private contract. The City Council approved rate increases in refuse charges of 4% July 1, 2005 and every July 1 thereafter, if necessary. Refuse rates are projected to increase by 3% in 2021/22 and 2% each year after. Recycling and greenwaste rates are projected to increase by the approved 4% for 2021/22 through 2023/24. Street Cleaning charges are anticipated to grow based on the estimated increase in residential and commercial units.



REVENUE BY SOURCE

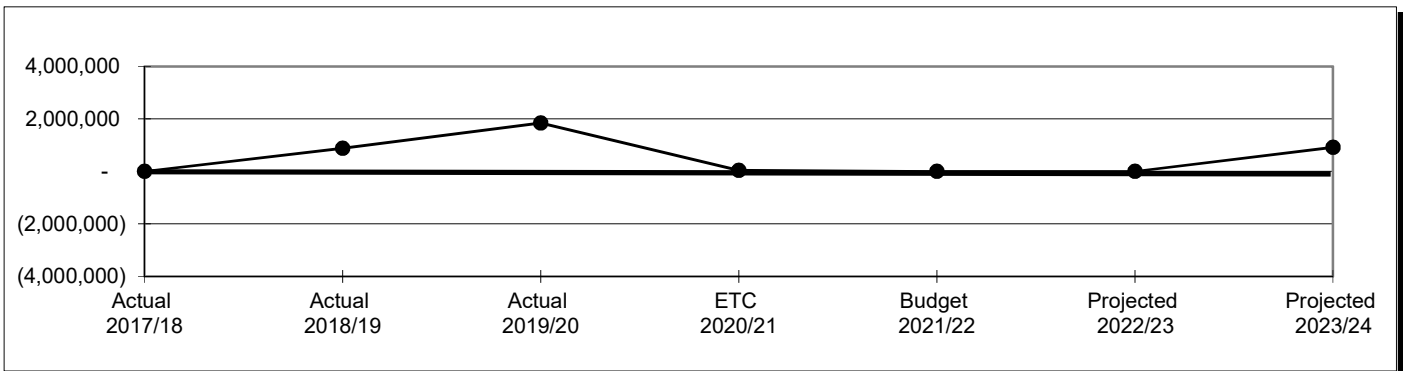
Sewer Charges-Sewer Service Fund

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 2021/22 through 2023/24.



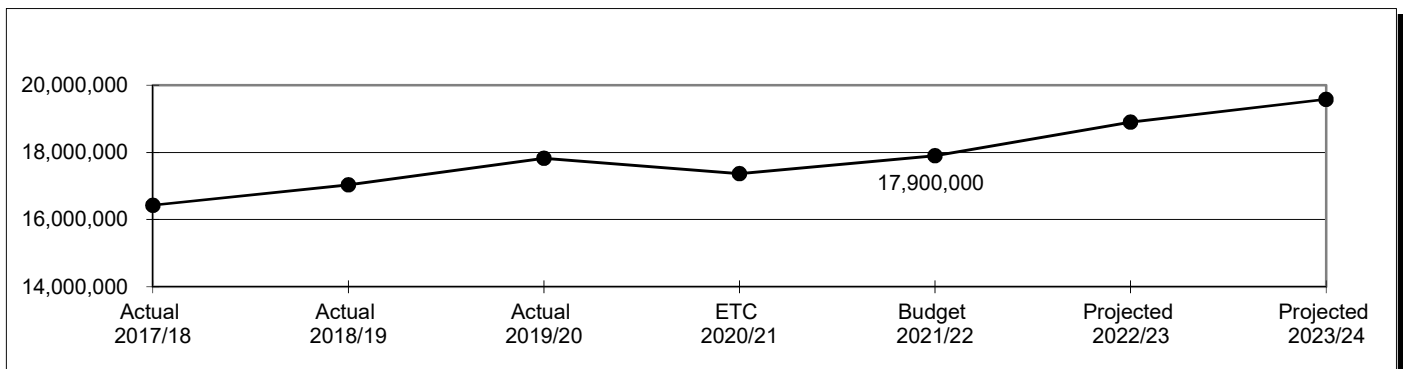
Sewer Bond Coverage Charges-Sewer Service Fund

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, 2021, no bond charge is projected through June 30, 2023.



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 2021/22 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

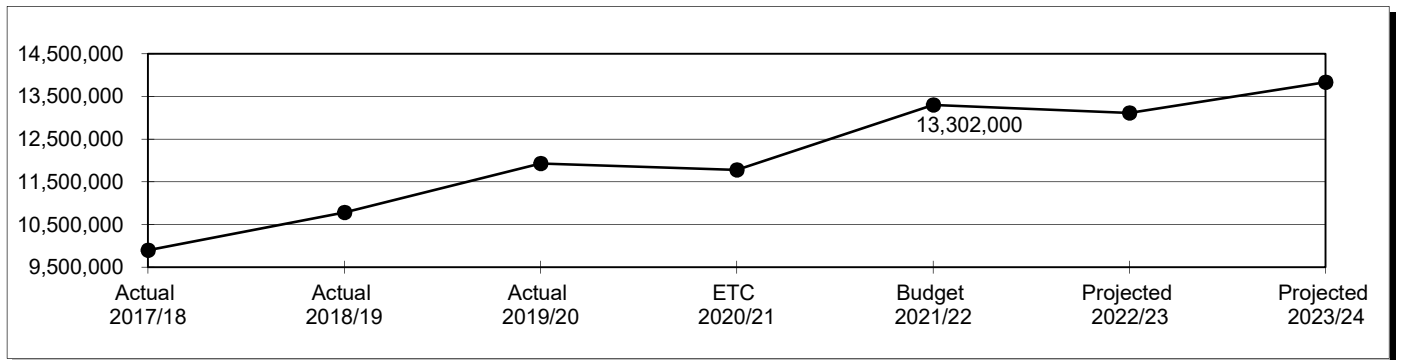
The City collects a fee for each building-related permit issued. The fees are based on the national uniform building codes. The City's building activity was significantly impacted by the housing market downturn in 2008 resulting in decreased permit revenue. Permit revenue has steadily increased since the Great Recession of 2008 until the impact of COVID-19 on permits and fee flattened this revenue. 2021/22 shows an anticipated increase due to a strong resurgence of permits for remodeling and new construction projects.

Building permit activity for dwelling units:

Total building valuation for 2020 was \$385,697,000.

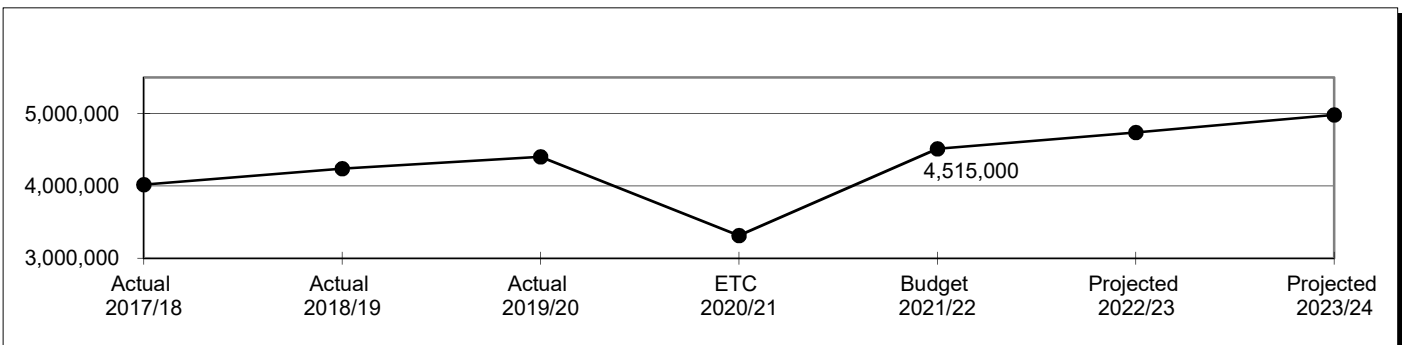
<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
983	1350	848	1119

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

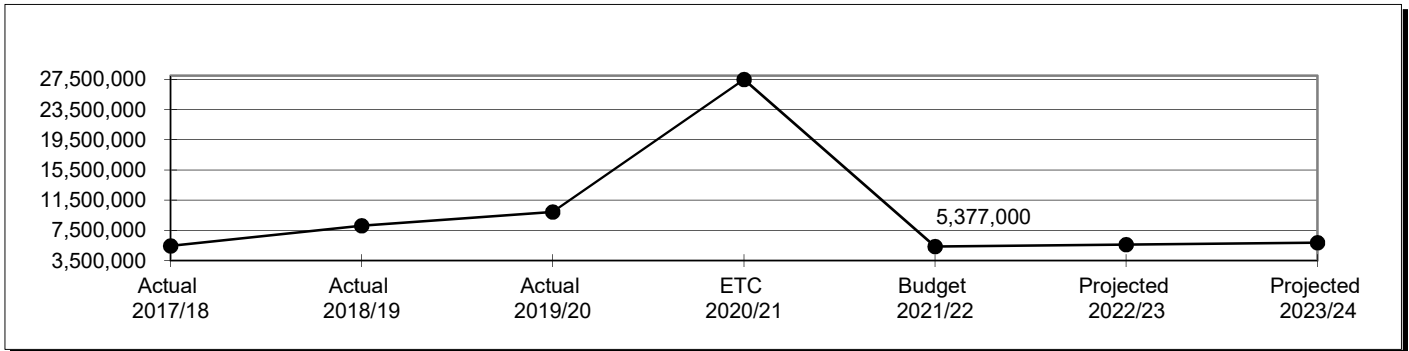
This source of revenue is generated by a 1/4 cent tax on general sales, which is collected by the state and distributed to the local agencies on a formula basis for support of local transportation services. Starting in 2014/15, all LTF funding available to the City is required to be allocated to transit for cities with populations greater than 100,000. Revenue is recognized only when eligible expenses are incurred. 2021/22 funds will be used for the building of a new Transit Station.



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.



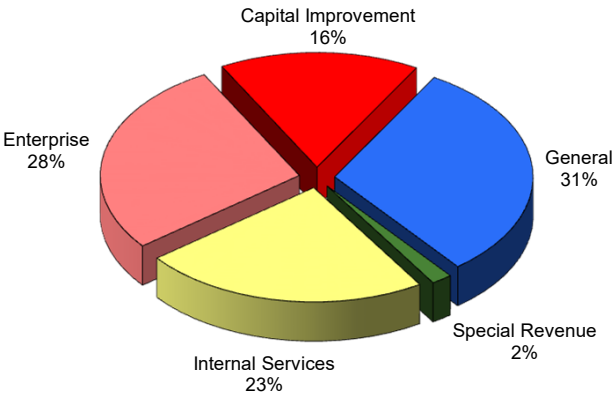
SUMMARY OF EXPENDITURES BY FUND

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
GENERAL FUND	72,828,780	79,209,100	86,230,400
SPECIAL REVENUE FUNDS			
Housing and Community Development	170,735	1,280,200	246,800
Landscape Maintenance District	3,840,784	4,193,100	4,211,500
Community Facilities Dist 2020-1	0	5,700	32,700
INTERNAL SERVICES FUNDS			
Liability & Property Insurance	2,602,329	2,996,700	4,123,600
Employee Benefit	25,750,596	28,618,800	33,976,500
Fleet Maintenance	14,612,475	15,004,600	13,323,800
General Government Services	12,332,735	12,796,100	18,840,000
ENTERPRISE FUNDS			
Community Sanitation	21,600,385	22,104,800	25,204,500
Sewer Service	12,498,431	15,433,700	18,077,100
Transit	6,450,318	6,472,400	7,470,300
Water Service	14,423,040	22,347,600	20,882,000
Planning & Development Services	10,599,943	11,984,000	14,400,700
CAPITAL IMPROVEMENTS FUNDS			
Sewer Construction	8,340,037	8,789,800	6,499,000
Parks Projects	3,446,637	3,290,000	10,040,000
General Government Facilities	1,627,866	31,566,100	10,545,000
Street Construction	19,850,043	47,260,800	11,568,000
Water Construction	4,309,239	13,957,300	7,947,000
Refuse Construction	909,602	2,300,000	35,000
Housing and Community Development	159,441	1,812,100	947,000
TOTAL	236,353,416	331,422,900	294,600,900
SUCCESSOR AGENCY TRUST FUND			
Clovis Successor Agencies*	1,431,186	1,360,300	1,369,000

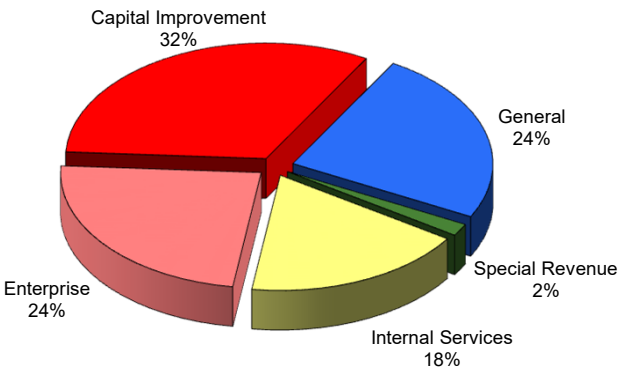
*The Clovis Successor Agencies are Private Purpose Trust Funds and as such are reported separately and not included in Citywide totals.

EXPENDITURES BY FUND TYPE

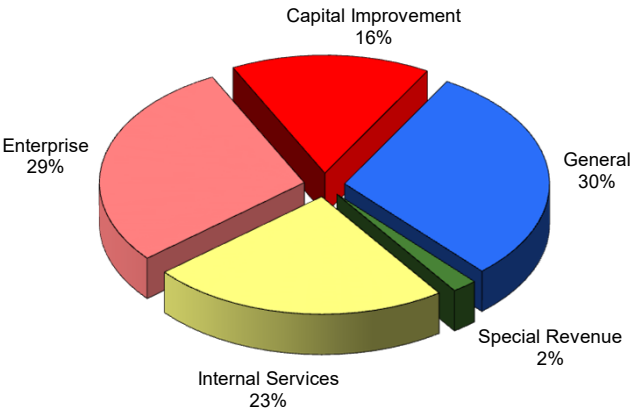
2019-2020 ACTUAL



2020-2021 ESTIMATED



2021-2022 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 tax allocation bonds, 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 2021/22 is calculated at 15% of total assessed valuation or \$1,868,526,989. The City currently has no general obligation debt outstanding.

LEGAL DEBT LIMIT

Assessed Valuations	\$ 12,360,811,493
Add back exempt property	<u>96,035,100</u>
Total Assessed Value	<u>\$12,456,846,593</u>
Legal Debt Limit	
15% of Total Assessed Value	\$ 1,868,526,989

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, tax allocation bonds (which are an obligation of the Clovis Successor Agencies); loans, 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, 2021, is as follows:

Long-Term Interfund Loans	\$15,300,000
Long-Term Loans	2,439,904
Capital Leases	16,494,901
Revenue Bonds	107,105,000
Long-Term Contracts	<u>3,455,186</u>
Total	<u>\$144,794,991</u>
Successor Agency Tax Allocation Bonds	\$11,260,000

2021-2022 DEBT SUMMARY

The City of Clovis has various financing sources available to fund its capital needs. These financing sources include: tax allocation bonds, capital leases, loans, 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 6/30/2021	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
<u>Long-Term Interfund Loans</u>					
* Sewer Developer Fund	15,300,000	15,300,000	0	0	0
* General Services Fund	7,500,000	0	0	0	0
<u>Long-Term Loans</u>					
2003 State of CA-R & T Infrastructure	720,000	0	51,243	51,900	0
California Energy Project Loan	867,200	0	53,407	0	0
California Energy Project Loan	953,239	394,602	85,536	85,700	87,000
PG&E Energy Project Loan	220,121	11,385	22,771	22,800	12,000
California Energy Project Loan	70,700	24,432	8,286	8,400	10,000
2016 PG&E Energy Project Loan #3	168,239	70,499	19,227	19,300	20,000
2017 PG&E Energy Project Loan #4	30,000	0	9,231	0	0
2018 California Energy Project Loan	1,840,035	1,633,657	124,932	125,400	127,000
2020 PG&E Energy Project Loan #5	164,401	141,110	6,850	16,500	17,000
2020 PG&E Energy Project Loan #6	207,841	164,219	12,830	30,800	31,000
<u>Capital Leases</u>					
Fire Station 31 Relocation	6,090,000	265,802	540,661	542,300	272,000
Safety Facilities Solar	2,454,100	1,521,210	194,702	194,800	195,000
Fire Truck	625,411	0	74,124	74,300	0
Pet Adoption Center	3,000,000	2,006,056	217,280	219,500	220,000
CAD Dispatch & Records Mgmt	531,000	0	82,852	85,200	0
2013 Corporation Yard	14,377,528	6,952,131	1,268,461	1,280,100	1,281,000
Fire Truck, Fire & Police Vehicles	1,795,000	226,097	77,439	78,000	78,000
2015 Network, AV & Mobile Comp.	400,000	0	83,367	42,000	0
2015 Police/Fire Comm Towers	1,810,000	866,898	202,804	204,200	205,000
2015 Solar Project	2,000,000	1,579,464	139,280	139,800	141,000
2016 Police/Fire Vehicles	1,460,000	233,492	262,974	265,300	50,000
2018 Police/Fire Vehicles	573,000	239,484	123,598	124,300	125,000
2019 Police/Fire Vehicles	1,125,000	585,017	243,722	245,500	247,000
2020 Police Vehicles	1,038,104	837,484	0	217,300	219,000
2020 Fire Truck	1,301,896	1,181,766	0	142,600	144,000
2022 Police Vehicles	1,550,000	0	0	0	0
<u>Revenue Bonds</u>					
2013 Waste Water	12,500,000	9,000,000	1,008,703	1,014,400	1,019,000
2015 Waste Water	21,600,000	20,805,000	1,051,180	1,050,000	1,049,000
2017 Waste Water	50,710,000	46,390,000	3,824,369	3,834,200	3,841,000
2013 Water Improvement	31,810,000	17,555,000	2,976,231	3,008,700	3,012,000
2021 Landmark Square Senior Center	13,355,000	13,355,000	0	0	552,000
2022 Fire Station 2	8,550,000	0	0	0	0
<u>Long-Term Contracts Payable</u>					
** 1993 WWTP Expansion/Upgrade (Payable to the City of Fresno)	17,618,748	3,455,186	1,214,179	1,233,100	1,233,000
<u>Total</u>	<u>\$224,316,563</u>	<u>\$144,794,991</u>	<u>\$13,980,239</u>	<u>\$14,356,400</u>	<u>\$14,187,000</u>
SUCCESSOR AGENCY TRUST FUND					
<u>Tax Allocation Bonds</u>					
2008 Tax Allocation Bonds	19,100,000	11,260,000	997,244	1,340,300	1,344,000
* 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.					

2021-2022 DESCRIPTION OF LONG-TERM DEBT

Long-Term Interfund Loans

In 2021/22 the Sewer Construction - Developer Fund will borrow an additional \$1,500,000 from the Sewer Enterprise Fund to meet required bond covenants. The interest rate on the loan is variable and is set at the annual rate of return earned by the City's pooled cash and will be paid annually. Repayment will begin when development fee revenue exceeds revenue bond payment requirements.

In 2021/22 the General Service Fund plans to borrow \$7,500,000 from the Water Service Fund to finance the construction of Fire Station #6. The interest rate on the loan is variable and is set at the annual rate of return earned by the City's pooled cash. Repayment will begin in 2021/22 with annual principal payments of \$750,000 and interest at the annual rate of return earned by the California State Local Agency Investment Fund (LAIF).

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 2021/22 budget is \$266,000 for principal and \$6,000 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 2021/22 budget is \$121,000 for principal and \$74,000 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.

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 2021/22 budget is \$141,000 for principal and \$79,000 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 was made July 2020.

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 2021/22 budget is \$1,073,000 for principal and \$208,000 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 2021/22 budget is \$74,000 for principal and \$4,000 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 was made February 2021.

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 2021/22 budget is \$185,000 for principal and \$20,000 for interest.

2021-2022 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 2021/22 budget is \$86,000 for principal and \$55,000 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 2021/22 budget is \$45,000 for principal and \$5,000 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 2021/22 budget is \$118,000 for principal and \$7,000 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 2021/22 budget is \$229,000 for principal and \$18,000 for interest.

In July 2020 the City entered into a five-year \$1,038,104 lease for the purchase of Police Department vehicles. The interest rate on the lease is 1.71%. The last payment is scheduled for June 2025. Included in the 2021/22 budget is \$205,000 for principal and \$14,000 for interest.

In June 2020 the City entered into a ten-year \$1,301,896 lease for the purchase of a fire truck. The interest rate on the lease is 1.71%. The last payment is scheduled for June 2030. Included in the 2021/22 budget is \$123,000 for principal and \$21,000 for interest.

In January 2022 the City is expected to enter into a five-year \$1,550,000 lease for the purchase of Police Department vehicles. The first payment is not to be expected due until July 2022.

2021-2022 DESCRIPTION OF LONG-TERM DEBT

Capital Leases – Continued

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>
21/22	\$2,666,000	\$511,000	\$3,177,000
22/23	2,463,045	425,843	2,888,888
23/24	2,292,771	353,291	2,646,062
24/25	2,154,232	287,342	2,441,574
25/26	1,903,153	223,218	2,126,371
26/27	1,810,870	163,738	1,974,608
27/28	581,248	114,917	696,165
28/29	602,604	93,559	696,163
29/30	624,064	70,588	694,652
30/31	504,738	48,639	553,377
31/32	329,349	29,624	358,973
32/33	231,831	16,808	248,639
33/34	129,213	10,425	139,638
34/35	133,749	5,889	139,638
35/36	68,034	423	68,457
Total	<u>\$16,494,901</u>	<u>\$2,355,304</u>	<u>\$18,850,205</u>

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 was made August 2020.

During 2009/10, the City entered into a ten-year \$867,200 agreement with the California Energy Commission for a loan to provide lighting efficiency upgrades and heating, ventilating, and air conditioning equipment replacements. The interest rate on this loan is 1.00%. The last payment was made December 2019.

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 2021/22 budget is \$75,000 for principal and \$12,000 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 2021/22 budget is \$12,000 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 2021/22 budget is \$9,000 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 2021/22 budget is \$20,000 for principal and \$0 for interest.

2021-2022 DESCRIPTION OF LONG-TERM DEBT

Long-Term Loans – Continued

During 2016/17 the City entered into a four-year \$30,000 agreement with the Pacific Gas & Electric for a loan to provide LED street light fixtures. The interest rate on this loan is 0.00%. The last payment was made June 2020.

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 2021/22 budget is \$110,000 for principal and \$17,000 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 2021/22 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 2021/22 budget is \$31,000 for principal and \$0 for interest.

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>
21/22	\$274,000	\$30,000	\$304,000
22/23	260,905	24,153	285,058
23/24	264,029	19,931	283,960
24/25	253,113	17,091	270,204
25/26	243,947	12,793	256,740
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	127,387	6,987	134,374
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	123,692	0	123,692
Total	<u>\$2,439,904</u>	<u>\$154,921</u>	<u>\$2,594,825</u>

2021-2022 DESCRIPTION OF LONG-TERM DEBT

Long-Term Contracts Payable

In 1993 the City of Fresno issued Revenue Bonds for the upgrade and expansion of the Fresno-Clovis Regional Wastewater Treatment Plant (WWTP). The City of Clovis is obligated contractually to the City of Fresno to make semi-annual payments based on Clovis's share of the project. In January 1998 Clovis's share of the project was changed from 6.08% 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 2021/22 budget is \$1,100,000 for principal and \$133,000 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>
21/22	\$1,100,000	\$133,000	\$1,233,000
22/23	1,151,729	80,087	1,231,816
23/24	1,203,457	26,204	1,229,661
Total	<u>\$3,455,186</u>	<u>\$239,291</u>	<u>\$3,694,477</u>

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 2021/22 budget is \$585,000 for principal and \$434,000 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 2021/22 budget is \$2,155,000 for principal and \$857,000 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 2021/22 budget is \$175,000 for principal and \$874,000 for 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 2021/22 budget is \$1,560,000 for principal and \$2,281,000 for interest.

In April 2021 the City issued the 2021 Lease Revenue Bonds for \$13,355,000. The Lease Revenue Bonds were issued to pay for the construction of a senior center. The interest rate on the 2021 bonds carry interest rates varying from 2.00% to 4.00% with a True Interest Cost of 2.48%. The final payment on the 2021 Bonds is scheduled for November 2051. Included in the 2021/22 budget is \$150,000 for principal and \$402,000 for interest.

In January 2022 the City is expected to enter into a thirty-year \$8,550,000 bond for the reconstruction of Fire Station 2. The first payment is not to be expected due until July 2022.

2021-2022 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>
21/22	\$4,625,000	\$4,848,000	\$9,473,000
22/23	4,975,000	4,594,065	9,569,065
23/24	5,225,000	4,346,294	9,571,294
24/25	6,340,000	4,063,844	10,403,844
25/26	7,515,000	3,726,869	11,241,869
26/27	7,895,000	3,353,244	11,248,244
27/28	8,275,000	2,956,413	11,231,413
28/29	5,680,000	2,559,713	8,239,713
29/30	3,945,000	2,319,675	6,264,675
30/31	4,150,000	2,115,569	6,265,569
31/32	4,365,000	1,900,813	6,265,813
32/33	4,560,000	1,700,281	6,260,281
33/34	4,750,000	1,518,159	6,268,159
34/35	4,935,000	1,331,022	6,266,022
35/36	5,120,000	1,133,822	6,253,822
36/37	5,710,000	893,425	6,603,425
37/38	5,990,000	609,663	6,599,663
38/39	6,290,000	315,294	6,605,294
39/40	495,000	159,644	654,644
40/41	505,000	148,394	653,394
41/42	515,000	136,919	651,919
42/43	525,000	124,563	649,563
43/44	540,000	111,250	651,250
44/45	555,000	97,563	652,563
45/46	570,000	83,500	653,500
46/47	580,000	69,125	649,125
47/48	595,000	54,438	649,438
48/49	610,000	39,375	649,375
49/50	625,000	23,938	648,938
50/51	645,000	8,063	653,063
Total	<u>\$107,105,000</u>	<u>\$45,342,937</u>	<u>\$152,447,937</u>

2021-2022 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 2021/22 budget is \$845,000 for principal and \$499,000 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>
21/22	\$845,000	\$499,000	\$1,344,000
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>\$11,260,000</u>	<u>\$3,369,985</u>	<u>\$14,629,985</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 seventeen new positions being proposed for 2021-2022, as well as the reduction of ten positions, and the conversion of eight positions. The General Fund has five additions which are a Crime Specialist, Police Corporal, Principal Office Assistant, and Senior Property/Evidence Technician in the Police Department, and one Electrician in the Street Lighting Division of the Public Utilities Department. The City Clerk Department added an Information Technology Specialist within the General Government Services Fund. Within the Enterprise Funds, the Planning and Development Services Department added six positions and the Public Utilities Department added five positions. There are ten positions removed from the budget; however eight of the removed positions are currently unfunded and two have been long-time vacancies within the respective departments. Also listed are eight position conversions, reorganized within the respective departments.

In addition to the proposed new positions, nine positions that were unfunded during 2020-2021 are being recommended as funded in 2021-2022. Seven positions are in the Police Department, one in the Fire Department and one in the City Clerk Department.

The following additional positions are recommended for 2021-2022:

<u>Position</u>	<u>Department</u>
Information Technology Specialist (1)	City Clerk
Assistant/Associate Planner (1)	Planning and Development Services
City Surveyor (1)	Planning and Development Services
Engineer I (1)	Planning and Development Services
Planning Technician I/II (1)	Planning and Development Services
Plans Examiner (1)	Planning and Development Services
Senior Planner (1)	Planning and Development Services
Crime Specialist (1)	Police
Police Corporal (1)	Police
Principal Office Assistant (1)	Police
Senior Property/Evidence Technician (1)	Police
Assistant Public Utilities Director (1)	Public Utilities
Electrician (1)	Public Utilities/Street Lighting
Engineer I (1)	Public Utilities
Landfill Supervisor (1)	Public Utilities/Community Sanitation
Utility Worker (1)	Public Utilities/Community Sanitation
Water System Supervisor (1)	Public Utilities/Water

The recommended position reductions in 2021-2022 are as follows:

<u>Position</u>	<u>Department</u>
Assistant Director of Planning & Development Services (1)	Planning and Development Services
Deputy City Planner (1)	Planning and Development Services
Administrative Assistant (2)	Police
Community Service Officer (1)	Police
Deputy Police Chief (1)	Police
Police Sergeant (4)	Police

The following positions are recommended for conversion in 2021-2022:

<u>Position</u>	<u>Department</u>
Assistant City Manager/City Clerk to Asst. City Manager	City Clerk/City Manager
Senior Info Tech Analyst to Info Tech Specialist	City Clerk
Staff Analyst to City Clerk	City Clerk/City Manager
Administrative Assistant to Principal Office Assistant	General Services
Bus. Workflow Analyst to Bus. Workflow Specialist	Planning and Development Services
Community Service Officer to Staff Analyst	Police
Deputy Fire Marshall to Training Officer	Fire
Engineering Tech to Engineer I	Public Utilities

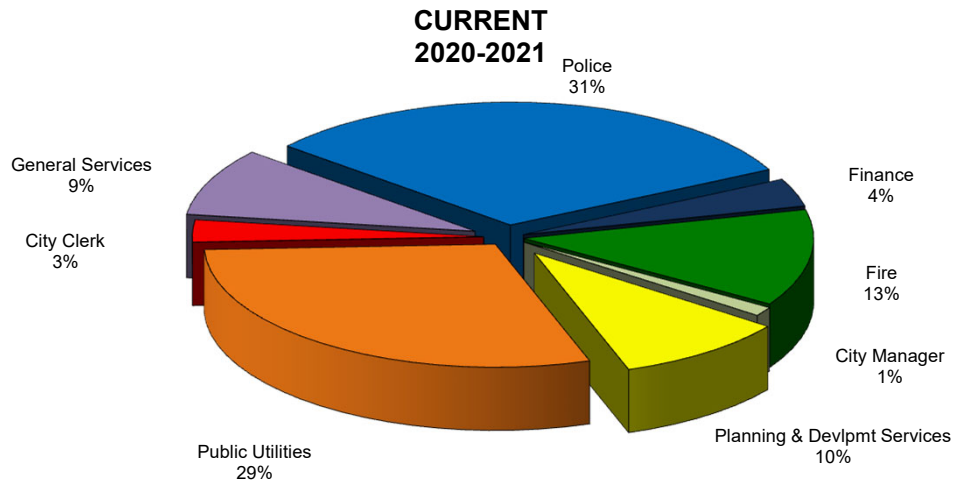
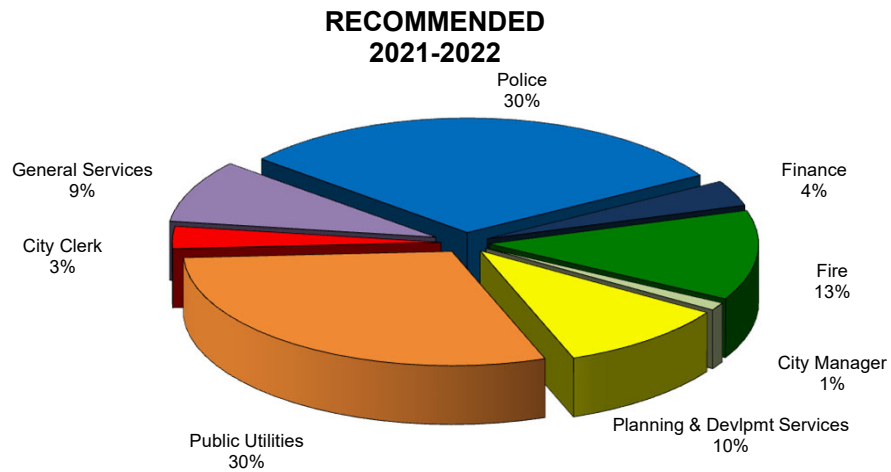
The following positions were unfunded in 2020-2021 but are recommended to be funded in 2021-2022:

<u>Position</u>	<u>Department</u>
Information Technology Specialist (1)	City Clerk
Police Corporal (1)	Police
Police Lieutenant (1)	Police
Police Officer (3)	Police
Public Safety Dispatcher/PSO (2)	Police
Fire Inspector I (1)	Fire

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	2019-2020 Prior Year	2020-2021 Current Year Approved	2020-2021 Current Year Funded	2021-2022 Recommended Positions	Change Increase/ (Decrease)
City Clerk	16.80	16.80	15.80	18.05	2.25
City Manager	6.80	6.80	6.80	6.55	(0.25)
General Services	49.10	51.10	51.10	51.10	-
Finance	21.00	21.00	21.00	21.00	-
Planning & Development Services	56.00	55.00	55.00	59.00	4.00
Fire	67.00	73.00	72.00	73.00	1.00
Police	179.00	180.00	165.00	176.00	11.00
Public Utilities	166.30	169.30	169.30	175.30	6.00
TOTAL	562.00	573.00	556.00	580.00	24.00



DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	2019-2020 Prior Year	2020-2021 Current Year Approved	2020-2021 Current Year Funded	2021-2022 Recommended Positions	Change Increase/ (Decrease)
CITY CLERK					
Assistant City Manager/City Clerk	0.50	0.50	0.50	-	(0.50)
Assistant City Manager	-	-	-	0.50	0.50
City Clerk	-	-	-	0.50	0.50
Geographic Info System Analyst	0.25	0.25	0.25	0.25	-
Deputy Director of Information Tech	1.00	1.00	1.00	1.00	-
Information Technology Specialist	3.00	3.00	3.00	5.00	2.00
Information Technology Supervisor	2.00	2.00	2.00	2.00	-
Information Technology Technician	2.00	2.00	2.00	2.00	-
Principal Office Assistant	0.80	0.80	0.80	0.80	-
Senior Information Technology Analyst	7.00	7.00	6.00	6.00	-
Staff Analyst	0.25	0.25	0.25	-	(0.25)
TOTAL	16.80	16.80	15.80	18.05	2.25
CITY MANAGER					
Assistant City Manager/City Clerk	0.50	0.50	0.50	-	(0.50)
Assistant City Manager	-	-	-	0.50	0.50
Business Development Manager	1.00	1.00	1.00	1.00	-
City Clerk	-	-	-	0.50	0.50
City Manager	1.00	1.00	1.00	1.00	-
Community & Econ Development Dir	1.00	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	-
Housing Program Coordinator	0.85	0.85	0.85	0.85	-
Principal Office Assistant	0.20	0.20	0.20	0.20	-
Public Affairs & Information Manager	0.50	0.50	0.50	0.50	-
Staff Analyst	0.75	0.75	0.75	-	(0.75)
TOTAL	6.80	6.80	6.80	6.55	(0.25)
GENERAL SERVICES					
Administrative Assistant	3.00	3.00	3.00	2.00	(1.00)
Assistant Building Technician	3.00	3.00	3.00	3.00	-
Building Maint Worker/Leadworker	2.00	2.00	2.00	2.00	-
Bus Driver	16.00	16.00	16.00	16.00	-
Department Support Manager	1.00	1.00	1.00	1.00	-
Facilities Maintenance Supervisor	1.00	1.00	1.00	1.00	-
General Services Director	1.00	1.00	1.00	1.00	-
General Services Manager	1.00	1.00	1.00	1.00	-
Lead Bus Driver	3.00	4.00	4.00	4.00	-
Management Analyst	3.00	4.00	4.00	4.00	-
Personnel Technician	3.00	3.00	3.00	3.00	-
Personnel/Risk Manager	1.00	1.00	1.00	1.00	-
Principal Office Assistant	2.00	2.00	2.00	3.00	1.00
Public Affairs & Information Manager	0.10	0.10	0.10	0.10	-
Recreation Leader	1.00	1.00	1.00	1.00	-
Recreation Specialist	2.00	2.00	2.00	2.00	-
Recreation Supervisor	1.00	1.00	1.00	1.00	-
Senior Center Nutrition Svs Worker	1.00	1.00	1.00	1.00	-
Senior Custodian	1.00	1.00	1.00	1.00	-
Transit Dispatcher	2.00	2.00	2.00	2.00	-
Transit Supervisor	1.00	1.00	1.00	1.00	-
TOTAL	49.10	51.10	51.10	51.10	-

DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	2019-2020 Prior Year	2020-2021 Current Year Approved	2020-2021 Current Year Funded	2021-2022 Recommended Positions	Change Increase/ (Decrease)
FINANCE					
Accountant/Senior	3.00	3.00	3.00	3.00	-
Accounting Supervisor	1.00	1.00	1.00	1.00	-
Acctg Systems Tech/Senior/Principal	4.00	4.00	4.00	4.00	-
Assistant Finance Director	1.00	1.00	1.00	1.00	-
Deputy Finance Director	1.00	1.00	1.00	1.00	-
Finance Director/Treasurer	1.00	1.00	1.00	1.00	-
Principal Office Assistant	1.00	1.00	1.00	1.00	-
Senior Account Clerk/Principal	9.00	9.00	9.00	9.00	-
TOTAL	21.00	21.00	21.00	21.00	-
PLANNING & DEVELOPMENT SERVICES					
Administrative Assistant	1.00	-	-	-	-
Assistant Dir of Plan & Devlp Serv	1.00	1.00	1.00	-	(1.00)
Assistant/Associate Planner	2.00	2.00	2.00	3.00	1.00
Building Inspector/Sr Bldg Inspector	5.00	5.00	5.00	5.00	-
Building Official	1.00	1.00	1.00	1.00	-
Business Workflow Analyst	1.00	-	-	1.00	1.00
Business Workflow Specialist	1.00	2.00	2.00	1.00	(1.00)
City Engineer	1.00	1.00	1.00	1.00	-
City Planner	1.00	1.00	1.00	1.00	-
City Surveyor	-	-	-	1.00	1.00
Construction Manager	1.00	1.00	1.00	1.00	-
Deputy Building Official/Plan Checker	1.00	1.00	1.00	1.00	-
Deputy City Planner	1.00	1.00	1.00	-	(1.00)
Dir of Planning & Development Serv	1.00	1.00	1.00	1.00	-
Engineer I	2.00	2.00	2.00	3.00	1.00
Engineer II/Civil Engineer	11.00	11.00	11.00	11.00	-
Engineering Inspector	5.00	5.00	5.00	5.00	-
Engineering Program Supervisor	1.00	1.00	1.00	1.00	-
Engineering Tech/Sr Eng Tech	3.00	2.00	2.00	2.00	-
Geographic Info System Analyst	0.75	0.75	0.75	0.75	-
Geographic Info System Tech	1.00	1.00	1.00	1.00	-
Housing Program Coordinator	0.15	0.15	0.15	0.15	-
Management Analyst	1.00	2.00	2.00	2.00	-
PDS Admin Services Manager	1.00	1.00	1.00	1.00	-
Permit Technician	3.00	3.00	3.00	3.00	-
Planning Technician I/II	1.00	1.00	1.00	2.00	1.00
Plans Examiner	3.00	3.00	3.00	4.00	1.00
Principal Office Assistant	2.00	2.00	2.00	2.00	-
Public Affairs & Information Manager	0.10	0.10	0.10	0.10	-
Senior Planner	1.00	1.00	1.00	2.00	1.00
Supervising Civil Engineer	2.00	2.00	2.00	2.00	-
TOTAL	56.00	55.00	55.00	59.00	4.00

DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	2019-2020 Prior Year	2020-2021 Current Year Approved	2020-2021 Current Year Funded	2021-2022 Recommended Positions	Change Increase/ (Decrease)
POLICE					
Administrative Assistant	4.00	4.00	3.00	2.00	(1.00)
Animal Control Officer	5.00	6.00	6.00	6.00	-
Community Service Officer	16.00	16.00	15.00	14.00	(1.00)
Crime Analysis Supervisor	1.00	1.00	1.00	1.00	-
Crime Specialist	1.00	1.00	1.00	2.00	1.00
Deputy Police Chief	1.00	1.00	-	-	-
Digital Forensic Analyst	1.00	1.00	1.00	1.00	-
Lead Public Safety Dispatcher	4.00	4.00	4.00	4.00	-
Management Analyst	1.00	2.00	1.00	2.00	1.00
Police Captain	5.00	3.00	3.00	3.00	-
Police Chief	1.00	1.00	1.00	1.00	-
Police Corporal	14.00	14.00	13.00	15.00	2.00
Police Lieutenant	2.00	4.00	3.00	4.00	1.00
Police Officer/Recruit	75.00	75.00	72.00	75.00	3.00
Police Sergeant	12.00	12.00	8.00	8.00	-
Police Service Manager	1.00	1.00	1.00	1.00	-
Public Safety Dispatcher/PSO	19.00	19.00	17.00	19.00	2.00
Principal Office Assistant	7.00	7.00	7.00	8.00	1.00
Property & Evidence Supervisor	1.00	1.00	1.00	1.00	-
Property & Evidence Technician	2.00	1.00	1.00	1.00	-
Records Supervisor	1.00	1.00	1.00	1.00	-
Senior Property/Evidence Technician	-	-	-	1.00	1.00
Staff Analyst	1.00	1.00	1.00	2.00	1.00
Systems Video Technician	2.00	2.00	2.00	2.00	-
Supervisor of Animal Services	2.00	2.00	2.00	2.00	-
TOTAL	179.00	180.00	165.00	176.00	11.00
FIRE					
Battalion Chief	3.00	3.00	3.00	3.00	-
Deputy Fire Chief	1.00	1.00	1.00	1.00	-
Deputy Fire Marshall (Captain)	1.00	1.00	1.00	-	(1.00)
Fire Captain	15.00	18.00	18.00	18.00	-
Fire Chief	1.00	1.00	1.00	1.00	-
Fire & Life Safety Specialist	1.00	1.00	1.00	1.00	-
Fire Engineer	15.00	18.00	18.00	18.00	-
Fire Inspector I	1.00	1.00	-	1.00	1.00
Firefighters	24.00	24.00	24.00	24.00	-
Management Analyst	1.00	1.00	1.00	1.00	-
Principal Office Assistant	2.00	2.00	2.00	2.00	-
Spec Proj/Life Safety Enforcement Mgr	1.00	1.00	1.00	1.00	-
Training Officer (Captain)	1.00	1.00	1.00	2.00	1.00
TOTAL	67.00	73.00	72.00	73.00	1.00

DETAIL OF POSITIONS BY DEPARTMENT

<u>Department</u>	2019-2020 Prior Year	2020-2021 Current Year Approved	2020-2021 Current Year Funded	2021-2022 Recommended Positions	Change Increase/ (Decrease)
PUBLIC UTILITIES					
Administrative Assistant	1.00	1.00	1.00	1.00	-
Assistant Mechanic/Service Worker	5.00	5.00	5.00	5.00	-
Assistant Public Utilities Director	2.00	2.00	2.00	3.00	1.00
Assistant Water Systems Technician	4.00	4.00	4.00	4.00	-
Disposal Leadworker	3.00	3.00	3.00	3.00	-
Electrician	2.00	2.00	2.00	3.00	1.00
Engineer I	1.00	1.00	1.00	3.00	2.00
Engineer II/Civil Engineer	2.00	3.00	3.00	3.00	-
Engineering Tech/Sr Engineering Tech	2.00	2.00	2.00	1.00	(1.00)
Equipment Mechanic	6.00	6.00	6.00	6.00	-
Equipment Operator	2.00	2.00	2.00	2.00	-
Fleet Maintenance Leadworker	2.00	2.00	2.00	2.00	-
Fleet Maintenance Service Writer	1.00	1.00	1.00	1.00	-
Fleet Manager	1.00	1.00	1.00	1.00	-
Landfill Leadworker	1.00	1.00	1.00	1.00	-
Landfill Supervisor	-	-	-	1.00	1.00
Maintenance Leadworker	6.00	6.00	6.00	6.00	-
Maintenance Worker/Sr Maint Worker	38.00	39.00	39.00	39.00	-
Management Analyst	2.00	2.00	2.00	2.00	-
Meter Reader	4.00	4.00	4.00	4.00	-
Parks Maintenance Leadworker	3.00	3.00	3.00	3.00	-
Parks Manager	1.00	1.00	1.00	1.00	-
Parts Clerk	2.00	2.00	2.00	2.00	-
Principal Office Assistant	6.00	6.00	6.00	6.00	-
Public Affairs & Information Manager	0.30	0.30	0.30	0.30	-
Public Utilities Director	1.00	1.00	1.00	1.00	-
Senior Sanitation Operator	25.00	25.00	25.00	25.00	-
Senior Engineering Inspector	1.00	1.00	1.00	1.00	-
Solid Waste Manager	1.00	1.00	1.00	1.00	-
Street Maintenance Manager	1.00	1.00	1.00	1.00	-
Street Sweeper Operator	6.00	6.00	6.00	6.00	-
Supervising Civil Engineer	1.00	1.00	1.00	1.00	-
Utility Manager	1.00	1.00	1.00	1.00	-
Utility Worker	27.00	28.00	28.00	29.00	1.00
Water Production Manager	1.00	1.00	1.00	1.00	-
Water System Supervisor	-	-	-	1.00	1.00
Water System Technician	1.00	1.00	1.00	1.00	-
Water Treatment Plant Operator	3.00	3.00	3.00	3.00	-
TOTAL	166.30	169.30	169.30	175.30	6.00
CITY TOTAL	562.00	573.00	556.00	580.00	24.00

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OPERATIONS

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

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SUMMARY OF EXPENDITURES

BY DEPARTMENT

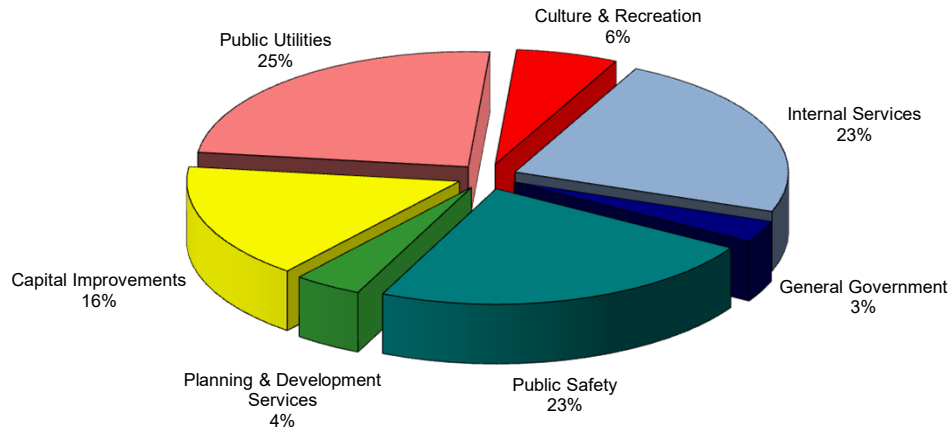
	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
City Council	329,049	329,600	384,300
City Clerk	4,425,938	5,007,700	9,263,700
City Attorney	958,578	1,092,000	1,101,900
City Manager	1,842,042	3,206,400	2,471,400
General Services	45,064,375	48,178,200	58,474,200
Finance	3,049,000	3,221,000	3,463,900
Planning & Development Services	10,599,943	11,984,000	14,400,700
Police	38,004,721	39,911,700	43,955,800
Fire	16,414,220	19,423,500	20,392,000
Public Utilities	77,022,685	90,092,700	93,112,000
Capital Improvements	38,642,865	108,976,100	47,581,000
TOTAL	236,353,416	331,422,900	294,600,900

BY FUNCTION

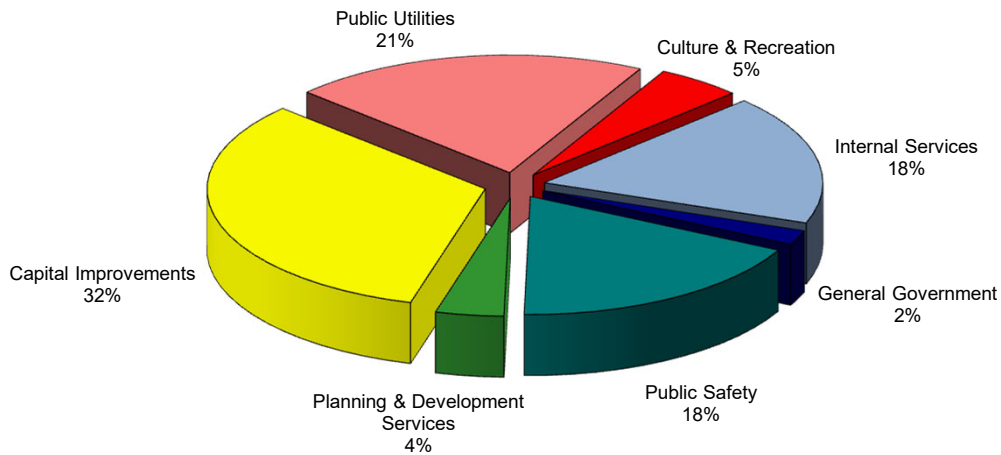
General Government	6,930,927	7,784,800	8,345,800
Public Safety	54,418,941	59,335,200	64,347,800
Planning & Development Services	10,599,943	11,984,000	14,400,700
Capital Improvements	38,642,865	108,976,100	47,581,000
Public Utilities	56,800,911	68,817,100	73,465,700
Culture & Recreation	13,661,694	15,109,500	16,196,000
Internal Services	55,298,135	59,416,200	70,263,900
TOTAL	236,353,416	331,422,900	294,600,900

EXPENDITURES BY FUNCTION

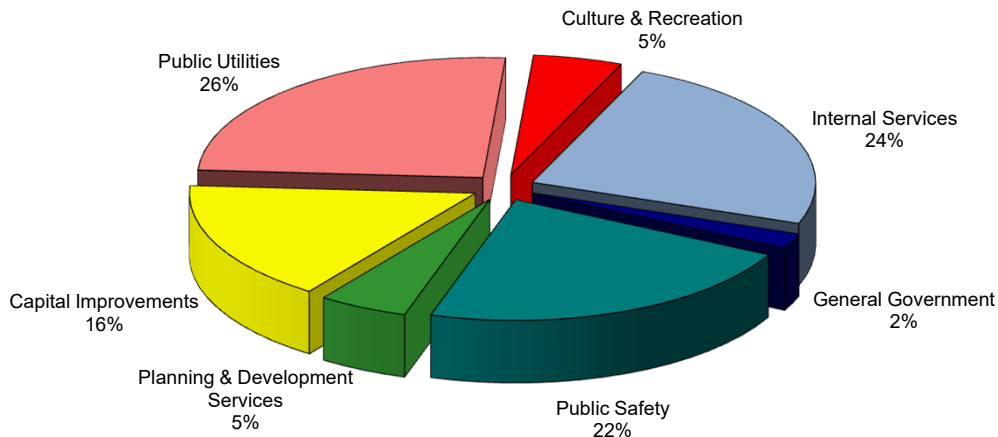
2019-2020 ACTUAL



2020-2021 ESTIMATED



2021-2022 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. In March 2021, the City held its last March odd year off cycle election. Elections will shift to November even years beginning in November 2022.

Department Goals 2021-2022

- 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 responses 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

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET DETAIL			
Salaries - Regular	87,300	87,400	87,400
Benefits	105,794	113,800	123,700
Professional Services	0	200	200
Travel & Meeting Expense	15,127	5,500	44,000
Dues & Subscriptions	32,928	33,000	33,000
Admin & Overhead	<u>87,900</u>	<u>89,700</u>	<u>96,000</u>
TOTAL CITY COUNCIL	<u><u>329,049</u></u>	<u><u>329,600</u></u>	<u><u>384,300</u></u>

SOURCES OF FUNDING

Interfund Charges	180,000	183,000	200,000
Use of Discretionary Funds	<u>149,049</u>	<u>146,600</u>	<u>184,300</u>
TOTAL	<u><u>329,049</u></u>	<u><u>329,600</u></u>	<u><u>384,300</u></u>

DETAIL OF POSITIONS

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

CITY CLERK DEPARTMENT SUMMARY

The City Clerk Department includes the functions of 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 2021-2022

- 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 the Finance and Utility billing system software.
- Assist the Police Department with their CAD System Upgrade.
- 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 Phone/Voice Recording system.
- Replace desktop computers and Mobile Data Computers (MDCs) with the focus being on those most in need of costly repairs or on equipment that becomes non-functional.
- Complete the conversion to Office 365 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.

2019-2020 (actual) 2020-2021 (estimated) 2021-2022 (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	N/A	100%	N/A
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- Implement the records management plan

Implement the Records Imaging System	70%	75%	80%
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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 2021 was the last election, and November 2022 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	2019-2020 Estimate \$241,497 Population 119,200	2020-2021 Revised Budget \$498,750 Population 121,600	2021-2022 Budget \$298,900 Population 121,800
Total cost / per capita served:	\$2.02	\$4.10	\$2.45

CITY CLERK DEPARTMENT SUMMARY

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET BY ACTIVITY			
City Clerk	241,497	498,800	298,700
Information Technology	<u>4,184,441</u>	<u>4,508,900</u>	<u>8,965,000</u>
TOTAL ALL ACTIVITIES	<u><u>4,425,938</u></u>	<u><u>5,007,700</u></u>	<u><u>9,263,700</u></u>
BUDGET BY FUND			
General Fund	241,497	498,800	298,700
General Services - Information Technology	<u>4,184,441</u>	<u>4,508,900</u>	<u>8,965,000</u>
TOTAL ALL FUNDS	<u><u>4,425,938</u></u>	<u><u>5,007,700</u></u>	<u><u>9,263,700</u></u>

2021-2022 Goals

- Implement training and updates on the Onbase Document Management System.
- 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.
- Complete 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 1,600,000 pages being scanned, including over 190,000 documents in the City Clerk's office alone, is now in Phase IV, 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 November 2022 when three of the five seats on the City Council will be up for election. This will be a shift from previous years as the City election has moved from March odd years to November of even years.

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET DETAIL			
Salaries - Regular	119,484	144,000	158,700
Overtime	382	1,100	0
Extra Help	11,130	0	0
Benefits	57,516	65,400	72,600
Vehicle Charges	1,980	2,000	5,000
Professional Services	24,745	260,000	30,000
Materials & Supplies	315	0	0
Travel & Meeting Expense	979	100	2,800
Training	2,566	1,000	4,000
Dues & Subscriptions	400	100	700
Admin & Overhead	22,000	25,100	24,900
TOTAL CITY CLERK	241,497	498,800	298,700

SOURCES OF FUNDING			
Interfund Charges	101,000	103,000	119,000
Miscellaneous Income	525	1,000	1,000
Use of Discretionary Funds	139,972	394,800	178,700
TOTAL	241,497	498,800	298,700

DETAIL OF POSITIONS			
Assistant City Manager/City Clerk	0.30	0.30	-
Assistant City Manager	-	-	0.30
City Clerk	-	-	0.50
Principal Office Assistant	0.80	0.80	0.80
Staff Analyst	0.25	0.25	-
TOTAL	1.35	1.35	1.60

2021-2022 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, 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 2021-2022, 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	1,256,301	1,311,900	1,505,800
Overtime	42,811	46,500	46,500
Extra Help	29,641	20,000	25,000
Benefits	482,112	526,100	662,500
Vehicle Charges	29,710	30,500	40,200
Communications	178,782	206,000	176,400
Professional Services	243,603	198,000	83,000
Repairs & Maintenance	654,599	711,500	799,000
Office Supplies	46,287	32,500	32,500
Materials & Supplies	367	8,500	1,500
Travel & Meeting Expense	1,724	0	2,500
Training	43,967	15,000	41,000
Admin & Overhead	67,100	314,900	395,600
Capital Outlays - Computers	1,107,437	1,087,500	5,133,500
Capital Outlays - Vehicles	0	0	20,000
TOTAL INFORMATION TECHNOLOGY	4,184,441	4,508,900	8,965,000

SOURCES OF FUNDING

Interfund Charges	4,169,187	4,494,500	8,950,600
Project Participation	14,400	14,400	14,400
Miscellaneous Income	854	0	0
TOTAL	4,184,441	4,508,900	8,965,000

DETAIL OF POSITIONS

Assistant City Manager/City Clerk	0.20	0.20	-
Assistant City Manager	-	-	0.20
Geographic Information Systems Analyst	0.25	0.25	0.25
Deputy Director of Information Tech	1.00	1.00	1.00
Information Technology Specialist	3.00	3.00	5.00
Information Technology Supervisor	2.00	2.00	2.00
Information Technology Technician	2.00	2.00	2.00
Senior Information Technology Analyst	7.00	7.00	6.00
TOTAL	15.45	15.45	16.45

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 2021-2022

- 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-effective 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

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET DETAIL			
Professional Services	939,678	1,074,000	1,074,000
Admin & Overhead	<u>18,900</u>	<u>18,000</u>	<u>27,900</u>
TOTAL CITY ATTORNEY	<u><u>958,578</u></u>	<u><u>1,092,000</u></u>	<u><u>1,101,900</u></u>

SOURCES OF FUNDING			
Intergovernmental Charges	627,000	684,000	748,000
Use of Discretionary Funds	<u>331,578</u>	<u>408,000</u>	<u>353,900</u>
TOTAL	<u><u>958,578</u></u>	<u><u>1,092,000</u></u>	<u><u>1,101,900</u></u>

DETAIL OF POSITIONS

The functions for this section are handled by contract.

CITY MANAGER DEPARTMENT SUMMARY

The City Manager is an appointed office established by the Clovis Municipal Code and under the laws of the State of California. The City Manager is appointed by the City Council to serve as the chief administrative officer. The City Manager is responsible for administering all operations, finances, activities, and projects consistent with City Council policy directives and applicable municipal, state, and federal laws. The City Manager appoints and removes all employees on the recommendation of the various department heads and appoints and/or dismisses department heads subject to confirmation of the City Council. The City Manager also serves as the Executive Director of the Public Finance Authority which issues financing instruments to fund various projects.

Administration

Section 25100

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

Community & Economic Development

Section 25200

The Community & Economic Development Department is responsible for fostering a healthy business environment by facilitating business development and investment to expand the City's tax base and for seeking an improved balance of jobs and housing in the City.

Housing & Community Development

Sections 42750/49210

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

Department Goals 2021-2022

- 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 170 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>2019-2020 (actual)</u>	<u>2020-2021 (estimated)</u>	<u>2021-2022 (proposed)</u>
Per Capita Total Costs	\$7.85	\$8.00	\$9.12
Per Capita Discretionary Costs	\$3.34	\$2.36	\$3.51

Community & 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 has experienced severe job losses due to the economic impact of COVID-19 but has seen a significant gain in jobs in recent months and is almost back to pre-pandemic levels. Meanwhile, housing production has continued at a robust pace requiring additional jobs to keep the jobs/housing balance ratio on target. The focus going forward will be further gains in job creation.

	<u>2019-2020 (actual)</u>	<u>2020-2021 (estimated)</u>	<u>2021-2022 (proposed)</u>
Total Jobs Increase/(Decrease)	(284)	400	1,000
Jobs/Housing Balance Ratio	.81:1	.80:1	.80:1

- 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 are volatile due to the COVID-19 pandemic but overall it has performed better than expected. Disruptions in supply and shifting market trends will impact this revenue stream going forward to some degree.

	<u>2019-2020 (actual)</u>	<u>2020-2021 (estimated)</u>	<u>2021-2022 (proposed)</u>
Total Retail Sales Tax	\$22,084,107	\$24,500,000	\$25,600,000
Percentage Increase/(Decrease)	(1%)	10.9%	4.5%

- 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 2019-2020 and the estimated current year compared to budget while exceeding goals. Staff will utilize every opportunity to lower discretionary costs for the 2021-2022 proposed budget.

	<u>2019-2020 (actual)</u>	<u>2020-2021 (estimated)</u>	<u>2021-2022 (proposed)</u>
Total Discretionary Per Capita	\$6.34	\$7.43	\$7.38

CITY MANAGER

DEPARTMENT PERFORMANCE MEASURES

Housing & 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: Provide funds for projects utilizing the impact-fee reduction program for affordable housing and conduct first-time homebuyer program.
- 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>2019-2020 (actual)</u>	<u>2020-2021 (estimated)</u>	<u>2021-2022 (proposed)</u>
New Units Constructed	0	0	135
Rehabilitated Housing	58	50	25
Down Payment Assistance Program	0	0	10
Emergency Housing Payments	0	238	0

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>2019-2020 (actual)</u>	<u>2020-2021 (estimated)</u>	<u>2021-2022 (proposed)</u>
Total Non-Discretionary Per Unit Including Grants/RDA	\$5,682	\$5,318	\$19,932

- Division Per Capita Improved/Developed Costs

	<u>2019-2020 (actual)</u>	<u>2020-2021 (estimated)</u>	<u>2021-2022 (proposed)</u>
Total Non-Discretionary Per Capita Including Grants/RDA	\$2.81	\$12.87	\$28.00

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CITY MANAGER DEPARTMENT SUMMARY

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET BY ACTIVITY			
Administration	915,675	953,400	1,103,900
Community & Economic Development	755,632	972,800	1,120,700
Housing & Community Development	<u>170,735</u>	<u>1,280,200</u>	<u>246,800</u>
TOTAL ALL ACTIVITIES	<u><u>1,842,042</u></u>	<u><u>3,206,400</u></u>	<u><u>2,471,400</u></u>

BUDGET BY FUND			
General Fund	1,671,307	1,926,200	2,224,600
Housing & Community Dev Fund	<u>170,735</u>	<u>1,280,200</u>	<u>246,800</u>
TOTAL ALL FUNDS	<u><u>1,842,042</u></u>	<u><u>3,206,400</u></u>	<u><u>2,471,400</u></u>

2021-2022 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.

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 is being prepared when the nation appears to be at a turning point in the COVID pandemic. Vaccines are being widely distributed, new infections and deaths are falling, and businesses are reopening. 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 has allowed Clovis to experience a rapid rebound and is currently trending towards achieving job growth once again. This has allowed the City to maintain the Emergency Reserve and leverage additional fiscal aid becoming available to better the position the City for the long term. 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, the COVID pandemic 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	526,710	534,500	559,300
Overtime	1,145	0	0
Benefits	197,985	218,400	235,700
Vehicle Charges	18,090	18,100	18,100
Professional Services	1,274	5,000	77,000
Materials & Supplies	3,500	7,000	8,000
Travel & Meeting Expense	9,664	4,400	24,000
Training	0	8,200	8,000
Dues & Subscriptions	3,107	5,600	6,400
Admin & Overhead	154,200	152,200	167,400
	<u>915,675</u>	<u>953,400</u>	<u>1,103,900</u>
TOTAL ADMINISTRATION	<u>915,675</u>	<u>953,400</u>	<u>1,103,900</u>

SOURCES OF FUNDING

Interfund Charges	523,000	595,000	644,000
Miscellaneous Income	3,230	77,000	77,000
Use of Discretionary Funds	<u>389,445</u>	<u>281,400</u>	<u>382,900</u>
	<u>915,675</u>	<u>953,400</u>	<u>1,103,900</u>
TOTAL	<u>915,675</u>	<u>953,400</u>	<u>1,103,900</u>

DETAIL OF POSITIONS

Assistant City Manager/City Clerk	0.50	0.50	-
Assistant City Manager	-	-	0.50
City Manager	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Principal Office Assistant	0.20	0.20	0.20
Public Affairs & Information Manager	0.50	0.50	0.50
Staff Analyst	0.75	0.75	-
	<u>3.95</u>	<u>3.95</u>	<u>3.20</u>
TOTAL	<u>3.95</u>	<u>3.95</u>	<u>3.20</u>

The Community & Economic Development Department is aggressively pursuing private sector investments for job generation. The Division will focus on job retention and renewed expansion efforts as this will be key to recovering and moving forward 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 industrial and commercial properties 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. 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, Fresno County Workforce Investment Board, and Fresno-Clovis Convention and Visitors Bureau.

2021-2022 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.

Objectives to Meet the Goals

- Develop and maintain relationships with existing Clovis businesses through business visitations.
- Develop and maintain relationships with commercial/industrial real estate brokers and assist them in marketing Clovis.
- Invest targeted resources to assist in an uptick in entrepreneurs starting businesses that come about due to COVID-19.
- Invest in assessing the retail market space Clovis offers and forecast space needs into the future to adjust land use plan accordingly.
- 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, Small Business Development Center, 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 & 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 COVID-19 economic challenges, 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 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET DETAIL			
Salaries - Regular	313,968	354,500	373,300
Overtime	0	1,200	0
Extra Help	23,507	13,000	40,000
Benefits	129,921	148,600	162,700
Vehicle Charges	12,660	12,700	15,700
Professional Services	202,893	363,300	432,000
Materials & Supplies	1,028	4,000	0
Travel & Meeting Expense	2,799	5,100	15,100
Training	420	8,000	8,000
Dues & Subscriptions	1,936	3,100	2,800
Admin & Overhead	66,500	59,300	71,100
	<u>755,632</u>	<u>972,800</u>	<u>1,120,700</u>
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	<u><u>755,632</u></u>	<u><u>972,800</u></u>	<u><u>1,120,700</u></u>

SOURCES OF FUNDING			
Federal Grants	5,038	2,900	0
Intergovernmental Charges	60,000	60,000	60,000
Interfund Charges	50,000	10,000	10,000
Miscellaneous Income	301	0	0
Use of Discretionary Funds	<u>640,293</u>	<u>899,900</u>	<u>1,050,700</u>
TOTAL	<u><u>755,632</u></u>	<u><u>972,800</u></u>	<u><u>1,120,700</u></u>

DETAIL OF POSITIONS			
Business Development Manager	1.00	1.00	1.00
Community & Economic Development Dir	1.00	1.00	1.00
City Clerk	-	-	0.50
TOTAL	<u><u>2.00</u></u>	<u><u>2.00</u></u>	<u><u>2.50</u></u>

2021-2022 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 programs as applicable.

Objectives to Meet the Goals

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

Five-Year Outlook

Projects will be identified annually to preserve and expand Clovis' supply of affordable housing. In addition, projects will be identified annually to improve infrastructure and provide needed public services in low- to moderate-income neighborhoods in accordance with adopted policies. It is anticipated that the number of units created or rehabilitated will be 170. 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.

City Manager Department	Housing & Community Development Administration Section 42750/49210		
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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	84,250	85,200	91,500
Benefits	24,394	26,700	30,200
Professional Services	47,773	1,099,100	2,000
Travel & Meeting Expense	518	0	4,000
Dues & Subscriptions	2,500	2,600	2,600
Admin & Overhead	11,300	11,200	16,500
CCDA Capital Improvements	<u>0</u>	<u>55,400</u>	<u>100,000</u>
Housing & Comm Dev Administration	<u><u>170,735</u></u>	<u><u>1,280,200</u></u>	<u><u>246,800</u></u>

SOURCES OF FUNDING

Federal Grants	0	1,249,200	246,800
Project Participation	170,624	0	0
Miscellaneous Income	<u>111</u>	<u>31,000</u>	<u>0</u>
TOTAL	<u><u>170,735</u></u>	<u><u>1,280,200</u></u>	<u><u>246,800</u></u>

DETAIL OF POSITIONS

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

GENERAL SERVICES DEPARTMENT SUMMARY

The General Services Department is responsible for providing internal services to City departments and community services programs to the public. Internal services provided by the General Services Department include: maintenance of City buildings and facilities; central purchasing and procurement of goods and services; and personnel and risk management services. Community services provided by the General Services Department include senior citizen programs, public transit services, and community recreation programs.

Personnel/Risk Management Division

Sections 30000, 31000, 32000

The Personnel/Risk Management Division is responsible for administering all aspects of personnel duties for the City. These duties include: administration of the City's Personnel Ordinance and Personnel Rules, employee classification, recruitment, orientation and training, employee benefits administration, personnel records management, and labor relations. This fiscal year the Division was tasked with the changing COVID regulations and ensuring that the City was in compliance with the OSHA and the Fresno Health Department guidelines. 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 \$1,238,900.00 which equates to \$1,849.00 per City employee, and approximately \$10.00 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 \$9,019,400. This equates to \$13,461.79 per each of the 670 City employees, or \$74.05 per Clovis resident (population 121,800). 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 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.

GENERAL SERVICES DEPARTMENT SUMMARY

The discretionary general fund portion for the senior center for the FY 2021-2022 budget is approximately \$1,076,500, of which \$524,500 is for senior center operations and \$552,000 is to pay debt service on the new senior center building. Below is a breakdown of visitors to the senior center, discretionary fund contribution per visitor and per Clovis resident. NOTE: Due to the COVID-19 pandemic, the activity and visitor data below is an estimate using FY 2018-2019 numbers.

Clovis Unduplicated Senior Visitors	Fresno Unduplicated Senior Visitors	Total Unduplicated Senior Visitors	Annual Discretionary Contribution Per Visiting Senior
1849	1756	3605	\$298.61

Clovis Senior Activity Sign-ins	Fresno Senior Activity Sign-ins	Total Senior Activity Sign-ins	Annual Discretionary Contribution Per Activity
19,877	16,208	36,085	\$29.83

Discretionary Cost Per Resident 121,800 total	Discretionary Cost Per Clovis Resident age 50+ 35,322 total
\$8.84	\$30.48

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 2021-2022 budget is approximately \$678,900. An estimated 73,000 visits to recreation programs in FY 2021-2022 will equate to \$9.30 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.

GENERAL SERVICES DEPARTMENT SUMMARY

In October 2020, the Clovis City Council approved a proposal to provide fare-free rides on Stageline and Roundup bus services. Additionally, the COVID-19 pandemic severely impacted bus ridership as work and school sites shifted to a virtual model. The combination of zero fare collection, very low ridership, and stable operational costs resulted in an increase in cost per passenger trip on Roundup and Stageline bus services.

Operational costs per passenger trip are as follows:

Stageline Cost per Passenger Trip	Roundup Cost per Passenger Trip
\$48.44	\$127.68

Department Goals 2021-2022

- 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 as recovery from the COVID-19 pandemic begins.
- Utilize all available Clovis Recreation Center building space to improve recreational services and expand youth programs.
- Continue strategic fundraising efforts to support construction and operation of the 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>2019-2020 (actual)</u>	<u>2020-2021 (estimated)</u>	<u>2021-2022 (proposed)</u>
90-Day Recruitment	100%	100%	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 6.75%	Increased Costs of 4.05%	Increased Costs Estimated at 6.50%
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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	11	15	18
Safety/Risk Management Training Programs	113	100	115

- 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	1068	1103
Response Time Within 24 Hours	95%	85%	90%

- 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>2019-2020 (actual)</u>	<u>2020-2021 (estimated)</u>	<u>2021-2022 (proposed)</u>
Number of Major Projects	22	17	10
Projects Completed within Established Budget and Time Frame	95%	90%	95%
Square Footage of Buildings/Facilities Maintained	391,061	391,061	391,061

GENERAL SERVICES

DEPARTMENT PERFORMANCE MEASURES

Clovis Senior Activity Center will continue to safely offer social and supportive services/programs to the community as coronavirus restrictions permit. The lasting impacts of COVID-19 are unknown at the time of budget preparation. Proposed activity levels are based on the assumption that normal operations will resume early in FY 2021-2022.

Program Participants/Contact	210,808	23,200	150,000
Nutrition Meals Served (In-Center)	8,182	0	**0
Nutrition Meals Served (Home-Delivered)	25,508	*23,345	**0
Number of Programs Offered	93	6	70

*Meals-On-Wheels Lunch Delivery Program funded by CDBG grant and executed by Senior Services and Recreation staff members.

**FMAAA Lunch Program remains suspended indefinitely.

- The City of Clovis Recreation will continue to safely offer recreational programs to the community as coronavirus restrictions permit. The lasting impacts of COVID-19 are unknown at the time of budget preparation. Proposed activity levels are based on the assumption that normal operations will resume early in FY 2021-2022.

Program Participants	59,408	37,000	73,000
Number of Programs Offered	108	10	80

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

GENERAL SERVICES DEPARTMENT SUMMARY

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET BY ACTIVITY			
Personnel	681,496	717,200	872,400
Employee Benefits	25,750,596	28,618,800	33,976,500
Liability and Property Insurance	2,602,329	2,996,700	4,123,600
Facilities Maintenance	4,778,260	5,118,300	4,816,800
Department Support	3,370,034	3,168,900	5,058,200
Senior Services	638,762	443,300	1,205,500
Recreation	792,580	642,600	950,900
Transit	<u>6,450,318</u>	<u>6,472,400</u>	<u>7,470,300</u>
TOTAL ALL ACTIVITIES	<u><u>45,064,375</u></u>	<u><u>48,178,200</u></u>	<u><u>58,474,200</u></u>

BUDGET BY FUND			
General Fund	2,112,838	1,803,100	3,028,800
General Services Fund	8,148,294	8,287,200	9,875,000
Employee Benefits Fund	25,750,596	28,618,800	33,976,500
Liability and Property Insurance Fund	2,602,329	2,996,700	4,123,600
Transit Fund	<u>6,450,318</u>	<u>6,472,400</u>	<u>7,470,300</u>
TOTAL ALL FUNDS	<u><u>45,064,375</u></u>	<u><u>48,178,200</u></u>	<u><u>58,474,200</u></u>

2021-2022 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.
- Compliance with COVID-19 personnel related regulations.

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.
- Track COVID-19 cases and provide timely COVID-19 related information and benefits to employees.

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.

Hiring delays due to the fiscal uncertainty of the COVID-19 pandemic have caused a back-log of vacant positions that will need to be filled in FY 2021-2022 and beyond.

General Services Department	Personnel Section 30000
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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	300,975	294,400	320,600
Overtime	14	200	1,000
Extra Help	0	14,000	30,000
Benefits	131,148	120,800	146,300
Vehicle Charges	15,660	15,700	15,700
Professional Services	86,651	128,600	178,000
Travel & Meeting Expense	657	0	3,000
Training	12,535	6,000	19,000
Dues & Subscriptions	3,656	4,400	4,600
Admin & Overhead	130,200	133,100	154,200
	<u>681,496</u>	<u>717,200</u>	<u>872,400</u>
TOTAL PERSONNEL	<u>681,496</u>	<u>717,200</u>	<u>872,400</u>

SOURCES OF FUNDING

Federal Grants	1,798	700	0
Interfund Charges	273,000	287,000	322,000
Miscellaneous Income	201	0	0
Use of Discretionary Funds	<u>406,497</u>	<u>429,500</u>	<u>550,400</u>
	<u>681,496</u>	<u>717,200</u>	<u>872,400</u>
TOTAL	<u>681,496</u>	<u>717,200</u>	<u>872,400</u>

DETAIL OF POSITIONS

Administrative Assistant	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	1.900	1.900	1.900
Principal Office Assistant	0.300	0.300	0.600
	<u>3.350</u>	<u>3.350</u>	<u>3.350</u>
TOTAL	<u>3.350</u>	<u>3.350</u>	<u>3.350</u>

2021-2022 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

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.

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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	328,815	287,100	314,200
Overtime	17	500	1,200
Benefits	127,480	120,500	144,400
Vehicle Charges	16,202	15,200	15,200
Professional Services	4,554	100	10,900
Special Events	49,217	53,500	96,000
Travel & Meeting Expense	30	100	1,200
Training	8,442	7,000	42,400
Dues & Subscriptions	0	200	500
Admin & Overhead	76,100	77,500	100,100
Health Insurance Program - ISF	9,438,804	9,914,400	11,021,700
Unemployment Charges - ISF	70,017	100,000	70,000
Workers Comp Program - ISF	3,170,723	2,919,500	3,883,000
Retirement Contribution - ISF	11,756,218	14,312,800	17,271,000
Deferred Compensation - ISF	703,977	794,400	914,700
Compensated Future Absences	0	0	30,000
Capital Outlays - Computers	0	16,000	60,000
	<u>25,750,596</u>	<u>28,618,800</u>	<u>33,976,500</u>
TOTAL EMPLOYEE BENEFITS	<u>25,750,596</u>	<u>28,618,800</u>	<u>33,976,500</u>

SOURCES OF FUNDING

Employee Benefit Charges	<u>25,750,596</u>	<u>28,618,800</u>	<u>33,976,500</u>
TOTAL	<u>25,750,596</u>	<u>28,618,800</u>	<u>33,976,500</u>

DETAIL OF POSITIONS

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

2021-2022 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.
- Compliance with COVID-19 related health and safety requirements.

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 including COVID-19 related updates.
- 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.
- Continue required protocol to reduce or eliminate the spread of COVID-19 at City workplaces.

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 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	152,300	142,400	161,700
Overtime	17	500	1,200
Benefits	70,045	65,700	83,400
Vehicle Charges	6,183	6,200	6,200
Supplies - Safety	3,681	3,700	6,000
Travel & Meeting Expense	1,897	100	4,400
Training	18,943	18,000	20,500
Dues & Subscriptions	250	1,100	1,000
Admin & Overhead	47,300	47,700	96,500
Liability Insurance	<u>2,301,713</u>	<u>2,711,300</u>	<u>3,742,700</u>
TOTAL LIABILITY & PROPERTY INSURANCE	<u><u>2,602,329</u></u>	<u><u>2,996,700</u></u>	<u><u>4,123,600</u></u>

SOURCES OF FUNDING

Liability and Property Charges	<u>2,602,329</u>	<u>2,996,700</u>	<u>4,123,600</u>
TOTAL	<u><u>2,602,329</u></u>	<u><u>2,996,700</u></u>	<u><u>4,123,600</u></u>

DETAIL OF POSITIONS

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

2021-2022 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.
- Analyze long-term facility repair needs.

Five-Year Outlook

Increasing facility operational costs will necessitate additional efforts to ensure that City facilities are operating as efficiently as possible. Due to COVID-19 state/county requirements, Facilities Maintenance will continue to perform duties outside the normal realm of practice to ensure staff and community safety. Staff will continue to rethink their approach to solving simple problems due to social distancing requirements. 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 45 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	662,322	690,700	714,700
Overtime	1,444	4,000	7,000
Extra Help	20,262	0	0
Benefits	288,443	311,100	334,600
Vehicle Charges	82,402	87,400	89,400
Communications	6,175	7,100	7,100
Professional Services	168,942	205,200	198,700
Repairs & Maintenance	1,174,388	1,307,700	1,448,200
Building & Equipment Rental	1,671	2,000	2,500
Materials & Supplies	70,793	232,900	75,200
Supplies - Safety	9,031	22,000	22,000
Supplies - Shop	7,317	8,000	12,400
Travel & Meeting Expense	0	0	1,800
Training	25,796	500	3,500
Dues & Subscriptions	130	1,000	1,000
Admin & Overhead	52,616	52,700	78,700
Debt Service	1,951,881	1,958,700	1,637,000
Lease Purchases	129,785	135,100	141,000
Capital Outlays - Public Works	13,406	5,000	5,000
Capital Outlays - Miscellaneous	30,000	50,200	0
Capital Outlays - Government Facilities	81,456	37,000	37,000
TOTAL FACILITIES MAINTENANCE	4,778,260	5,118,300	4,816,800

SOURCES OF FUNDING

Rents & Concessions	42,416	43,000	43,000
Federal Grants	1,798	0	0
Facility Reimb - County	37,879	38,000	38,000
Miscellaneous Income	3,184	0	0
General Services Charges	4,692,983	5,037,300	4,735,800
TOTAL	4,778,260	5,118,300	4,816,800

DETAIL OF POSITIONS

Administrative Assistant	0.500	0.500	0.500
Assistant Building Technician	3.000	3.000	3.000
Building Maintenance Leadworker	1.000	1.000	1.000
Building Maintenance Worker	1.000	1.000	1.000
Department Support Manager	0.600	0.600	0.600
Facilities Maintenance Supervisor	1.000	1.000	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

2021-2022 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).
- 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.

Due to current impact of the COVID-19 pandemic, the City is faced with unknown costs due to changes in state and county guidelines. COVID-19 created a unique environment within the purchasing section, requiring creative solutions to continue to provide cost effective/best value goods and services to City Departments.

General Services Department	Department Support Section 33400
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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	121,784	129,700	135,700
Overtime	0	800	800
Overtime	13,508	0	10,000
Benefits	43,979	48,000	54,600
Vehicle Charges	4,074	4,100	4,100
Energy	945,643	1,005,500	1,201,800
Professional Services	63,200	66,000	84,000
Repairs & Maintenance	34,348	79,000	79,000
Office Supplies	341,578	472,000	505,000
Materials & Supplies	4,827	5,100	9,500
Travel & Meeting Expense	10	0	2,000
Training	1,482	0	3,000
Dues & Subscriptions	130	1,300	1,300
Admin & Overhead	227,700	237,500	273,900
Debt Service	525,594	472,200	1,126,000
Lease Purchases	528,116	502,700	392,000
Capital Outlays - Office Equip/Furn	29,467	145,000	325,500
Capital Outlays - Public Works	484,594	0	0
Capital Outlays - Fire Equip	0	0	850,000
TOTAL DEPARTMENT SUPPORT	<u>3,370,034</u>	<u>3,168,900</u>	<u>5,058,200</u>

SOURCES OF FUNDING

Interfund Charges	3,338,306	3,168,900	5,058,200
Miscellaneous Income	<u>31,728</u>	<u>0</u>	<u>0</u>
TOTAL	<u>3,370,034</u>	<u>3,168,900</u>	<u>5,058,200</u>

DETAIL OF POSITIONS

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

2021-2022 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 older adult 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 Older Adult program for citizens 50 and better 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.
- Re-establish programs and activities after suspending virtually all in-person classes and services due to the COVID-19 pandemic.
- 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.
- Resume the participation of volunteers and service groups to increase the delivery of program services.
- Evaluate new potential programs for their ability to be financially self-supporting and popularity.
- 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

In FY 2020-2021, the Clovis Senior Activity Center was essentially shuttered due to the coronavirus pandemic. All in-person programs were suspended. As restrictions begin to be relaxed, the focus will be on the resumption of classes and renewing connections with our older adult community. Safety of staff and participants will remain a priority and will most certainly impact programs, services, and accessibility to the facility.

Concurrently, staff will be conducting program development for the new Senior Activity Center which is expected to be completed in 2022. 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 provide opportunities for 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	161,234	160,600	173,200
Overtime	141	0	0
Extra Help	144,750	23,000	125,000
Benefits	110,505	87,900	132,100
Professional Services	28,909	8,100	32,600
Office Supplies	15,941	2,500	21,500
Travel & Meeting Expense	3,279	0	5,000
Training	10,903	9,000	300
Dues & Subscriptions	0	300	800
Admin & Overhead	163,100	151,900	715,000
	<u>163,100</u>	<u>151,900</u>	<u>715,000</u>
TOTAL SENIOR SERVICES	<u><u>638,762</u></u>	<u><u>443,300</u></u>	<u><u>1,205,500</u></u>

SOURCES OF FUNDING

Rents and Concessions	25,793	1,200	35,000
State Grants	16,000	0	0
Federal Grants	10,493	25,500	0
User Fees	48,618	7,600	52,000
Senior Service Charges	49,350	2,300	35,000
Miscellaneous Income	4,675	2,500	7,000
Use of Discretionary Funds	<u>483,833</u>	<u>404,200</u>	<u>1,076,500</u>
	<u>483,833</u>	<u>404,200</u>	<u>1,076,500</u>
TOTAL	<u><u>638,762</u></u>	<u><u>443,300</u></u>	<u><u>1,205,500</u></u>

DETAIL OF POSITIONS

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

2021-2022 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

- Re-establish programs and activities that were suspended due to the COVID-19 pandemic.
- Re-establish 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.
- Continue to maximize all available space at the existing Recreation Center for community programs and revenue generation.

Five-Year Outlook

Adherence to current COVID-19 restrictions will be a priority as staff plans for re-introduction of programs, future programs and growth. As the City grows, the demands for community recreation and leisure activities will continue to increase. The virus poses a significant challenge to recreation programs, requiring creative solutions to continue to provide meaningful experiences for the community. 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 evaluate and 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 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	209,987	207,200	223,400
Overtime	3,668	3,500	4,500
Extra Help	153,755	91,700	194,500
Benefits	125,335	122,100	164,100
Vehicle Charges	23,432	22,100	22,800
Communications	834	900	1,200
Professional Services	78,805	17,500	108,500
Repairs & Maintenance	554	100	1,000
Office Supplies	3,203	2,000	5,500
Travel & Meeting Expense	2,984	0	3,500
Training	553	0	14,000
Dues & Subscriptions	1,844	2,300	2,500
Admin & Overhead	164,800	162,700	180,900
Capital Outlays - Public Works	8,809	4,500	10,000
Capital Outlays - Miscellaneous	14,017	6,000	14,500
	<u>792,580</u>	<u>642,600</u>	<u>950,900</u>
TOTAL RECREATION	<u>792,580</u>	<u>642,600</u>	<u>950,900</u>

SOURCES OF FUNDING

Federal Grants	5,765	5,300	0
User Fees	228,831	50,000	271,500
Taxable Sales	893	500	500
Miscellaneous Income	89	4,300	0
Use of Discretionary Funds	<u>557,002</u>	<u>582,500</u>	<u>678,900</u>
TOTAL	<u>792,580</u>	<u>642,600</u>	<u>950,900</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>

2021-2022 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:

- Maintain current service levels despite ridership sharply declining due to the COVID-19 pandemic, and continue to provide a safe transportation environment for passengers and employees through enhanced cleaning protocols.
- 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.
- Continue to maximize features and upgrades of the Roundup dispatch software and mobile terminals to improve efficiency on Roundup service.
- Advertise and promote the emergency registration system for people who would require transportation during an emergency evacuation.
- Plan for the opening of the new transit hub facility that will be located within the Landmark Square project including routing of Clovis, FAX, and Fresno County Rural Transit Agency buses to the site.
- 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 evaluate data provided by the on-going pilot project of two small zero-emission battery electric shuttle buses in relation to the California Air Resources Board requirement to convert to a zero-emission bus fleet.

Five-Year Outlook

The COVID-19 virus has significantly impacted transit ridership at a time when the number of passengers had started to increase. The emphasis is on continuing to provide a safe transportation option for the community through enhanced cleaning, security, and efficient operations. 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. 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	1,438,896	1,569,700	1,758,000
Overtime	53,473	45,500	67,500
Extra Help	969,244	904,000	1,025,000
Benefits	1,088,999	1,137,200	1,300,900
Vehicle Charges	1,014,514	997,800	1,032,700
Communications	60,450	90,000	90,000
Professional Services	403,644	428,900	505,400
Materials & Supplies	26,778	34,300	30,000
Travel & Meeting Expense	6,782	600	15,000
Training	0	4,800	6,000
Dues & Subscriptions	0	1,200	1,200
Admin & Overhead	974,500	1,020,000	1,225,600
Capital Outlays - Office Equip/Furn	413,038	238,400	413,000
TOTAL TRANSIT	6,450,318	6,472,400	7,470,300

SOURCES OF FUNDING

Rents & Concessions	48,810	39,000	49,000
Taxes	1,519,787	1,655,000	1,689,000
Transit Fares	141,098	8,000	0
State Grants	20,000	366,400	121,000
Local Transportation	4,720,516	4,404,000	5,611,300
Miscellaneous Income	107	0	0
TOTAL	6,450,318	6,472,400	7,470,300

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	4.000	4.000
Management Analyst	1.000	2.000	2.000
Principal Office Assistant	1.000	1.000	1.000
Public Affairs & Information Manager	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	27.425	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 2021-2022

- Provide support to other operating departments.
- Enhance training for key departmental personnel.
- Obtain long-term financing as needed.
- Refund existing bonds as appropriate.
- Select and begin implementation of a 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.
- 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>2019-2020 (actual)</u>	<u>2020-2021 (estimated)</u>	<u>2021-2022 (proposed)</u>
City Rate of Return	1.91%	1.02%	0.11%
Greater than 120% of Treasury rate	164%	1238%	120%

- 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	\$25.58	\$26.44	\$27.88
Discretionary revenue used per capita	\$2.15	\$3.33	\$4.20

FINANCE

DEPARTMENT SUMMARY

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET BY ACTIVITY			
Administration	<u>3,049,000</u>	<u>3,221,000</u>	<u>3,463,900</u>
TOTAL ALL ACTIVITIES	<u><u>3,049,000</u></u>	<u><u>3,221,000</u></u>	<u><u>3,463,900</u></u>
BUDGET BY FUND			
General Fund	<u>3,049,000</u>	<u>3,221,000</u>	<u>3,463,900</u>
TOTAL ALL FUNDS	<u><u>3,049,000</u></u>	<u><u>3,221,000</u></u>	<u><u>3,463,900</u></u>

2021-2022 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.
- Select and begin implementation of a new ERP system for the City.
- Finalize the upgrade to the Paymentus online utility billing portal.
- Use temporary staffing and volunteers to remain current on all financial activities.

Five-Year Outlook

This 2021-2022 budget is considered a recovery budget. The City has been resilient and will continue to recover from the coronavirus pandemic. New building construction continues to move in a positive direction. For the 2021-2022 year, we expect normal non-residential building construction and an overall increase in residential building construction. Purchases for automobiles and housing related goods continue to improve and we expect a moderate increase in sales tax revenues. Overall property tax revenues should reflect the prior year's assessed value increase along with an inflation factor not to exceed 2%. Individual properties continue to show signs of an upward trend. Revenue and expenditure monitoring continues to be a high priority including the continuous review of financial trends in City-associated businesses. Finance activity will continue to include servicing new and existing utility accounts, business licenses, accounts payable, payroll, and investments. Finance will continue to be integrally involved in the long-term financing, as necessary, for the City's capital needs. The Finance Department will also assist in monitoring capital projects and the various assessment districts within the City. Revenue enhancements will be a top priority.

Finance Department	Administration Section 35100
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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	1,707,201	1,790,900	1,871,900
Overtime	8,942	7,000	14,000
Extra Help	39,349	44,600	50,000
Benefits	689,641	767,500	842,300
Vehicle Charges	24,780	24,800	24,800
Professional Services	140,510	150,500	165,800
Office Supplies	2,181	2,800	2,800
Materials & Supplies	1,354	600	0
Travel & Meeting Expense	0	800	8,000
Training	22,593	15,000	20,000
Dues & Subscriptions	1,749	1,900	1,900
Admin & Overhead	410,700	414,600	462,400
TOTAL FINANCE ADMINISTRATION	3,049,000	3,221,000	3,463,900

SOURCES OF FUNDING

Licenses	71,000	71,000	71,000
Annexation Processing Fee	45,000	45,000	30,000
Capital Development - Streets	60,000	60,000	60,000
User Fees	195,295	190,000	192,000
Interfund Charges	2,400,060	2,435,000	2,574,000
Miscellaneous Income	21,101	15,000	15,000
Use of Discretionary Funds	256,544	405,000	521,900
TOTAL	3,049,000	3,221,000	3,463,900

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 Building Division is tasked with providing minimum standards for the community that safeguard health, property, and public welfare by regulating the design, construction, quality of materials, use occupancy, accessibility, location, and maintenance of all buildings and structures within the City.

Engineering Division

Sections 74500-74550

The mission of the Engineering Division is to provide the City of Clovis with professional engineering services that ensure short and long-range plans 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 and efficient delivery of the City's Community Investment projects, 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	2019-2020 Actual - \$10,599,944 Population 116,600	2020-2021 Estimate \$11,984,000 Population 119,200	2021-2022 Budget \$14,400,700 Population 121,800
Total cost/per capita served:	\$91	\$101	\$118
Discretionary funds (\$300,000)/per capita served:	\$2.57	\$2.51	\$2.46

PLANNING AND DEVELOPMENT SERVICES DEPARTMENT SUMMARY

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET BY ACTIVITY			
Planning	2,407,723	3,398,100	4,612,400
Building	2,590,001	2,870,700	3,200,600
Engineering	<u>5,602,219</u>	<u>5,715,200</u>	<u>6,587,700</u>
TOTAL ALL ACTIVITIES	<u><u>10,599,943</u></u>	<u><u>11,984,000</u></u>	<u><u>14,400,700</u></u>
BUDGET BY FUND			
Planning & Development Services Fund	<u>10,599,943</u>	<u>11,984,000</u>	<u>14,400,700</u>
TOTAL ALL FUNDS	<u><u>10,599,943</u></u>	<u><u>11,984,000</u></u>	<u><u>14,400,700</u></u>

Planning Division Goals 2021-2022

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 2021-2022 include:

- Provide accurate information to the public regarding land development.
- Implement 2014 General Plan policies and General Plan EIR mitigation measures in conjunction with development proposals.
- Commence the process to update the 2014 General Plan.
- Implement programs related to the Housing Element.
- Implement the Central Clovis Specific Plan.
- Implement the Heritage Grove Master Plan Community Design Guidelines.
- Implement the Loma Vista Master Plan.
- Provide for the logical growth of the City through the initial processing and submittal of applications to amend sphere of influence and expand the City boundaries through annexation. 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.
- Establish a general plan update strategy including scope, consultant selection, advisory committee, etc.
- Implement the Central Clovis Specific Plan by creating pedestrian/bike facilities and continue creating opportunity for alley cottage homes.
- Implement 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.
- Provide high quality, non-funded citizen services.
- Provide code enforcement support for the Police Department.
- Evaluate existing specific plans and master plans, and retire those that are out-of-date or no longer meet the City's goals and objectives.
- Develop and publish materials for the public to provide information and increase transparency with regard to entitlement processes and related topics.

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>2019-2020</u> <u>(Actual)</u>	<u>2020-2021</u> <u>(Estimated)</u>	<u>2021-2022</u> <u>(Goal)</u>
Applications processed to Planning Commission within target time	84%	85%	80%
Applications processed to City Council within target time	82%	70%	80%
Site Plan Reviews processed within target time	70%	85%	75%

Data summarizing activity within the Planning Division is provided below:

<u>Criteria</u>	<u>Estimated 2020-2021 Activity</u>
Planning Commission Meetings Conducted	11 Meetings
Applications Considered by the Planning Commission	32 Applications
City Council Meetings Where Items Were Considered	20 Meetings
Applications Considered by the City Council	46 Applications
Neighborhood/Community Meetings Attended	8 Meetings

Five-Year Outlook

New residential subdivision activity continued to be slow during the current fiscal year. After three applications were received in FY 2019-2020, just five tentative tract map applications have been submitted in FY 2020-2021 through mid-April. These totals compare with 10 maps submitted in 2018-2019, and 13 the year prior. The development community has cited the uncertainty created by the implementation of VMT (Vehicle Miles Traveled) requirements under the California Environmental Quality Act as a major factor in slowing the submittal of new maps. Some builders have also noted that the limited availability of residential land for sale is also proving to be a constraint.

While traditional subdivision activity is down, interest in large-scale development continues to be strong. Significant staff time over the next year and beyond is expected to be dedicated to a handful of major projects that have been initiated (or are in the process of being initiated) by area property owners and/or developers. Major projects include the Shepherd North Sphere of Influence (SOI) Expansion; the Home Place Master Plan and Annexation Project in Loma Vista; a new master plan and annexation project by the Ricchiuti family in Heritage Grove; and a master plan and rezoning project in the Northeast Urban Center southeast of SR 168.

In addition to the applications submitted by the development community, the Planning Division is also beginning work on City-led initiatives that will facilitate compliance with state laws and lay the groundwork for future development and growth of the City. Projects already underway include a VMT update to General Plan and the preparation of the City's Sixth Cycle Housing Element. The VMT update is expected to be completed during FY 2021-2022 and will amend the 2014 General Plan Circulation Element and complete a Supplemental Program EIR to address VMT requirements. The adoption of the Sixth Cycle Housing Element will occur in FY 2023-2024 and is required to achieve conformance with state Housing Law. In addition to these two projects, the Planning Division also expects to commence an overall update to the General Plan in FY 2021-2022, a process that generally takes 2 to 3 years or longer to complete.

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. The Planning Division's work program will combine developer-initiated applications with a series of long-term programs that will help the City facilitate development. Examples of such programs, in addition to those described above, include reconciling general plan and zoning conflicts, retiring outdated specific plans, and updating parks master plans.

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET DETAIL			
Salaries - Regular	930,144	959,700	1,046,800
Overtime	3,938	5,100	3,000
Extra Help	134,045	60,000	30,000
Benefits	364,174	370,600	450,700
Vehicle Charges	28,871	28,200	27,500
Communications	5,372	3,000	3,000
Professional Services	342,502	1,278,200	2,227,000
Special Events	1,239	5,000	2,000
Office Supplies	1,422	2,000	2,000
Materials & Supplies	122	0	0
Travel & Meeting Expense	10,828	4,500	23,000
Training	0	5,300	3,000
Dues & Subscriptions	4,518	4,500	6,000
Admin & Overhead	578,200	665,000	757,400
Capital Outlays - Office Equip/Furn	969	5,000	29,000
Capital Outlays - Computers	1,379	2,000	2,000
TOTAL PLANNING	2,407,723	3,398,100	4,612,400

SOURCES OF FUNDING			
State Grants	0	612,000	150,000
User Fees	2,346,723	2,750,100	4,441,400
Interfund Charges	46,000	17,000	5,000
Miscellaneous Income	0	4,000	1,000
Use of Discretionary Funds	15,000	15,000	15,000
TOTAL	2,407,723	3,398,100	4,612,400

DETAIL OF POSITIONS			
Administrative Assistant	0.40	-	-
Assistant/Associate Planner	2.00	2.00	3.00
Assistant Dir of Planning & Development Serv	0.40	0.40	-
Business Workflow Analyst	-	-	0.30
Business Workflow Specialist	-	-	0.30
City Planner	1.00	1.00	1.00
Deputy City Planner	1.00	1.00	-
Dir of Planning & Development Services	0.40	0.40	0.40
Geographic Information Systems Analyst	0.30	0.30	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	2.00
Principal Office Assistant	0.70	0.80	0.80
Public Affairs & Information Manager	0.10	0.10	0.10
Senior Planner	1.00	1.00	2.00
TOTAL	9.25	8.95	11.15

Building Division Goals 2021-2022

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 2021-2022 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. July 2020 saw the launch of full residential on-line service through our portal. We are working to launch the commercial version in 2021. Our-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.

	2019-2020 (Actual)	2020-2021 (Estimated)	2021-2022 (Goal)
Hours of Training	29.8 hrs./ person	30 hrs./person	32 hrs./person
Building permit plan checks processed within target time	90%	95%	95%
Inspections Performed within target time	90%	95%	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 has resumed to a historical volume. 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. The 2019-2020 cycle had \$82 million in commercial valuation. Due to the COVID-19 pandemic, we are expecting the 2020-2021 calendar year to move closer to the \$45 million commercial valuation average. The same for 2021-2022.

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 produced 1,112 units, and 2020-2021 will close out with approximately 1,100 units.

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET DETAIL			
Salaries - Regular	1,204,247	1,265,300	1,369,400
Overtime	54,965	6,300	13,000
Extra Help	136,264	111,000	140,000
Benefits	588,651	619,600	736,400
Vehicle Charges	49,558	53,900	56,900
Communications	9,288	15,000	16,000
Professional Services	116,626	350,000	277,000
Special Events	881	2,000	2,000
Office Supplies	4,772	4,000	4,000
Materials & Supplies	902	500	0
Supplies - Shop	0	1,000	1,000
Travel & Meeting Expense	16,213	12,000	35,000
Training	3,648	3,800	14,000
Dues & Subscriptions	9,088	7,300	7,000
Admin & Overhead	392,100	411,900	479,900
Liability Insurance Prog - ISF	0	1,000	1,000
Capital Outlays - Office Equip/Furn	0	5,000	48,000
Capital Outlay - Computers	2,798	1,100	0
	<u>2,590,001</u>	<u>2,870,700</u>	<u>3,200,600</u>
TOTAL BUILDING	<u>2,590,001</u>	<u>2,870,700</u>	<u>3,200,600</u>

SOURCES OF FUNDING

User Fees	2,563,271	2,862,200	3,193,600
Miscellaneous Income	26,730	8,500	7,000
Use of Discretionary Funds	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	<u>2,590,001</u>	<u>2,870,700</u>	<u>3,200,600</u>

DETAIL OF POSITIONS

Administrative Assistant	0.30	-	-
Assistant Dir of Planning & Development Serv	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	-	0.40
Business Workflow Specialist	1.00	2.00	0.40
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	2.00	2.00	2.00
Plans Examiner	3.00	3.00	4.00
Principal Office Assistant	0.60	0.60	0.60
	<u>16.30</u>	<u>16.00</u>	<u>15.50</u>
TOTAL	<u>16.30</u>	<u>16.00</u>	<u>15.50</u>

Engineering Division Goals 2021-2022

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 goals for 2021-2022 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.

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.

	2019-2020 (Actual)	2020-2021 (Estimated)	2021-2022 (Goal)
Completion of CIP projects on schedule	72%	70%	85%
Development Plan Check First submittal	57%	75%	85%
Development Plan Check subsequent submittals	75%	80%	90%
Traffic Studies Up-to-date	N/A (new measure)	100%	100%
Training (percent of staff receiving training)	N/A (new measure)	54%	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. The development community has indicated its operation could be hampered by the uncertainty created by the implementation of VMT (Vehicle Miles Traveled) under CEQA. At the same time, there is high demand for housing. If a sustained slow down occurs, engineering staff can be reassigned to capital projects.

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET DETAIL			
Salaries - Regular	2,902,066	2,929,700	3,297,000
Overtime	81,407	62,200	61,000
Extra Help	83,475	23,000	24,000
Benefits	1,253,640	1,311,300	1,569,400
Vehicle Charges	122,480	135,200	138,600
Communications	31,018	33,000	33,000
Professional Services	47,362	76,500	39,000
Special Events	1,561	5,000	5,000
Office Supplies	5,244	10,000	10,000
Materials & Supplies	543	300	0
Supplies - Safety	440	6,000	6,000
Supplies - Shop	32	7,500	7,000
Travel & Meeting Expense	4,390	2,000	11,000
Training	26,246	36,400	38,000
Dues & Subscriptions	3,354	14,500	14,000
Admin & Overhead	1,034,000	1,038,100	1,234,700
Capital Outlays - Office Equip/Furn	0	10,000	89,000
Capital Outlays - Computers	4,961	9,500	6,000
Capital Outlays - Public Utilities	0	5,000	5,000
TOTAL ENGINEERING	5,602,219	5,715,200	6,587,700
SOURCES OF FUNDING			
Taxes	10,000	10,000	10,000
State Grants	14,730	18,000	17,000
User Fees	5,271,480	5,387,200	6,160,700
Miscellaneous Income	21,009	15,000	115,000
Use of Discretionary Funds	285,000	285,000	285,000
TOTAL	5,602,219	5,715,200	6,587,700
DETAIL OF POSITIONS			
Administrative Assistant	0.30	-	-
Assistant Dir of Planning & Development Serv	0.30	0.30	-
Business Workflow Analyst	-	-	0.30
Business Workflow Specialist	-	-	0.30
City Engineer	1.00	1.00	1.00
City Surveyor	-	-	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	3.00
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	2.00	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	2.00	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	0.60
Supervising Civil Engineer	2.00	2.00	2.00
TOTAL	30.45	30.05	32.35

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. 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, UAV, 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, robberies, property crimes, 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, narcotics trafficking, human trafficking, prostitution, and pimping. 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. 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.

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.

2021-2022 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>2019-2020 (actual)</u>	<u>2020-2021 (actual)</u>	<u>2021-2022 (estimated)</u>
Priority I Average Response Times	4.41 Min	4.59 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>2019-2020 (actual)</u>	<u>2020-2021 (actual)</u>	<u>2021-2022 (goal)</u>
Citizen Surveys (Above Average or Excellent)	95%	94%	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>2020 (actual)</u>	<u>2021 (estimated)</u>	<u>2022 (proposed)</u>
Clovis	606	628	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>2021-2022 Budget (per capita)</u>	<u>2021-2022 (discretionary funding)</u>	<u>Officers per 1,000 Residents</u>
\$361 per resident	\$330 per resident	.87

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POLICE DEPARTMENT SUMMARY

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET BY ACTIVITY			
Patrol	21,439,717	21,801,800	24,094,100
Communications	2,950,855	3,139,200	3,573,700
Investigations	4,270,420	4,586,500	5,229,300
Youth Services	690,036	648,300	736,000
Support Services	3,680,057	4,055,400	4,230,000
Administration	3,103,249	3,732,600	4,060,600
Animal Shelter	<u>1,870,387</u>	<u>1,947,900</u>	<u>2,032,100</u>
TOTAL ALL ACTIVITIES	<u><u>38,004,721</u></u>	<u><u>39,911,700</u></u>	<u><u>43,955,800</u></u>
BUDGET BY FUND			
General Fund	<u>38,004,721</u>	<u>39,911,700</u>	<u>43,955,800</u>
TOTAL ALL FUNDS	<u><u>38,004,721</u></u>	<u><u>39,911,700</u></u>	<u><u>43,955,800</u></u>

2021-2022 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.
- Initiate our Drone First Responder (DFR) program to support patrol operations.
- Receive approval through the FAA to operate our DFR Program BVLOS.
- Address all quality of life opportunities to maintain a healthy community.

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.
- Continue progress toward authorization for our DFR Program to operate Beyond Visual Line of Sight.
- Actively engage in solving quality of life issues within the community.

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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	10,016,463	10,029,300	10,704,600
Overtime	1,134,007	1,098,700	1,092,200
Extra Help	214,900	235,000	341,000
Benefits	6,824,206	7,302,600	8,306,500
Vehicle Charges	1,365	0	0
Communications	113,362	98,000	93,000
Professional Services	468,856	432,400	389,000
Repairs & Maintenance	3,975	9,500	3,600
Office Supplies	127,951	130,400	108,500
Supplies - Safety	66,434	42,700	41,000
Travel & Meeting Expense	21,881	23,000	26,000
Training	115,827	82,700	154,700
Dues & Subscriptions	4,658	5,600	5,600
Admin & Overhead	2,228,600	2,052,700	2,547,500
Capital Outlays - Computers	0	5,000	5,000
Capital Outlays - Police Equipment	91,754	249,200	270,900
Capital Outlays - Communications	5,478	5,000	5,000
TOTAL PATROL	21,439,717	21,801,800	24,094,100

SOURCES OF FUNDING

Taxes	1,713,890	1,728,000	1,945,000
Other Permits	11,500	0	12,000
Fines & Fees	179,004	160,000	175,000
State Grants	378,347	319,000	305,000
Federal Grants	0	150,000	0
Program Participation	46,150	27,000	23,000
Mandated Claims	608,299	437,000	444,000
Planning & Processing Fees	7,664	12,000	12,000
User Fees	87,267	80,000	60,000
Miscellaneous Income	7,643	10,000	10,000
Use of Discretionary Funds	18,399,953	18,878,800	21,108,100
TOTAL	21,439,717	21,801,800	24,094,100

DETAIL OF POSITIONS

Community Service Officer	12.00	12.00	11.00
Deputy Police Chief	1.00	1.00	-
Police Captain	5.00	5.00	3.00
Police Corporal	12.00	12.00	13.00
Police Lieutenant	2.00	2.00	4.00
Police Officer/Recruit	63.00	63.00	61.00
Police Sergeant	10.00	10.00	6.00
TOTAL	105.00	105.00	98.00

2021-2022 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, state, 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	1,488,409	1,513,600	1,660,000
Overtime	270,135	270,700	273,700
Extra Help	462	0	200
Benefits	782,497	870,100	992,500
Communications	72,772	154,600	48,200
Professional Services	30,109	28,300	28,300
Repairs & Maintenance	11,565	25,000	18,500
Office Supplies	8,997	9,000	9,000
Materials & Supplies	5,728	1,000	1,000
Travel & Meeting Expense	1,763	0	2,400
Training	2,646	2,000	13,000
Dues & Subscriptions	567	300	1,300
Admin & Overhead	275,100	264,600	525,600
Capital Outlays - Communications	105	0	0
TOTAL COMMUNICATION	2,950,855	3,139,200	3,573,700

SOURCES OF FUNDING

Federal Grants	5,513	0	0
Use of Discretionary Funds	2,945,342	3,139,200	3,573,700
TOTAL	2,950,855	3,139,200	3,573,700

DETAIL OF POSITIONS

Lead Public Safety Dispatcher	4.00	4.00	4.00
Public Safety Dispatcher/PSO	18.00	18.00	18.00
TOTAL	22.00	22.00	22.00

2021-2022 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 District Attorney's Office, U.S. Marshal's Service, the A.T.F., the F.B.I. and allied units such as MAGEC and ACT to track, arrest, and prosecute 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 and EDD thefts continue to be two 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	2,127,776	2,233,500	2,498,100
Overtime	227,337	241,700	176,000
Extra Help	39,965	40,000	40,000
Benefits	1,392,391	1,594,400	1,917,800
Vehicle Charges	6,060	6,100	6,100
Communications	29,051	23,000	23,000
Professional Services	118,375	111,300	131,600
Materials & Supplies	2,819	4,500	4,500
Supplies - Police	9,811	10,000	10,000
Supplies - Safety	4,562	5,000	5,000
Travel & Meeting Expense	7,201	2,300	13,800
Training	5,860	14,000	21,000
Dues & Subscriptions	1,641	2,200	2,200
Admin & Overhead	296,600	296,500	378,200
Capital Outlays - Police Equipment	971	2,000	2,000
TOTAL INVESTIGATIONS	4,270,420	4,586,500	5,229,300

SOURCES OF FUNDING

Federal Grants	61,874	30,000	0
User Fees	0	5,000	5,000
Miscellaneous Income	1,011	0	0
Use of Discretionary Funds	4,207,535	4,551,500	5,224,300
TOTAL	4,270,420	4,586,500	5,229,300

DETAIL OF POSITIONS

Community Service Officer	1.00	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	2.00	2.00	2.00
Police Officer/Recruit	12.00	12.00	14.00
Police Sergeant	2.00	2.00	2.00
Public Safety Dispatcher/PSO	1.00	1.00	1.00
TOTAL	21.00	20.00	22.00

2021-2022 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	287,913	236,400	284,700
Overtime	14,289	29,600	29,500
Extra Help	73,847	80,000	80,000
Benefits	158,042	161,400	184,200
Vehicle Charges	6,060	6,100	6,100
Communications	1,919	2,000	2,000
Professional Services	12,274	11,600	11,100
Office Supplies	1,565	0	1,800
Materials & Supplies	5,832	3,000	3,000
Supplies - Police	539	1,500	2,000
Supplies - Shop	14,717	10,100	10,000
Travel & Meeting Expense	2,039	2,200	2,700
Training	3,771	2,500	5,000
Dues & Subscriptions	294	1,100	1,100
Admin & Overhead	91,900	92,800	104,800
Capital Outlays - Computers	15,035	8,000	8,000
TOTAL YOUTH SERVICES	690,036	648,300	736,000

SOURCES OF FUNDING

Miscellaneous Income	10	0	0
Use of Discretionary Funds	690,026	648,300	736,000
TOTAL	690,036	648,300	736,000

DETAIL OF POSITIONS

Community Service Officer	2.00	2.00	1.00
Police Service Manager	1.00	1.00	1.00
Staff Analyst	-	-	1.00
TOTAL	3.00	3.00	3.00

2021-2022 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 and continue to make 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 Neighborhood Services 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	712,440	917,600	1,078,000
Overtime	24,469	21,600	20,700
Extra Help	175,171	150,000	150,000
Benefits	360,447	450,400	531,600
Vehicle Charges	1,680,814	1,801,400	1,674,600
Communications	13,082	6,000	11,000
Professional Services	226,027	235,300	131,900
Repairs & Maintenance	46,325	51,200	44,200
Office Supplies	1,005	2,000	2,000
Materials & Supplies	8,420	3,900	3,900
Supplies - Police	84,473	99,800	94,000
Supplies - Safety	0	100	100
Travel & Meeting Expense	590	2,100	2,100
Training	3,543	6,000	17,000
Dues & Subscriptions	4,750	2,900	2,900
Admin & Overhead	261,700	235,100	308,000
Capital Outlays - Computers	76,801	70,000	158,000
	<u>3,680,057</u>	<u>4,055,400</u>	<u>4,230,000</u>
TOTAL SUPPORT SERVICES	<u>3,680,057</u>	<u>4,055,400</u>	<u>4,230,000</u>

SOURCES OF FUNDING

Other Permits	22,245	31,000	32,000
Mandated Claims	55,970	0	0
User Fees	73,739	68,000	58,000
Miscellaneous Income	8,743	28,000	28,000
Use of Discretionary Funds	<u>3,519,360</u>	<u>3,928,400</u>	<u>4,112,000</u>
TOTAL	<u>3,680,057</u>	<u>4,055,400</u>	<u>4,230,000</u>

DETAIL OF POSITIONS

Administrative Assistant	2.00	2.00	2.00
Crime Specialist	-	-	1.00
Principal Office Assistant	6.00	6.00	6.00
Property & Evidence Technician	2.00	1.00	1.00
Property & Evidence Supervisor	1.00	1.00	1.00
Records Supervisor	1.00	1.00	1.00
Senior Property/Evidence Technician	-	-	1.00
Systems Video Technician	2.00	2.00	2.00
TOTAL	<u>14.00</u>	<u>13.00</u>	<u>15.00</u>

2021-2022 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	401,408	556,900	634,500
Overtime	1,005,547	1,125,800	1,082,100
Benefits	303,168	551,000	736,600
Vehicle Charges	5,460	8,200	10,900
Communications	13,369	7,800	7,000
Professional Services	61,555	71,500	80,900
Materials & Supplies	12,493	7,000	7,000
Travel & Meeting Expense	8,125	14,000	16,000
Training	123,826	204,000	256,000
Dues & Subscriptions	4,053	4,200	4,500
Admin & Overhead	908,900	933,900	966,700
Capital Outlays - Police Equipment	255,345	248,300	258,400
TOTAL ADMINISTRATION	3,103,249	3,732,600	4,060,600

SOURCES OF FUNDING

State Grants	91,356	164,000	130,000
Federal Grants	129,176	138,700	142,000
Mandated Claims	0	126,300	130,000
User Fees	163,191	141,000	141,000
Miscellaneous Income	779	0	0
Use of Discretionary Funds	2,718,747	3,162,600	3,517,600
TOTAL	3,103,249	3,732,600	4,060,600

DETAIL OF POSITIONS

Administrative Assistant	2.00	2.00	-
Community Service Officer	-	1.00	1.00
Crime Analysis Supervisor	1.00	1.00	1.00
Crime Specialist	-	1.00	1.00
Management Analyst	-	1.00	1.00
Police Chief	1.00	1.00	1.00
Principal Office Assistant	-	-	1.00
TOTAL	4.00	7.00	6.00

2021-2022 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	608,130	686,600	721,100
Overtime	57,158	37,200	24,100
Extra Help	142,345	120,000	120,000
Benefits	278,654	325,100	359,400
Vehicle Charges	6,060	6,100	6,100
Communications	7,051	7,000	7,000
Professional Services	160,864	147,100	144,800
Repairs & Maintenance	4,026	2,400	2,400
Materials & Supplies	27,030	15,900	15,300
Supplies - Safety	74,078	75,100	74,500
Travel & Meeting Expense	3,399	0	1,000
Training	4,393	2,000	2,000
Dues & Subscriptions	1,699	1,600	1,500
Admin & Overhead	495,500	521,800	552,900
TOTAL ANIMAL SHELTER	1,870,387	1,947,900	2,032,100

SOURCES OF FUNDING

Licenses	64,571	80,000	80,000
Fines & Fees	6,749	10,000	10,000
Miscellaneous Income	1,786	3,000	3,000
Use of Discretionary Funds	1,797,281	1,854,900	1,939,100
TOTAL	1,870,387	1,947,900	2,032,100

DETAIL OF POSITIONS

Animal Control Officer	5.00	6.00	6.00
Community Service Officer	1.00	-	-
Principal Office Assistant	1.00	1.00	1.00
Staff Analyst	1.00	1.00	1.00
Supervisor of Animal Services	2.00	2.00	2.00
TOTAL	10.00	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. The department continues to promote sound planning, economic efficiency, and effective use of City resources while providing essential and valuable services.

Emergency Operations

Section 61000

The Emergency Operations Division 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. 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.

Community Risk Reduction

Section 62000

The Community Risk Reduction 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 Bureau 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

2021-2022 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 rebuilt Fire Station #2.
- Complete the construction, opening, and staffing for the new Fire Station #6 in the Loma Vista Area (south of Shaw/west of Leonard) by the Spring of 2022.
- Complete the design, construction, and opening of a 3,000 metal building to be located at the Training Center, which will serve as temporary housing for the Fire Station #2 crew for approximately one year while Fire Station #2 is demolished and rebuilt.
- Complete the design and bid for the demolition and rebuilding of Fire Station #2.
- 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>2019-2020 (actual)</u>	<u>2020-2021 (estimated)</u>	<u>2021-2022 (proposed)</u>
First Arrival, Total Response			
EMS in under 6:30	7:12	7:32	7:00
Fire in under 7:00	7:41	8:24	7:30
MVA/Rescue in under 7:00	7:13	7:08	7:15
ERF in under 10:30	10:27	10:42	10:30
Fires Contained to Room of Origin	63%	76%	75%
Total Number of Calls for Service	10,662	10,662	10,750
Total Number of EMS Calls	6,606	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 – 98%	333 of 336 – 99%	310 of 335 – 90%
Number of Children Receiving Life Safety Information	6,200	6,200	7,500
Complete Plan Checks within 10 days	90%	90%	90%

Fire Department Financial Benchmarks

Cost per Capita	\$132	\$133	\$143
Percentage of Discretionary Funds	89%	89%	89%
Total Injury Claim Costs	\$146,769	\$111,397	\$150,000
Total Fire Loss	\$2,371,527	\$2,403,523	\$1,900,000

FIRE DEPARTMENT SUMMARY

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET BY ACTIVITY			
Emergency Services	14,608,894	17,545,800	18,528,400
Life Safety and Enforcement	765,300	723,000	692,800
Emergency Preparedness	129,406	179,300	121,500
Fire Administration	<u>910,620</u>	<u>975,400</u>	<u>1,049,300</u>
TOTAL ALL ACTIVITIES	<u><u>16,414,220</u></u>	<u><u>19,423,500</u></u>	<u><u>20,392,000</u></u>
BUDGET BY FUND			
General Fund	<u>16,414,220</u>	<u>19,423,500</u>	<u>20,392,000</u>
TOTAL ALL FUNDS	<u><u>16,414,220</u></u>	<u><u>19,423,500</u></u>	<u><u>20,392,000</u></u>

2021-2022 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 turnout, 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, one minute and thirty seconds for turnout, 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 9-1-1 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 9-1-1 call, 90% of the time.
- Continue to save property and contents at a value greater than the Department's total annual budget.
- 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 their first due response districts.
- Ensure that personnel is 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 (CQI) 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. 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.

Fire Department	Emergency Services Section 61000		
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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET DETAIL			
Salaries - Regular	6,236,343	6,674,700	7,855,500
Overtime	1,374,135	2,902,600	1,505,000
Extra Help	21,405	40,000	28,000
Benefits	3,756,967	4,367,700	5,484,000
Vehicle Charges	747,670	816,500	850,000
Communications	18,447	23,000	20,000
Professional Services	389,012	468,500	501,500
Repairs & Maintenance	71,803	104,700	65,500
Special Events	5,917	2,000	2,000
Office Supplies	4,471	5,800	5,800
Materials & Supplies	69,802	72,400	33,500
Supplies - Safety	47,591	220,000	119,000
Supplies - Shop	1,495	1,500	1,500
Travel & Meeting Expense	9,159	30,000	29,500
Training	86,323	135,000	109,000
Dues & Subscriptions	1,499	2,900	3,000
Admin & Overhead	1,632,500	1,596,500	1,830,100
Capital Outlays - Fire Equipment	102,186	62,000	61,000
Capital Outlays - Communications	25,070	16,000	20,000
Capital Outlays - Vehicles	7,099	4,000	4,500
TOTAL EMERGENCY SERVICES	14,608,894	17,545,800	18,528,400

SOURCES OF FUNDING			
Taxes	684,851	704,000	715,000
State Grants	446,121	2,153,700	300,000
Federal Grants	0	332,000	1,330,000
Project Participation	38,053	42,000	42,000
User Fees	26,875	26,500	26,000
Miscellaneous Income	8,306	3,000	4,500
Use of Discretionary Funds	13,404,688	14,284,600	16,110,900
	14,608,894	17,545,800	18,528,400

DETAIL OF POSITIONS			
Battalion Chief	3.00	3.00	3.00
Deputy Fire Chief	1.00	1.00	1.00
Fire Captain	15.00	18.00	18.00
Fire Engineer	15.00	18.00	18.00
Firefighters	24.00	24.00	24.00
Training Officer (Captain)	1.00	1.00	2.00
TOTAL	59.00	65.00	66.00

2021-2022 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 of submission, 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 municipal code weed abatement standards.
- Continue to inspect all public occupancies at least every two years using on-duty crews and Fire Prevention staff.
- Present life safety messages through various forms of 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. The Department will 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET DETAIL			
Salaries - Regular	380,665	319,800	323,800
Overtime	51,141	62,300	48,500
Extra Help	15,937	35,000	24,000
Benefits	189,239	160,600	168,000
Vehicle Charges	6,660	37,500	6,100
Professional Services	37,345	25,100	33,000
Repairs & Maintenance	0	800	800
Office Supplies	4,304	3,300	3,500
Material & Supplies	518	1,000	1,000
Supplies - Police	0	500	500
Supplies - Safety	1,652	1,500	1,500
Supplies - Shop	122	500	500
Travel & Meeting Expense	4,386	3,000	6,000
Training	10,393	5,000	10,500
Dues & Subscriptions	1,545	4,500	5,500
Admin & Overhead	60,400	59,100	56,100
Capital Outlays - Vehicles	993	3,500	3,500
TOTAL LIFE SAFETY AND ENFORCEMENT	765,300	723,000	692,800

SOURCES OF FUNDING			
Other Permits	12,008	5,000	4,000
Planning & Processing Fees	182,521	125,000	125,000
User Fees	139,154	98,500	97,500
Miscellaneous Income	3,452	3,000	3,000
Use of Discretionary Funds	428,165	491,500	463,300
TOTAL	765,300	723,000	692,800

DETAIL OF POSITIONS			
Deputy Fire Marshall (Captain)	1.00	1.00	-
Fire & Life Safety Specialist	1.00	1.00	1.00
Fire Inspector I	1.00	1.00	1.00
Special Proj/Life Safety Enforce Mgr	1.00	1.00	1.00
TOTAL	4.00	4.00	3.00

2021-2022 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.

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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET DETAIL			
Overtime	31,099	36,500	37,500
Benefits	468	0	0
Professional Services	2,567	8,500	8,500
Repairs & Maintenance	8,753	3,500	3,500
Materials & Supplies	0	2,500	2,500
Supplies - Safety	1,272	8,000	6,000
Travel & Meeting Expense	970	4,500	7,500
Training	4,302	28,000	22,000
Dues & Subscriptions	685	500	500
Admin & Overhead	3,300	3,300	4,000
Capital Outlays - Fire Equip	74,194	82,500	28,000
Capital Outlays - Communications	296	0	0
Capital Outlays - Vehicles	1,500	1,500	1,500
TOTAL EMERGENCY PREPAREDNESS	129,406	179,300	121,500

SOURCES OF FUNDING			
Federal Grants	30,512	8,900	31,100
Miscellaneous Income	1	0	0
Use of Discretionary Funds	98,893	170,400	90,400
TOTAL	129,406	179,300	121,500

2021-2022 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 \$155 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 Operations and Community Risk Reduction Divisions with program development and monitor performance with true data analytics.
- Provide administrative support for the Emergency Operations and Community Risk Reduction Divisions.

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 for 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET DETAIL			
Salaries - Regular	373,569	405,100	420,300
Overtime	14,493	13,500	18,500
Extra Help	41,245	44,000	42,000
Benefits	213,192	248,500	270,700
Vehicle Charges	147,569	134,600	144,800
Professional Services	33,386	19,000	17,000
Repairs & Maintenance	0	500	500
Special Events	971	2,000	2,500
Office Supplies	2,053	4,500	4,500
Materials & Supplies	455	800	800
Travel & Meeting Expense	7,712	6,500	12,000
Training	0	20,000	25,000
Dues & Subscriptions	2,551	2,500	2,500
Admin & Overhead	72,600	71,900	86,200
Capital Outlays - Fire Equip	824	2,000	2,000
TOTAL FIRE ADMINISTRATION	<u>910,620</u>	<u>975,400</u>	<u>1,049,300</u>

SOURCES OF FUNDING

Use of Discretionary Funds	<u>910,620</u>	<u>975,400</u>	<u>1,049,300</u>
	<u>910,620</u>	<u>975,400</u>	<u>1,049,300</u>

DETAIL OF POSITIONS

Fire Chief	1.00	1.00	1.00
Management Analyst	1.00	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 and distribution, 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.

Community Facilities District (CFD) 2020-1

Section 42800

Provides a funding source separate from the wastewater operations budget to pay for the operation and maintenance of temporary sewer facilities which serve new development in the Dry Creek Preserve Service Area. This includes maintenance of a temporary lift station, administration of the CFD, accumulation of funds for future permanent master planned wastewater facilities and accumulation of funds for decommissioning of temporary facilities.

PUBLIC UTILITIES DEPARTMENT SUMMARY

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.

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/organics collection programs.

PUBLIC UTILITIES DEPARTMENT SUMMARY

Street Cleaning

Section 77500

Responsible for providing routine sweeping for all City streets to remove dirt and debris left on roadways, gutters and reduce debris in local waterways. Residential streets are swept twice per month and downtown streets are swept twice per week. The street sweeping operation contributes greatly toward reducing the particulate matter and improves air quality, storm water quality, and the overall quality of life for residents of Clovis.

2021-2022 Goals

The major goals of the department are to:

- Strategically plan for and manage the City of Clovis water supply in a safe and effective manner while monitoring and maintaining the local aquifer within the Kings Basin by employing operational methods of direct and indirect recharge, conjunctive use, and effective use of surface water supply in maintaining and insuring future sustainability.
- 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.

PUBLIC UTILITIES DEPARTMENT SUMMARY

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

2019-2020 (actual)

2020-2021 (estimated)

2021-2022 (proposed)

- Provide traffic signal maintenance to 88 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 street lighting section maintains approximately 1,530 City-owned streetlights, approximately 750 decorative style lights, and the remaining 780 are standard cobra head style lights.

- Section Costs Per Capita: \$16.75 \$17.85 \$18.90

Approximately 76% of the Signals and Street Lighting budget is for PG&E-related expenses such as energy and maintenance of PG&E-owned lights. Gas taxes fund approximately 35% of the Street Lighting budget and the remaining 65% is 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: \$0.12 \$0.20 \$0.27

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 92% 95% 95%
- Preventative Maintenance % of Work 62% 62% 65%
- Section Costs Per Use of Funding:

Enterprise Expenditures Per VEU	\$5,300	\$5,000	\$5,300
General Fund Expenditures Per VEU	\$3,500	\$3,800	\$4,040
Transit Expenditures Per VEU	\$8,100	\$8,000	\$7,300

PUBLIC UTILITIES

DEPARTMENT PERFORMANCE MEASURES

The fleet maintenance 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>2019-2020 (actual)</u>	<u>2020-2021 (estimated)</u>	<u>2021-2022 (proposed)</u>
• Clean all City sewers every two years	185%	186%	180%
• Provide high level of customer satisfaction by keeping system complaints (stoppages) below 2 per 1,000 population	0.02	0.01	0.00
• Section Costs Per Capita:	\$107	\$112	\$122

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)	24,288	25,000	26,000
• Monitor system costs for unusual fluctuations (\$/acre foot delivered)	\$595	\$695	\$765
• Provide high level of customer satisfaction by keeping complaints under 2 per 1,000 population	1.6	2.0	2.0
• Section Costs Per Capita:	\$120	\$135	\$154

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>2019-2020 (actual)</u>	<u>2020-2021 (estimated)</u>	<u>2021-2022 (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	350 tons	350 tons
• Repair concrete sidewalks as needed	51 cu. yds.	60 cu. yds.	60 cu. yds.
• Repaint all lane striping as needed	100%	75%	100%
• Replace/repair/install signs	1327 signs	2300 signs	1300 signs
• Section Costs Per Capita:	\$21	\$23	\$23

Approximately 68% of Street Maintenance is funded by impact fees and easement rental charges, and the remaining 32% is funded by gas taxes and Measure C. Streets Maintenance does not budget for any General Fund use. This year effort was shifted from lane striping to painting cross walks and sign replacement.

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	555
– Maintenance cost/acre/year	\$10,172	\$10,438	\$10,351
– General Fund acres maintained	207	207	207
– Maintenance cost/acre/year	\$8,130	\$8,115	\$8,415
– LMD acres maintained	308	321	348
– Maintenance cost/acre/year	\$11,545	\$11,908	\$11,503
• Section Costs Per Capita:			
General Fund Expenditures Per Capita	\$14.43	\$14.10	\$14.30
LMD Expenditures Per Capita	\$30.49	\$32.07	\$32.87

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

Refuse Collection – 76100

• Perform refuse pickup (excludes CCU); tons collected	50,400 tons	51,400 tons	54,500 tons
• Achieved %	100%	100%	100%
• Monitor system costs for unusual fluctuations (\$/ton)	\$181	\$187	\$195
• Operation Cost Per Capita:	\$78	\$81	\$87

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 (including CCU); tons landfilled	57,500 tons	58,500 tons	62,000 tons
• Compliance %	100%	100%	100%
• Monitor system cost for unusual fluctuations (\$/ton)	\$60	\$60	\$67
• Operation Costs Per Capita:	\$29	\$29	\$34

Landfill costs are based on total cost to operate landfill receiving all residential, commercial, sweeping, 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	26,000 tons	26,600 tons
• Monitor costs for unusual fluctuations (\$/ton)	\$178	\$201	\$210
• City AB939, AB341, & AB1826 Diversion Compliance	Yes	Yes	Yes
• Contract Costs Per Capita:	\$35	\$37	\$39

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	60,300 mi	61,000 mi	62,000 mi
• Achieved %	100%	100%	100%
• Monitor service costs for unusual fluctuations (\$/mile)	\$22.63	\$21.80	\$22.42
• Operation Costs Per Capita:	\$11.70	\$11.16	\$11.41

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PUBLIC UTILITIES DEPARTMENT SUMMARY

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET BY CATEGORY			
Street Maintenance	2,470,552	2,582,000	2,723,300
Street Lighting	1,953,302	2,126,200	2,301,900
Storm Drain	14,417	24,000	32,700
Parks	5,609,299	6,271,000	6,322,500
Landscape Maintenance District	3,840,784	4,193,100	4,211,500
Fleet Maintenance	14,612,475	15,004,600	13,323,800
Community Sanitation	21,600,385	22,104,800	25,204,500
Wastewater	12,498,431	15,433,700	18,077,100
Community Facilities Dist 2020	0	5,700	32,700
Water	<u>14,423,040</u>	<u>22,347,600</u>	<u>20,882,000</u>
TOTAL ALL ACTIVITIES	<u><u>77,022,685</u></u>	<u><u>90,092,700</u></u>	<u><u>93,112,000</u></u>

BUDGET BY FUND			
General Fund	10,047,570	11,003,200	11,380,400
Landscape Maintenance District	3,840,784	4,193,100	4,211,500
Community Sanitation Fund	21,600,385	22,104,800	25,204,500
Sewer Service Fund	12,498,431	15,433,700	18,077,100
Community Facilities Dist 2020	0	5,700	32,700
Fleet Maintenance Fund	14,612,475	15,004,600	13,323,800
Water Service Fund	<u>14,423,040</u>	<u>22,347,600</u>	<u>20,882,000</u>
TOTAL ALL FUNDS	<u><u>77,022,685</u></u>	<u><u>90,092,700</u></u>	<u><u>93,112,000</u></u>

2021-2022 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 as needed.
- 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	934,334	1,011,000	1,056,300
Overtime	24,189	22,800	28,500
Extra Help	15,279	0	2,000
Benefits	513,539	548,600	587,900
Vehicle Charges	326,995	305,300	319,600
Communications	6,328	6,900	6,900
Professional Services	157,233	173,900	171,400
Repairs & Maintenance	3,912	11,400	21,400
Building & Equipment Rental	0	0	500
Office Supplies	1,038	300	300
Materials & Supplies	259,920	258,900	253,000
Supplies - Shop	3,901	5,000	5,000
Travel & Meeting Expense	2,766	0	3,000
Training	4,220	2,800	4,300
Dues & Subscriptions	396	200	500
Admin & Overhead	208,788	202,100	240,500
Capital Outlays - Office Equip/Furn	0	300	2,700
Capital Outlays - Public Utilities	4,461	20,000	12,000
Capital Outlays - Vehicles	3,253	10,000	5,000
Capital Outlays -Miscellaneous	0	2,500	2,500
TOTAL STREET MAINTENANCE	2,470,552	2,582,000	2,723,300

SOURCES OF FUNDING

Taxes	718,334	787,000	859,000
Planning & Processing Fees	1,253	3,000	3,000
Engineering Processing Fees	35,024	29,000	28,000
Interfund Charges	1,702,999	1,752,500	1,827,000
Miscellaneous Income	12,942	10,500	6,000
Use of Discretionary Funds	0	0	300
TOTAL	2,470,552	2,582,000	2,723,300

DETAIL OF POSITIONS

Administrative Assistant	0.05	0.05	0.05
Assistant Public Utilities Director	0.05	0.05	0.10
Engineer I	-	-	0.10
Engineer II/Civil Engineer	0.10	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	0.14	0.14	0.14
Principal Office Assistant	0.30	0.30	0.30
Senior Engineering Inspector	0.35	0.35	0.25
Street Maintenance Manager	1.00	1.00	1.00
Supervising Civil Engineer	0.05	0.05	0.05
Utility Worker	2.00	2.00	2.00
TOTAL	15.04	15.04	15.09

2021-2022 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 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 City staff.
- Pay energy costs for all PG&E and City-owned streetlights.
- Provide accurate underground service alert marking of traffic signal and City-owned 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, and all new streetlights 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	105,543	108,700	190,300
Overtime	7,113	7,000	10,300
Benefits	42,518	43,800	77,200
Vehicle Charges	34,591	36,500	39,900
Energy	1,627,142	1,700,000	1,785,000
Professional Services	120	0	0
Repairs & Maintenance	61,372	116,000	91,000
Materials & Supplies	11,503	17,500	15,500
Supplies - Safety	338	2,300	2,000
Training	1,162	500	1,100
Admin & Overhead	61,900	58,900	89,600
Capital Outlays - Vehicles	0	35,000	0
TOTAL STREET LIGHTING	1,953,302	2,126,200	2,301,900

SOURCES OF FUNDING

Taxes	592,575	582,000	802,000
User Fees	9,130	11,000	11,000
Miscellaneous Income	10,944	6,000	6,000
Use of Discretionary Funds	1,340,653	1,527,200	1,482,900
TOTAL	1,953,302	2,126,200	2,301,900

DETAIL OF POSITIONS

Assistant Public Utilities Director	0.10	0.10	0.10
Electrician	1.00	1.00	2.00
TOTAL	1.10	1.10	2.10

2021-2022 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 agencies currently operate under a permit related to a 2016 issued State Order. The City's role under the permit includes implementation of development design conditions, inspection during construction, annual reporting, employee training, and cooperation with FMFCD in program enforcement. Most costs in this budget activity are largely a function of the rainfall amounts received during each winter, as overtime costs are funded from this budget. Lighter rainfall years usually result in lower expenditures.

Public Utilities Department	Storm Drain Section 72500
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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Overtime	1,831	4,000	7,500
Benefits	249	0	0
Vehicle Charges	5,122	5,100	3,600
Professional Services	3,244	6,500	7,200
Repairs & Maintenance	0	300	500
Office Supplies	0	100	100
Materials & Supplies	3,171	6,900	12,000
Admin & Overhead	800	600	800
Capital Outlays - Public Utilities	<u>0</u>	<u>500</u>	<u>1,000</u>
TOTAL STORM DRAIN	<u><u>14,417</u></u>	<u><u>24,000</u></u>	<u><u>32,700</u></u>

SOURCES OF FUNDING

Miscellaneous Income	2	0	0
Use of Discretionary Funds	<u><u>14,415</u></u>	<u><u>24,000</u></u>	<u><u>32,700</u></u>
TOTAL	<u><u>14,417</u></u>	<u><u>24,000</u></u>	<u><u>32,700</u></u>

2021-2022 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 555 acres consisting of:
 - 86 parks totaling 178 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 72 parks are passive neighborhood and mini-parks, most with tot lots that are scattered throughout the community.
 - 277 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 41,000 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 and playground replacement.

Public Utilities Department	Parks Section 73000
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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	1,186,531	1,244,800	1,368,000
Overtime	73,681	72,200	63,200
Extra Help	4,732	16,800	35,000
Benefits	706,710	764,300	848,200
Vehicle Charges	407,815	424,900	457,700
Energy	773,658	801,900	817,000
Communications	3,316	2,100	11,000
Professional Services	1,642,962	2,000,400	1,855,000
Repairs & Maintenance	28,792	24,700	24,100
Building & Equipment Rental	4,510	3,600	1,500
Office Supplies	451	300	500
Materials & Supplies	339,100	474,700	353,800
Supplies - Safety	14,893	17,800	15,000
Supplies - Shop	14,720	10,000	7,500
Travel & Meeting Expense	2,358	2,500	12,000
Training	10,329	8,500	4,300
Dues & Subscriptions	1,605	1,300	1,500
Admin & Overhead	371,000	364,900	426,700
Liability Insurance Program - ISF	1,449	0	0
Capital Outlays - Office Equip/Furn	721	300	500
Capital Outlays - Public Utilities	19,966	35,000	20,000
TOTAL PARKS	5,609,299	6,271,000	6,322,500

SOURCES OF FUNDING

Rents & Concessions	6,365	6,400	6,400
Facility Reimbursements	81,068	77,000	77,000
Planning & Processing Fees	12,349	12,000	22,000
Engineering Processing Fees	20,419	18,000	19,000
User Fees	3,865,485	4,182,100	4,298,500
Miscellaneous Income	16,630	6,000	10,000
Use of Discretionary Funds	1,606,983	1,969,500	1,889,600
TOTAL	5,609,299	6,271,000	6,322,500

DETAIL OF POSITIONS

Administrative Assistant	0.05	0.05	0.05
Assistant Public Utilities Director	0.10	0.10	0.30
Engineer I	-	-	0.05
Engineer II/Civil Engineer	0.10	0.10	0.10
Maintenance Worker/Senior Maint Worker	9.40	10.40	10.40
Management Analyst	0.18	0.18	0.18
Parks Maintenance Leadworker	3.00	3.00	3.00
Parks Manager	1.00	1.00	1.00
Principal Office Assistant	1.05	1.05	1.05
Utility Worker	6.00	6.00	6.00
TOTAL	20.88	21.88	22.13

2021-2022 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. In addition, Heritage Grove is beginning development north of Shephard Avenue and west of Sunnyside Avenue. Several of the benefit zones have accumulated sufficient reserves and are adjusted annually, if needed, to coincide with maintenance costs. Some of the benefit zones still need to build reserves.

The LMD as a whole continues to have adequate reserves to carry it through 2022. 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.

Public Utilities Department	Landscape Maintenance District Section 73200		
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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET DETAIL			
Professional Services	<u>3,840,784</u>	<u>4,193,100</u>	<u>4,211,500</u>
TOTAL LANDSCAPE MAINTENANCE DISTRICT	<u><u>3,840,784</u></u>	<u><u>4,193,100</u></u>	<u><u>4,211,500</u></u>
SOURCES OF FUNDING			
Tax Assessments	<u>3,840,784</u>	<u>4,193,100</u>	<u>4,211,500</u>
TOTAL	<u><u>3,840,784</u></u>	<u><u>4,193,100</u></u>	<u><u>4,211,500</u></u>

2021-2022 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 City is considered a small transit agency and will be required to purchase only zero-emission transit vehicles after 2030.

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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	2019-2020	2020-2021	
	Actual	Revised Estimate	2021-2022 Budget

BUDGET DETAIL

Salaries - Regular	1,333,492	1,317,100	1,392,900
Overtime	15,166	15,000	15,000
Extra Help	25,603	35,000	30,000
Benefits	747,496	742,800	787,200
Vehicle Charges	61,383	60,800	67,000
Communications	644	1,000	1,000
Professional Services	79,102	134,000	97,500
Repairs & Maintenance	909,616	795,500	780,500
State Mandates	320	4,000	9,000
Office Supplies	2,026	1,500	1,500
Materials & Supplies	2,354	3,300	3,300
Supplies - Safety	19,047	15,000	15,000
Supplies - Shop	2,507,285	2,787,500	2,842,900
Travel & Meeting Expense	2	0	4,000
Training	9,249	12,000	14,900
Dues and Subscriptions	46	600	1,100
Admin & Overhead	958,900	1,002,000	1,167,900
Debt Service	67,742	89,600	84,000
Lease Purchases	717,115	1,057,700	794,000
Capital Outlays - Office Equip/Furn	0	1,100	1,100
Capital Outlay - Computers	10,000	5,000	5,000
Capital Outlays - Public Utilities	173,814	202,000	118,500
Capital Outlays - Vehicles	6,972,073	6,722,100	5,090,500
TOTAL FLEET MAINTENANCE	14,612,475	15,004,600	13,323,800

SOURCES OF FUNDING

State Grants	20,000	0	0
Fleet Maintenance Charges	14,455,697	14,984,600	13,323,800
Miscellaneous Income	136,778	20,000	0
TOTAL	14,612,475	15,004,600	13,323,800

DETAIL OF POSITIONS

Administrative Assistant	0.05	0.05	0.05
Assistant Mechanic/Service Worker	5.00	5.00	5.00
Assistant Public Utilities Director	0.10	0.10	0.15
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	0.16	0.16	0.16
Parts Clerk	2.00	2.00	2.00
Principal Office Assistant	1.00	1.00	1.00
TOTAL	18.31	18.31	18.36

2021-2022 Goals

- Provide a clean and healthy environment for the community to support economic development and quality of life by efficiently collecting municipal solid waste generated by City commercial and residential customers and by routinely removing dirt and debris from all City Streets, curbs, and gutters.
- Provide efficient, effective and environmentally sound collection services to our customers.
- Collect, haul and dispose of municipal solid waste in compliance with county/state/local/federal regulations.
- Increase recycling and waste reduction.
- Maintain accurate records and monitor all outsourced service contracts.
- Provide resources for superior customer service and operational efficiency, including increasing public awareness for proper disposal of waste and recycling and waste reduction programs.
- Ensure compliance with local, state, and federal laws.
- 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 3% increase for the 2021-2022 fiscal budget 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	3,889,975	4,187,100	4,632,300
Overtime	391,846	447,700	430,500
Extra Help	39,773	101,000	155,000
Benefits	2,193,836	2,374,400	2,632,500
Vehicle Charges	4,626,956	4,601,800	4,837,400
Energy	17,916	25,000	25,000
Communications	6,901	9,200	13,000
Professional Services	4,516,845	4,931,000	5,660,500
Repairs & Maintenance	15,446	24,700	137,200
State Mandates	771,432	950,000	1,050,000
Building & Equipment Rental	922	20,000	50,000
Office Supplies	185,662	216,200	257,400
Travel & Meeting Expense	39,452	27,500	54,000
Dues & Subscriptions	8,949	9,500	11,000
Admin & Overhead	2,971,200	3,047,700	4,063,400
Capital Outlays - Public Utilities	749,237	747,000	840,300
Capital Outlays - Vehicles	906,549	335,000	255,000
Capital Improvements	267,488	50,000	100,000
TOTAL COMMUNITY SANITATION	21,600,385	22,104,800	25,204,500

SOURCES OF FUNDING

User Fees	21,600,385	22,104,800	25,204,500
TOTAL	21,600,385	22,104,800	25,204,500

DETAIL OF POSITIONS

Administrative Assistant	0.30	0.30	0.30
Assistant Public Utilities Director	0.85	0.85	1.05
Disposal Leadworker	3.00	3.00	3.00
Engineer I	0.25	0.25	0.70
Engineer II/Civil Engineer	0.75	1.00	1.00
Equipment Operator	2.00	2.00	2.00
Landfill Leadworker	1.00	1.00	1.00
Landfill Supervisor	-	-	1.00
Maintenance Worker/Senior Maint Worker	1.00	1.00	1.00
Management Analyst	0.65	0.65	0.65
Principal Office Assistant	2.05	2.05	2.05
Public Affairs & Information Manager	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	0.25
Solid Waste Manager	1.00	1.00	1.00
Street Sweeper Operator	6.00	6.00	6.00
Supervising Civil Engineer	0.35	0.35	0.35
Utility Worker	13.00	13.00	14.00
TOTAL	57.90	58.15	60.95

2021-2022 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 existing sewer lift stations and one new temporary lift station that is expected to be in operation next fiscal year.
- 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 ultimately 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. There remains sufficient funds in the bond charge fund balance collected in the prior year to continue the full \$7.30 per month rebate to customers. 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	945,510	1,023,400	1,141,700
Overtime	14,712	15,800	19,300
Extra Help	2,213	1,500	5,000
Benefits	465,792	518,500	595,400
Vehicle Charges	333,391	355,700	342,300
Energy	1,041,803	1,300,000	1,365,000
Communications	1,677	2,500	2,500
Professional Services	5,438,072	5,963,500	6,239,000
Repairs & Maintenance	13,548	112,600	252,600
Office Supplies	604	4,000	5,500
Materials & Supplies	155,712	236,000	382,500
Travel & Meeting Expense	8,917	9,200	17,200
Dues and Subscriptions	5,683	4,500	5,000
Admin & Overhead	2,362,600	2,491,400	3,191,100
Debt Service	1,220,493	1,240,100	1,240,000
Capital Outlays - Office Equip/Furn	320	2,500	2,500
Capital Outlays - Public Utilities	37,469	52,500	170,500
Capital Impr - Sewer	449,915	2,100,000	3,100,000
TOTAL SEWER	12,498,431	15,433,700	18,077,100

SOURCES OF FUNDING

User Fees	12,498,431	15,433,700	18,077,100
TOTAL	12,498,431	15,433,700	18,077,100

DETAIL OF POSITIONS

Administrative Assistant	0.20	0.20	0.20
Assistant Public Utilities Director	0.35	0.35	0.60
Engineer I	0.25	0.25	0.95
Engineer II/Civil Engineer	0.30	0.55	0.55
Engineering Tech/Senior Engineering Tech	0.75	0.75	0.25
Maintenance Leadworker	1.00	1.00	1.00
Maintenance Worker/Senior Maint Worker	6.00	6.00	6.00
Management Analyst	0.28	0.28	0.28
Principal Office Assistant	0.35	0.35	0.35
Public Affairs & Information Manager	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	0.25	0.25	0.25
Utility Manager	0.50	0.50	0.50
Utility Worker	2.25	2.25	2.00
TOTAL	13.03	13.28	13.48

2021-2022 Goals

The goal of Community Facilities District No. 2020-1 (Dry Creek Preserve Sewer Facilities and Services) is to collect the appropriate funds to finance all costs associated with the maintenance and operation of certain temporary public sewer facilities and the eventual replacement of those temporary facilities with permanent public sewer facilities. This includes maintenance of a temporary lift station, administration of the CFD, accumulation of funds for future permanent master planned wastewater facilities and accumulation of funds for decommissioning of temporary facilities.

Specific goals include:

- Provide quality, cost-effective maintenance services for temporary sewer facilities.
- Manage the CFD tax assessment and budget 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.

Objectives to Meet the Goals

- Operate, clean, and repair temporary facilities to the same level of service of permanent facilities.
- Apply cost accounting measures that accurately identify costs, facilitate full cost recovery, and identify inefficiencies.
- Manage reserves such that they are adequate to provide for replacement of temporary facilities as required.

Five-Year Outlook

The formation of CFD 2020-1 was adopted via Council resolution in 2020, authorizing the levy of a special tax each fiscal year on property within the CFD. The special tax is to be levied through Fiscal Year 2119-2120 for authorized facilities or until all authorized facilities have been constructed or acquired, whichever occurs first.

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
BUDGET DETAIL			
Professional Services	0	5,700	5,700
Repairs & Maintenance	<u>0</u>	<u>0</u>	<u>27,000</u>
TOTAL COMMUNITY FACILITIES DIST 2020	<u><u>0</u></u>	<u><u>5,700</u></u>	<u><u>32,700</u></u>

SOURCES OF FUNDING			
Tax Assessments	<u>0</u>	<u>5,700</u>	<u>32,700</u>
TOTAL	<u><u>0</u></u>	<u><u>5,700</u></u>	<u><u>32,700</u></u>

2021-2022 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 continue to be reviewed and adopted. This makes it increasingly challenging and costly to furnish water that meets standards. Monitoring for Per- and Polyfluoroalkyl Substances (PFAS) began in 2019 and is continuing. 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 increased 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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	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
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BUDGET DETAIL

Salaries - Regular	2,872,335	3,109,000	3,465,900
Overtime	124,926	130,600	135,600
Extra Help	1,702	15,000	25,000
Benefits	1,542,834	1,646,400	1,841,800
Vehicle Charges	528,034	561,600	619,900
Energy	2,610,286	3,150,000	3,307,500
Communications	11,335	15,000	18,000
Professional Services	1,168,271	6,781,400	2,721,400
Repairs & Maintenance	365,077	797,700	1,398,500
Office Supplies	1,122,933	1,212,200	1,337,200
Travel & Meeting Expense	32,583	39,200	58,200
Admin & Overhead	2,750,233	2,963,000	3,771,000
Liability Insurance - ISF	3,083	0	0
Capital Outlays - Office Equip/Furn	538	3,000	5,000
Capital Outlays - Public Utilities	1,051,403	1,443,500	1,443,500
Capital Outlays - Vehicles	103,967	380,000	633,500
Capital Improvements	133,500	100,000	100,000
TOTAL WATER	14,423,040	22,347,600	20,882,000

SOURCES OF FUNDING

User Fees	14,423,040	22,347,600	20,882,000
TOTAL	14,423,040	22,347,600	20,882,000

DETAIL OF POSITIONS

Administrative Assistant	0.35	0.35	0.35
Assistant Public Utilities Director	0.45	0.45	0.70
Assistant Water Systems Technician	4.00	4.00	4.00
Electrician	1.00	1.00	1.00
Engineering Tech/Senior Engineering Tech	1.25	1.25	0.75
Engineer I	0.50	0.50	1.20
Engineer II/Civil Engineer	0.75	1.25	1.25
Maintenance Leadworker	3.00	3.00	3.00
Maintenance Worker/Senior Maint Worker	12.60	12.60	12.60
Management Analyst	0.59	0.59	0.59
Meter Reader	4.00	4.00	4.00
Principal Office Assistant	1.25	1.25	1.25
Public Affairs & Information Manager	0.10	0.10	0.10
Public Utilities Director	0.30	0.30	0.30
Senior Engineering Inspector	0.30	0.30	0.25
Supervising Civil Engineer	0.35	0.35	0.35
Utility Manager	0.50	0.50	0.50
Utility Worker	3.75	4.75	5.00
Water Production Manager	1.00	1.00	1.00
Water System Supervisor	-	-	1.00
Water System Technician	1.00	1.00	1.00
Water Treatment Plant Operator	3.00	3.00	3.00
TOTAL	40.04	41.54	43.19

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 \$845,000 for principal and \$499,000 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>
21/22	845,000	499,000	1,344,000
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>\$11,260,000</u>	<u>\$3,369,985</u>	<u>\$14,629,985</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.

	2019-2020 Actual	2020-2021 Revised Estimate	2021-2022 Budget
ADDITIONS			
Redevelopment Property Tax Trust Fund	<u>1,431,185</u>	<u>1,360,300</u>	<u>1,369,000</u>
TOTAL SUCCESSOR AGENCIES	<u><u>1,431,185</u></u>	<u><u>1,360,300</u></u>	<u><u>1,369,000</u></u>
DEDUCTIONS			
Professional Services	100,000	20,000	20,000
Debt Service	<u>1,331,185</u>	<u>1,340,300</u>	<u>1,349,000</u>
TOTAL SUCCESSOR AGENCIES	<u><u>1,431,185</u></u>	<u><u>1,360,300</u></u>	<u><u>1,369,000</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 2021 - 2022 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 2021 - 2022 Community Investment Program are:

- Construction of the Landmark Square site, including a new transit building.
- Ongoing American with Disabilities Act (ADA) improvements throughout the City of Clovis.
- Design and construction of temporary housing for the Fire Station 2 crew to use during Fire Station 2 reconstruction. Facilities will be turning into a training classroom after Fire Station 2 reconstruction is complete.
- Design and reconstruction of existing Fire Station 2.
- Design and construction 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 2021 - 2022 budget are summarized on the following pages. The prior and future year expenditures are shown only for those specific projects that are budgeted in the current year. 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 2021 - 2022 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.

These projects, while significant, represent nonrecurring capital expenditures. However, the City understands and considers the ramifications of these projects on future operating expenditures. Namely, projects such as the Landmark Square site, Fire Station 2, and Loma Vista Village Green Park will have future impacts on departmental staffing, as well as operations and maintenance costs for the sites themselves. The City considers and includes these effects when producing both its budget as well as its five-year forecast.

2021 - 2022 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 2021 - 2022 are:

- Construction of the Landmark Square site, including a new transit building.
- Rehabilitation of existing City facilities for compliancy with ADA.
- Upgrades and repairs to Fire Station Facilities.
- Design and reconstruction of existing Fire Station 2 on Minnewawa Avenue south of Shaw Avenue.
- Design and construction of temporary housing at the Fire Training Site for the Fire Station 2 crew to use during reconstruction of Fire Station 2. After reconstruction of Fire Station 2 the temporary housing will be modified into a training classroom.

The proposed government facilities projects should have a minimal effect on the cost of general services and other departmental operations. Specifically, the increased maintenance costs due to the Landmark Square site are estimated at \$35,000 and the increased maintenance costs due to the transit building are estimated at \$20,000.

SUMMARY

2021 - 2022 COMMUNITY INVESTMENT PROGRAM

GENERAL GOVERNMENT FACILITIES

<u>General Government Facilities:</u>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Section 90000</i>			
<i>Public Safety Services</i>			
Fire Station 2 Rebuild	1,200,000	8,550,000	0
Fire Station 2 Temporary Housing	200,000	1,800,000	0
Police/Fire Headquarters Flooring Repair	0	35,000	0
<i>Public Services and Utilities</i>			
Recreation Facilities Improvements	5,000	155,000	1,725,000
Fiber Security/Fiber Optics	35,000	5,000	558,000
TOTAL	1,440,000	10,545,000	2,283,000

Budget Year Revenues:

General Fund	1,995,000
Bond Proceeds	8,550,000
TOTAL	10,545,000

<p>2021 - 2022 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 2021 - 2022 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 2021 - 2022 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

2021 - 2022 COMMUNITY INVESTMENT PROGRAM

SEWER PROJECTS

<u>Sewer Capital Projects - Enterprise:</u>	<u>PRIOR YEARS</u>	<u>BUDGET YEAR</u>	<u>FUTURE YEARS</u>
<i>Section 91000</i>			
<i>Sewer Facility Improvements</i>	90,400	80,000	0
	90,400	80,000	0
Subtotal			
<u>Sewer Capital Projects - Developer:</u>			
<i>Extensions</i>			
Miscellaneous Extensions	39,900	50,000	200,000
<i>Master Planning</i>			
Wastewater Master Plan	40,000	25,000	100,000
<i>Sewer System Improvements</i>			
Pump Stations	175,000	275,000	0
<i>Debt Services</i>			
Bond Handling Charges	228,800	160,000	200,000
2013 Wastewater Revenue Bond	1,014,400	1,019,000	10,201,000
2015 Wastewater Revenue Bond	1,050,000	1,049,000	28,485,000
2017 Wastewater Revenue Bond	3,834,200	3,841,000	67,301,000
Subtotal	6,382,300	6,419,000	106,487,000
TOTAL	6,472,700	6,499,000	106,487,000

Budget Year Revenues:

Sewer Enterprise	80,000
Major Sewer Fees	6,409,000
Sewer Connections	10,000
TOTAL	6,499,000

2021 - 2022 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 2021 - 2022 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 and construction 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 by an estimated \$35,000. 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. The most notable project for this year's budget, the Loma Vista Green is estimated to incur an additional \$150,000 in maintenance expenses once completed in late 2022. 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 2021 - 2022 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

2021 - 2022 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	950,000	1,000,000	4,000,000
Miscellaneous Park Improvements	445,000	120,000	400,000
Loma Vista Village Green	645,000	8,900,000	0
Trail System Survey	31,000	20,000	80,000
TOTAL	<u>2,071,000</u>	<u>10,040,000</u>	<u>4,480,000</u>

Budget Year Revenues:

Measure "C" Extension	323,000
Park Fees	<u>9,717,000</u>
TOTAL	<u>10,040,000</u>

2021 - 2022 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 2021 - 2022 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

2021 - 2022 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	320,000	250,000	1,000,000
<i>Preventative Maintenance</i>			
Slurry & Crack Seals	1,330,200	680,000	7,281,000
<i>Bridge and Stream Crossings</i>			
Leonard/Enterprise Canal Bridge	84,000	1,800,000	18,329,000
<i>Pedestrian Facilities</i>			
Bicycle, Pedestrian and Handicap Facilities	556,000	267,000	15,608,000
ADA Survey and Projects	225,000	150,000	910,000
ADA Transit	0	200,000	110,000
<i>Traffic Signal/Intersection Improvements</i>			
Shepherd Signal Interconnect	0	130,000	1,300,000
<i>Reconstruction, Overlay and Widening Projects</i>			
Miscellaneous Repairs & Alleys	289,000	545,000	525,000
Armstrong Avenue Improvements	1,146,000	65,000	2,370,000
Ashlan Avenue Improvements	0	391,000	3,080,000
Barstow Avenue Improvements	65,000	600,000	1,518,000
Bullard Avenue Improvements	41,000	750,000	608,000
Clovis Avenue Improvements	100,000	995,000	515,000
Fowler Avenue Improvements	75,000	65,000	2,105,000
Gettysburg Avenue Improvements	50,000	1,050,000	630,000
Shaw Avenue Improvements	115,000	1,180,000	6,521,000
Sierra Avenue Improvements	0	55,000	6,046,000
Sunnyside Avenue Improvements	0	200,000	11,862,000
Villa Avenue Improvements	1,035,000	1,020,000	195,000
Local Streets and ADA Ramps	1,830,000	1,175,000	4,700,000
TOTAL	7,261,200	11,568,000	85,213,000

Budget Year Revenues:

HUTA funding including SB1	7,249,000
Measure "C" Extension	2,760,000
Federal/State/Other Agency Grants	1,559,000
TOTAL	11,568,000

<p style="text-align: center;">2021 - 2022 COMMUNITY INVESTMENT PROGRAM WATER CAPITAL PROJECTS – ENTERPRISE AND DEVELOPER</p>

The proposed Water Capital Projects budget for 2021 - 2022 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 2021 - 2022 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.
- 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 2021 - 2022 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;">2021 - 2022 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	25,000	25,000	515,000
<i>Well Site Improvements</i>			
Well 35	524,000	655,000	143,000
Subtotal	549,000	680,000	658,000
<u>Water Capital Projects - Developer:</u>			
<i>Section 97000</i>			
<i>Extensions</i>			
Miscellaneous Extensions	50,000	50,000	200,000
<i>Master Planning</i>			
Water Conveyance System	15,000	25,000	100,000
<i>Water Storage Facilities</i>			
Water Revenue Bond - Debt Service	3,028,700	3,032,000	18,114,000
Water Storage Reservoir #9	2,000	2,600,000	18,400,000
Water Storage Reservoir #10	300,000	1,500,000	28,500,000
<i>Water Well Improvements</i>			
Various Well Site Development	60,000	60,000	0
Subtotal	3,455,700	7,267,000	65,314,000
TOTAL	4,004,700	7,947,000	65,972,000

Budget Year Revenues:

Water Enterprise	680,000
Water Major Facilities	7,257,000
Water Connections	10,000
TOTAL	7,947,000

2021 - 2022 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 2021 - 2022 are:

- Improvements to existing flare on the landfill site.

The new projects proposed in the 2021 - 2022 programs are not anticipated to impact the Community Sanitation operation budget.

<p style="text-align: center;">SUMMARY</p> <p style="text-align: center;">2021 - 2022 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>2,369,000</u>	<u>35,000</u>	<u>17,955,000</u>
TOTAL	<u>2,369,000</u>	<u>35,000</u>	<u>17,955,000</u>

Budget Year Revenues:

Community Sanitation Enterprise Fund	<u>35,000</u>
TOTAL	<u>35,000</u>

2021 - 2022 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 2021 - 2022 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

2021 - 2022 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 Improvement Grants	125,000	137,000	600,000
First Time Homebuyer Loans	240,000	760,000	400,000
Affordable Housing Project	<u>1,360,000</u>	<u>50,000</u>	<u>600,000</u>
TOTAL	<u>1,725,000</u>	<u>947,000</u>	<u>1,600,000</u>

Budget Year Revenues

Federal/State/Other Agency Grants	897,000
Housing Successor Agency Fund Balance	<u>50,000</u>
TOTAL	<u>947,000</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:

- Construction 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 reconstruction of existing Fire Station 2 on Minnewawa Avenue south of Shaw Avenue.
- Design and construction of temporary crew housing at the Fire Training site to use during Fire Station 2 reconstruction.
- Design and construction of Loma Vista Village Green Park.
- 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.
- 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>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>	<u>2024-2025</u>	<u>2025-2026 or Later</u>
General Services	10,545,000	2,150,000	3,125,000	690,000	30,768,000
Sewer	6,499,000	7,526,000	6,026,000	7,409,000	184,322,000
Parks	10,040,000	1,280,000	1,815,000	1,260,000	19,100,000
Streets	11,568,000	13,367,000	8,204,000	11,753,000	23,163,000
Water	7,947,000	7,969,000	30,721,000	7,379,000	203,206,000
Community Sanitation	35,000	200,000	75,000	300,000	17,380,000
Housing and Community Development	947,000	480,000	480,000	480,000	480,000
TOTAL	<u>47,581,000</u>	<u>32,972,000</u>	<u>50,446,000</u>	<u>29,271,000</u>	<u>478,419,000</u>
<u>Sources of Funding</u>					
Fund Balance	17,325,400	7,798,000	8,604,000	6,280,000	19,098,000
Revenue from Agencies	9,253,000	9,677,000	2,259,000	1,662,000	3,000,000
Developer Capital Fees	10,942,600	12,284,000	9,022,000	10,372,000	17,043,000
Enterprise Revenues	1,510,000	3,250,000	3,250,000	3,750,000	3,750,000
Long-Term Financing	8,550,000	0	0	0	0
Property Sale Proceeds	0	0	0	0	0
*Unfunded	0	(37,000)	27,311,000	7,207,000	435,528,000
TOTAL	<u>47,581,000</u>	<u>32,972,000</u>	<u>50,446,000</u>	<u>29,271,000</u>	<u>478,419,000</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	2021-22	2022-23	2023-24	2024-25	2025-26 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)
71059	Fire Station 2 Minnewawa, S/O Shaw Rebuild Fire Station	8,550,000	c				Demolish and rebuild fire station to meet new construction standards. (General Fund)
71058	Fire Station 2 Metal building at Fire Training Facility	1,800,000	c				Temporary housing for Fire Station 2 during construction of new Fire Station. Building to be used for training after Fire Station 2 is complete. (General Fund)
71440	Fire Station 7 Northwest Area				600,000 a	1,100,000 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		50,000	c			Replace diesel exhaust systems at the fire stations as required by state and federal regulations. (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	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
	Downtown Special Event						
71341	Street Bollards						Install removable bollards at downtown intersections for public safety during downtown events. Phase II: Pollasky from Fifth to Ninth. (General Fund)
	Phase II		40,000 d 600,000 c				
	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		35,000 c				Replace flooring in EOC room with new carpet. (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)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
	Interview Room Remodel					20,000 d 35,000 c	Convert two existing small interview rooms into one large one. (General Fund)
	Police/Fire Headquarters						
	Atrium Water Feature Replacement					10,000 d 20,000 c	Replace water feature located in the atrium with a low maintenance rock wall. (General Fund)
	Property Room Expansion					200,000 d 1,500,000 c	Expand the current storage space within current building for property and evidence. (General Fund)
	Police Substation						
	Loma Vista Location		200,000 d	1,500,000 c			Building near Fire Station 6 that would house an alternate dispatch site, community room, and briefing room. (General Fund)
	Heritage Grove Location					450,000 a 350,000 d 2,500,000 c	Building near Fire Station 7 that would house an alternate dispatch site, community room, and briefing room. (General Fund)
71380	Shooting Range						
	Locate Site					10,000 d 250,000 a	Conduct a feasibility study for a shooting range and acquire land. (General Fund)
	Site Development					175,000 d 1,150,000 c 2,900,000 c	Develop site for shooting range. Phase I: pistol range, Phase II: Civil improvements, shotgun and rifle ranges. (General Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 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>						
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 Replacement Phase Approach					35,000 250,000	d Develop master plan, design and install c replacement irrigation and landscaping for the Civic Center including the Courthouse, Senior Center, PDS, City Hall and Library. (General Fund)
71362	Bollard Replacement Phase Approach					25,000 120,000	d Remove/replace all existing pedestrian light c bollards w/higher density & efficiency for night security. (General Fund)
71392	ADA Improvements Phase Approach					35,000 200,000	d Address ADA compliancy standards in c the Civic Center campus. (General Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
71363	Tree Planter Rehabilitation Parking Lot					5,000 d 70,000 c	Rehabilitate parking lot tree planters between the library and I.S. building. (General Fund)
	Corporation Yard Parking Improvement					1,300,000 a 150,000 d	Improvements to Public Utilities parking facilities. (Sewer, Water, and Refuse Fund)
71417	Yard lighting, safety and security			70,000 c			Improve the lighting for the transit bus area for safety and security purposes. (Proposition 1B funded)
71397	ADA Master Planning		20,000			20,000	Continue ADA Master Plan compliance and upgrades. (General Fund)
	Landscape Improvements Willow - Shaw to Ashlan & Ashlan - Willow to Winery			35,000 d 315,000 c			Install landscape and irrigation in the median island. (Contingent on CalFire Grant)
	<u>Park Maintenance</u>						
	Sierra Bicentennial Park Sunnyside and Sierra						
75031	Accessibility Improvements				5,000 d 70,000 c		ADA Master Plan Improvements. (Contingent on CDBG Grant)
75030	Play Field and Lighting					30,000 d 750,000 c	Construct a baseball/soccer field and install sports lighting. (Contingent upon a future grant and General Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
	Parking Lot Lighting					15,000 d 60,000 c	Install additional lights to improve security. (Contingent upon a future grant and General Fund)
	Sierra Bicentennial Park						
	Sunnyside and Sierra						
	Upgrade Existing Sports Field Lighting			20,000 d 170,000 c			Replace the existing sports field lights with LED lights to lower maintenance costs. (General Fund)
	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)
	San Gabriel Park						
71087	Restroom building roof replacement	10,000 d 40,000 c					Replace roof on existing restroom building. (General Fund)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
	Rotary Park						Replace the existing sports field lights with LED lights to lower maintenance costs. (General Fund)
	Upgrade Existing Sports Field			55,000 d			
	Lighting			615,000 c			
	Kiwanis Park						
	Tenth and DeWitt						Remove and replace irrigation system and
75540	Irrigation and Lighting					5,000 d	install security lighting.
						35,000 c	(Community Donations)
	Temperance/Gettysburg						
	Northwest Corner-Greenbelt					15,000 d	Remove and replace existing landscape
						125,000 c	and irrigation of greenbelt. (Contingent Upon Funding)
	David McDonald Park						
71086	Park Name Sign	10,000 d					Install park name sign at entrance of park. (General Fund)
		90,000 c					
	<u>Fiber Optics/Communications</u>						
71408	Citywide Public Safety		10,000 d			10,000 d	Installation of fiber and hubs for Public
	Fiber Optics System		75,000 c			100,000 c	Safety connection throughout the City. (General Fund)
71450	Miscellaneous Fiber Optic	10,000 c	10,000 c	10,000 c	10,000 c	10,000 c	Miscellaneous fiber optic repair and
	Installation						installation. (General Fund)
71401	Fiber Documentation		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					15,000 d	Upgrade existing limitation of fiber system
	Park Water Tower					86,000 c	for camera's and City network. (Contingent Upon Funding)

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GENERAL GOVERNMENT FACILITIES

90000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
	Shaw Avenue - Clovis to Fowler					19,000	d Current system is limited due to all lines
	Clovis Avenue - Shaw to Fourth					183,000	c being used, a link is needed to Sierra Vista Mall's cameras for public safety. (Contingent Upon Funding)
TOTAL- GENERAL GOVERNMENT FACILITIES		<u><u>10,545,000</u></u>	<u><u>2,150,000</u></u>	<u><u>3,125,000</u></u>	<u><u>690,000</u></u>	<u><u>30,768,000</u></u>	

SEWER CAPITAL PROJECTS - ENTERPRISE FUND

91000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
<u>SEWER FACILITY IMPROVEMENTS</u>							
72629	Lift Station #3 Upgrade	80,000	c				Upgrade lift station electrical and controls at the Gettysburg and Phillip Lift Station.
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	
TOTAL - SEWER CAPITAL PROJECTS - ENTERPRISE		80,000	0	0	0	0	
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	

SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 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. 1,500,000 d Force main in Shepherd from Willow to 18,250,000 c 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	2021-22	2022-23	2023-24	2024-25	2025-26 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>							
	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)
<u>SEWER SYSTEM IMPROVEMENTS</u>							
72597	Pump Station E Pump Addition		275,000 c				Install additoinal pump to keep up with demand. (Development Fees)
	Wastewater Pump Station Herndon/Clovis					100,000 d 266,000 c	Partial construction of pump station and related connection to sewer main. (Development Fees)

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
	<u>Sewer Mains</u>						
	Nees Avenue				50,000 d		Install 15 inch PVC sewer main per the
	Dry Creek to Sunnyside				500,000 c		masterplan.
	<u>Sewer Mains</u>						
	Heritage Avenue					15,000 d	Install new 8 inch PVC sewer main and
	E/O Temperance					180,000 c	services. (Reimbursement from property owners)
	Enterprise Avenue					15,000 d	Install new 8 inch PVC sewer main and
	W/O Locan					180,000 c	services. (Reimbursement from property owners)
	<u>DEBT SERVICES</u>						
67201	Bond Handling Charges	160,000	50,000	50,000	50,000	50,000	Handling Charges.
67898							
63390							
	<u>2013 Wastewater Revenue Bonds</u>						
67750	Principal	585,000	615,000	645,000	675,000	6,480,000	Debt Service Principal.
67850	Interest	434,000	404,000	373,000	340,000	669,000	Debt Service Interest.
	<u>2015 Wastewater Revenue Bonds</u>						
67757	Principal	175,000	180,000	190,000	1,060,000	19,200,000	Debt Service Principal.
67857	Interest	874,000	866,000	856,000	825,000	5,308,000	Debt Service Interest.

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SEWER CAPITAL PROJECTS - DEVELOPER

92000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
<u>2017 Wastewater Revenue Bonds</u>							
67775	Principal	1,560,000	1,635,000	1,720,000	1,805,000	39,670,000	Debt Service Principal.
67875	Interest	2,281,000	2,201,000	2,117,000	2,029,000	16,124,000	Debt Service Interest.
TOTAL - SEWER CAPITAL PROJECTS - DEVELOPER		<u>6,419,000</u>	<u>7,526,000</u>	<u>6,026,000</u>	<u>7,409,000</u>	<u>184,322,000</u>	

PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 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	Misc. Park Improvements	120,000 c	100,000 c	100,000 c	100,000 c	100,000 c	City participation in miscellaneous projects and unforeseen expenses that are development related.
<u>COMMUNITY PARKS</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	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
75635	Loma Vista Village Green		8,900,000 c				Construct the Village Green park site per the Master Plan including offsite improvements. (Development Fees)
	Regional Park Northeast area						
75065	Master Plan					25,000 d	Continue development of master plan for a City of Clovis regional park site. (Development Fees)
	Sports Complex Located within Regional Park					65,000 d 1,250,000 a 1,000,000 c	Develop facilities, including lighting, for soccer fields and baseball diamonds. (Contingent Upon Funding)
	<u>AREA PARKS</u> (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)
	<u>BASIN PARKS</u>						
	Basin 1E Ashlan and Gould Canal						
75122	Landscaping and Play Fields					40,000 d 450,000 c	Construction of baseball and soccer facilities, irrigation, trees, and turf. (Development Fees and FMFCD Participation)

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PARK IMPROVEMENTS

93000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 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 Funding)
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	2021-22	2022-23	2023-24	2024-25	2025-26 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		10,040,000	1,280,000	1,815,000	1,260,000	19,100,000	

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 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)
<u>PREVENTATIVE MAINTENANCE</u>							
74020	Slurry Seals and Pavement Rejuvenation	40,000 d 470,000 c	40,000 d 480,000 c	40,000 d 490,000 c	40,000 d 500,000 c	40,000 d 510,000 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 100,000 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)
74559	Bridge Maintenance Plan				5,000 d		Establish Plan for Bridge Maintenance. (HBRR Grant Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
<u>RESEARCH AND TECHNOLOGY PARK</u>							
	Phase 2					372,000	a Westerly extension of Phase 1
	Alluvial, E/O Armstrong					25,000	d improvements along Alluvial Avenue,
						3,082,000	c including Armstrong Avenue. (Street Fee Reimbursement)
<u>PEDESTRIAN / BICYCLE FACILITIES</u>							
74110	Bicycle and Pedestrian Facilities	57,000 c	57,000 c	57,000 c	57,000 c	57,000 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	d Curb, gutter, sidewalk improvements and c 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	d Citywide survey of City facilities located within the City's public right-of-way. (HUTA Funded)
74886	Misc. Wheelchair Ramps Various Locations	100,000 c	150,000 c	150,000 c	150,000 c	150,000 c	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)
74063	Transit Bus Pad Department of Social Services Location	40,000 d 160,000 c					Improve existing Bus Stop location at the Department of Social Services for FAX bus requirements. (Measure C TOD Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
<u>PEDESTRIAN / BICYCLE FACILITIES</u>							
	Sidewalk Improvements Sierra Vista School Neighborhood		100,000 d	897,000 c			Install sidewalk and access ramps on neighborhood streets around Sierra Vista School. (Contingent on ATP funding)
	Santa Ana Sidewalk Repair Peach to Villa			15,000 d 75,000 c			Replace sidewalk for ADA compliance and accessibility concerns. (Contingent on CDBG funding)
	Villa Avenue Sidewalk Repair Gettysburg to Santa Ana				20,000 d 90,000 c		Replace sidewalk for ADA compliance and accessibility concerns. (Contingent on CDBG funding)
<u>LANDSCAPING IMPROVEMENTS</u>							
74023	LMD Landscape Improvements Sunnyside - Fwy. 168 to Alluvial Alluvial - Clovis to Sunnyside					5,000 d 75,000 c	Modify soil and re-landscape to improve the current median and outside travel lane areas. (LMD Funded)
74866	Landscape Maintenance District - Area 2 Fowler Landscaping Gettysburg to Ashlan					19,000 d 188,000 c	Evaluate existing landscaping, design and install new landscaping and irrigation. (General Government Services Fund and LMD Reserves)
74024	Shaw Avenue Improvements Willow - Clovis					25,000 d 115,000 c	Modify soil and re-landscape to improve the current median and outside travel lane areas. (LMD Funded)
74564	LMD - Benefit Zone 1 & 3 Clovis Center Median Sierra to Herndon					5,000 d 75,000 c	Remove and replace existing landscape and irrigation. (LMD Reserves)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
<u>TRAFFIC SIGNAL/INTERSECTION IMPROVEMENTS</u>							
74585	Armstrong/Nees Traffic Signal		535,000 c				Install traffic signal. (CMAQ Grant Funded)
74584	Shepherd/Peach Traffic Signal		535,000 c				Install traffic signal. (CMAQ 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)
	Sunnyside /Nees Traffic Signal		120,000 d	50,000 a	1,270,000 c		Install traffic signal. (Contingent on CMAQ funding)
	DeWolf/Owens Mountain Roundabout		125,000 d 50,000 a	850,000 c			Install Roundabout at the intersection. (Contingent on CMAQ funding)
74595	Shepherd Signal Interconnect Peach to DeWolf	130,000 d		1,300,000 c			Install signal interconnect in Shepherd. (CMAQ Funded)
	Shaw & Herndon Adaptive Signalization			65,000 d	738,000 c		Install adaptive signalization in Shaw from Willow to Clovis and Herndon from Helm to DeWitt. (Contingent on HSIP funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 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	360,000 c					Alley reconstruction at three locations. (CDBG Funded)
	Alleys - Pollasky to DeWitt San Jose/Scott		30,000 d	135,000 c			Alley reconstruction. (Contingent on CDBG Funding)
74571	Alleys - Harvard to Cherry Dennis/Beverly Dennis/Mitchel	60,000 d	240,000 c				Alley reconstruction. (CDBG Funded)
<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)
	Herndon to Alluvial		60,000 d	350,000 c			Reconstruct/overlay street. (Contingent upon HUTA Funding)
74691	Alluvial to Nees	65,000 d	480,000 c				Reconstruct/overlay street. (Measure C Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
<u>Ashlan Avenue Improvements</u>							
74554	Willow to Peach					125,000 d	Reconstruct/overlay street.
						1,365,000 c	(Contingent upon Funding)
	Temperance to Locan					70,000 d	Overlay street.
						720,000 c	(Contingent upon Funding)
74568	West of Leonard	321,000	c				Street Widening on south side of the street. (Developer Fee funded)
74569	DeWolf to Locan	70,000	d				Reconstruct/overlay street.
			800,000	c			(SB1 Funded)
<u>Barstow Avenue Improvements</u>							
	Fowler to Armstrong					35,000 d	Overlay street.
						310,000 c	(Contingent upon Funding)
74999	Minnewawa to Clovis						Reconstruct/overlay street.
		530,000	c				(STBG Grant Funded)
74991	Villa to Minnewawa	70,000	d				Reconstruct/overlay street.
				533,000	c		(SB1 funded)
	Helm Canal E/O Peach					90,000 d	Remove constriction at the Dry Creek
						550,000 c	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.
		750,000	c				(SB1 Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 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	940,000 c					Reconstruct/overlay street. (STBG Grant Funded)
74596	Shepherd to Teague	55,000 d	230,000 c				Overlay street. (SB1 Funded)
	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		1,075,000 c				Reconstruct/overlay street. (STBG Grant Funded)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
<u>Fowler Avenue Improvements</u>							
74992	Ashlan to City Limits	65,000 d	675,000 c				Reconstruct/overlay street. (STBG Grant Funded)
	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)
	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)
<u>Locan Avenue Improvements</u>							
	Shaw to Barstow					30,000 d 320,000 c	Overlay street. (Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
<u>Minnewawa Avenue Improvements</u>							
74059	Alluvial to Herndon		1,900,000	c			Reconstruct and Widening. (RSTP Grant Funded)
	S/O Herndon					15,000 d 42,000 c	Reconstruct street. (Contingent upon Funding)
	Nees to Teague					70,000 d 840,000 c	Reconstruct/overlay street. (Contingent upon Funding)
	Barstow to Bullard					60,000 d 565,000 c	Reconstruct/overlay street. (Contingent upon Funding)
	Gettysburg to Ashlan					35,000 d 200,000 c	Reconstruct/overlay street. (Contingent upon Funding)
<u>Nees Avenue Improvements</u>							
74509	Temperance to Locan			120,000 d	500,000 a 1,750,000 c		Street Widening. (Contingent upon Funding)
<u>Peach Avenue Improvements</u>							
	Shepherd to Teague					45,000 d 440,000 c	Overlay street. (Contingent upon Funding)
	Teague to Nees					35,000 d 290,000 c	Overlay street. (Contingent upon Funding)
	Gettysburg to Ashlan			70,000 d	964,000 c		Reconstruct/overlay street. (Contingent upon SB1 Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
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	1,110,000 c					Reconstruct/overlay street. (STBG Funded)
74844	Armstrong to Temperance	70,000 d	1,220,000 c				Reconstruct/overlay street. (Measure C Funded)
	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)
	<u>Sierra Avenue Improvements</u>						
74993	Willow to Peach	55,000 d	340,000 c				Overlay street. (Measure C Funded)
	Villa to Clovis					75,000 d	Reconstruct/overlay street.
						1,050,000 c	(Contingent upon Funding)
	<u>Sunnyside Avenue Improvements</u>						
	Nees to Alluvial			70,000 d	935,000 c		Reconstruct/overlay street. (Contingent upon Measure C Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
74994	Fifth to Barstow	100,000 d	1,132,000 c				Reconstruct street. (Measure C Funded)
74966	Third to Fifth	100,000 d	470,000 c				Street Widening. (Measure C Funded)
	<u>Sunnyside Avenue Improvements</u>						
	Barstow to Shaw		70,000 d	1,020,000 c			Reconstruct/overlay street. (Contingent upon SB1 Funding)
	<u>Teague Avenue Improvements</u>						
	Willow to Peach			70,000 d	1,078,000 c		Reconstruct/overlay street. (Contingent upon SB1 Funding)
	Minnewawa to Clovis					35,000 d 305,000 c	Overlay street. (Contingent upon Funding)
	<u>Temperance Avenue Improvements</u>						
	Bullard to Barstow					40,000 d 320,000 c	Overlay street. (Contingent upon Funding)
	Alluvial to Herndon					60,000 d 535,000 c	Reconstruct/overlay street. (Contingent upon Funding)
	<u>Third Street Improvements</u>						
74286	Clovis to Tollhouse					25,000 d 400,000 c	Replace curb & gutter. Coordinate with installation of water main. (Contingent upon Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
<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	1,020,000 c					Reconstruct/overlay street. (STBG Grant Funded)
	Gettysburg to Swift					25,000 d Overlay street. 170,000 c (Contingent upon Funding)	
<u>Willow Avenue Improvements</u>							
	Sierra to Herndon					35,000 d Reconstruct/overlay street. 270,000 c (Contingent upon Funding)	
	Sierra to Bullard		35,000 d	170,000 c			Overlay street. (Contingent upon HUTA Funding)
	Bullard to Barstow		35,000 d	185,000 c			Overlay street. (Contingent upon HUTA Funding)

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STREET IMPROVEMENTS

95000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
<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	800,000 c	800,000 c	800,000 c	800,000 c	800,000 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		<u><u>11,568,000</u></u>	<u><u>13,367,000</u></u>	<u><u>8,204,000</u></u>	<u><u>11,753,000</u></u>	<u><u>23,163,000</u></u>	

WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 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			30,000 d			Install 12 inch main in accordance with the Water Master Plan.
	Gettysburg to Donner			85,000 c			
76509	Sierra Avenue						Replace 12 inch main in the current alignment.
	DeWitt to SR168					140,000 c	
	Tarpey Service Area			30,000 d			Install new meter and additional water mains for redundancy
	Meter & Redundancy			130,000 c			
	<u>SURFACE WATER SUPPLY</u>						
	Rotary Park						
	Pump, Motor, Electrical and Piping					25,000 d	Install pump, motor, electrical facilities and
						225,000 c	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	Extend purple piping from Cottonwood to
						350,000 c	Peach/Alluvial Park.
	Cottonwood Park & Dry Creek Trail						Install pump, motor, electrical facilities and
	Pump, Motor, Electrical and Piping					25,000 d	purple piping to provide surface water for
						225,000 c	irrigation from Basin 7C at Alluvial and Clovis Avenues.

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WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
<u>SURFACE WATER TREATMENT PLANT IMPROVEMENTS</u>							
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		45,000	d			Install GAC facilities. (DBCP Settlement Fund)
	GAC		550,000	c			
Well Panel Upgrades							
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						Acquire property, drill and develop well.
	Willow/Barstow Avenues						
	Drill and Develop				50,000	a	
					25,000	d	
					400,000	c	
	Pump and Motor				25,000	d	Install pump and motor.
					500,000	c	
	Chlorination Facilities				15,000	d	Install chlorination facilities.
					155,000	c	
Well 35 - DeWitt/Santa Ana							
77600	Pump and Motor						Install pump and motor, water main and site improvements.
			500,000	c			

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WATER CAPITAL PROJECTS - ENTERPRISE FUND

96000 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
77600	Chlorination						Install chlorination facilities.
		155,000	c				
	Well 35 - DeWitt/Santa Ana						
77600	Auxiliary Power				20,000 d		Install auxiliary power.
					123,000 c		
	Well T9						
	Gettysburg/Minnewawa						
	Drill and Develop			50,000 a			
				45,000 d			Acquire property, drill and develop well.
				450,000 c			
	Pump and Motor			25,000 d			Install pump and motor.
				500,000 c			
	Chlorination Facilities			15,000 d			Install chlorination facilities.
				155,000 c			
	Various Well Replacement					45,000 d	Replacement of various wells within the City
						730,000 c	to maintain water production.
TOTAL - WATER CAPITAL PROJECTS - ENTERPRISE		680,000	2,820,000	1,540,000	1,338,000	1,820,000	

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 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>MASTER PLANNING</u>						
Water Conveyance System						
77091 Master Plan	25,000	25,000	25,000	25,000	25,000	Master planning for the conveyance of potable water and required facilities for new General Plan update. (Development & GPA Consultant Fees)
<u>WATER MAINS</u>						
Barstow Avenue						
Peach to Minnewawa					8,000 d 125,000 c	Upgrade to 12 inch main including valves in accordance with the Water Master Plan.
76635 Villa Avenue						
Barstow to Ninth					7,500 d 75,000 c	Install 12 inch main in accordance with the Water Master Plan.
Heritage Avenue						
E/O Temperance					15,000 d 160,000 c	Install 8 inch water main and services. (Reimbursement from property owners)
Enterprise Avenue						
W/O Locan					15,000 d 160,000 c	Install 8 inch water main and services. (Reimbursement from property owners)
Saginaw Avenue						
W/O DeWolf					15,000 d 159,000 c	Install 8 inch water main and services. (Reimbursement from property owners)
Raw Water Main						
Southeast SWTP to the Northeast SWTP			700,000 d 14,300,000 c			Install 42 inch raw water main between the treatment plants.

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
<u>WATER STORAGE FACILITIES</u>						
2013 Water Revenue Bond Debt Service						
67751 Principal	2,155,000	2,265,000	2,385,000	2,500,000	8,250,000	Debt Service Principal.
67201 Bond Handling Charges	20,000	10,000	10,000	10,000	10,000	Handling Charges
67851 Interest & Handling Charges	857,000	749,000	636,000	516,000	773,000	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	1,500,000	24,000,000	Secure water to serve areas within the City of Clovis General Plan.

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

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
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WATER STORAGE FACILITIES

Recharge Basin Northwest Area

8,000,000 a Acquire property and construct a 40 acre
500,000 d recharge basin in the Northwest area.
4,500,000 c

Recharge Basin CSUF Property

300,000 d Construct a 40 acre recharge basin on
1,200,000 c existing CSUF property.

SURFACE WATER TREATMENT PLANT IMPROVEMENTS

77531 SE-SWTP Process Addition

500,000 c

Add ozone treatment process to minimize the positive bacti and alleviate taste and odor concerns.

77529 SE-SWTP Expansion

30,000,000 c Expand capacity of plant from 22.5 MGD to 45 MGD. Project needs to be established in the Urban Water

SE-SWTP Pump Station

6,000,000 c Install a 42,000 gpm Pump Station at the Southeast SWTP.

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

2,500,000 d Construct a 20 MGD surface water
45,000,000 c treatment plant in the northeast area of the city sphere. Per the City water masterplan.

NE-SWTP Pump Station

3,300,000 c Install a 22,000 gpm Pump Station at the Northeast SWTP.

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 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 123,000 c	Install auxiliary power.

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WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 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.
					123,000 c	
Well 46 - Clovis/Shepherd						
Well & site development					150,000 a	Complete well development including Drill,
					150,000 d	site development, pump & motor,
					1,850,000 c	chlorination facilities, & auxiliary power
Well 47 - Sunnyside/Christopher						
Well & site development					150,000 a	Complete well development including Drill,
					150,000 d	site development, pump & motor,
					1,850,000 c	chlorination facilities, & auxiliary power
Southeast Area Well						
Well & site development					150,000 a	Complete well development including Drill,
					150,000 d	site development, pump & motor,
					1,850,000 c	chlorination facilities, & auxiliary power
Well at Armstrong/SR 168						
Well & site development					150,000 a	Complete well development including Drill,
					150,000 d	site development, pump & motor,
					1,850,000 c	chlorination facilities, & auxiliary power

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

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

WATER CAPITAL PROJECTS - DEVELOPER

97000 ACCT PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
77090 Various Well Site Development						
1. Test Hole	20,000 d 40,000 c	15,000 d 35,000 c	15,000 d 35,000 c	15,000 d 35,000 c	20,000 d 45,000 c	Drill test hole.
2. Land Banking					130,000 a	Land acquisition of acceptable sites.
3. Well Construction					20,000 d 500,000 c	Construct well.
4. Construct Chlorination Facilities					13,500 d 60,000 c	Construct chlorination unit and building.
5. Auxiliary Power					16,000 d 123,000 c	Install generator.
TOTAL - WATER CAPITAL PROJECTS - DEVELOPER	7,267,000	5,149,000	29,181,000	6,041,000	201,386,000	

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

COMMUNITY SANITATION IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 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)
	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)
81211	Landfill Solar						Install solar panels on landfill buffer area. (Refuse Enterprise Fund)
	Landfill Security System Install Chain Link Fence, Interior Lighting and Video					15,000 d 185,000 c	Install chain link fence, interior lighting and video to prevent unauthorized entry and protect equipment and facilities from vandalism. (Refuse Enterprise Fund)
81212	Landfill Flare	35,000 d	200,000 c				Modify existing flare onsite to meet new requirements by San Joaquin Valley Air Pollution Control District. (Refuse Enterprise Fund)

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

COMMUNITY SANITATION IMPROVEMENTS - ENTERPRISE FUND

99500 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
81205	Landfill Transfer Station Green Waste					50,000 d 250,000 c	Acquire land and build green waste transfer station. (Refuse Enterprise Fund)
81200	Villa Corporation Yard Master Plan					5,000 d 80,000 c	Develop short and long range Master Plans for the ongoing use of the corporation yard and make grading and drainage improvements. (Refuse Enterprise Fund)
81147	Clovis Landfill Liner Liner System (Stage II)				300,000 d	5,000,000 c	Landfill expansion as needed for City growth. Expansion estimated to occur in 2025 - 2026. (Refuse Enterprise Funds)
	Liner System (Stage III)					100,000 d 1,000,000 c	Landfill expansion as needed for City growth. Expansion estimated to occur in 2043 - 2044. (Refuse Enterprise Funds)
	Clovis Landfill Closure					300,000 d 7,200,000 c	Place impermeable cover over entire landfill, complete drainage system, and install gas vents. Estimate closure to occur in 2050. (Landfill Closure/Post Closure Reserve)
	Clovis Landfill Post Closure					3,000,000 c	30-year post closure monitoring and maintenance. Estimate post closure to occur in 2050. (Landfill Closure/Post Closure Reserve)
TOTAL - REFUSE		<u><u>35,000</u></u>	<u><u>200,000</u></u>	<u><u>75,000</u></u>	<u><u>300,000</u></u>	<u><u>17,380,000</u></u>	

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HOUSING & COMMUNITY DEVELOPMENT

42750/49210 ACCT	PROJECT LOCATION	2021-22	2022-23	2023-24	2024-25	2025-26 or Later	DESCRIPTION
80100	Home Repair Loans/Grants		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	760,000 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	137,000 c	150,000	150,000	150,000	150,000	Home improvement and repair grants. (CDBG/Housing Successor Funding)
80170	Affordable Housing Project	50,000 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>947,000</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		
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	FID	Fresno Irrigation District
s/o	South of	FMFCD	Fresno Metropolitan Flood Control District
e/o	East of	GAC	Granular Activated Carbon. Large (20,000 gallon ±) vessels filled with Granular Activated Carbon for removal of DBCP.
w/o	West of		
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	HBRR	Highway Bridge Rehabilitation and Repair. A federal funding source for repair and replacement of bridges.
CalHome	A program to enable low and very-low income households to become or remain homeowners.	HOPE	Housing Opportunities through Education
CDBG	Community Development Block Grant. A source of federal funding for improvements in low income or blighted areas.	HOME	Federal block grant to state and local governments designed to create affordable housing for low-income households.
CIP	Community Investment Program	HSIP	Highway Safety Improvement Program

COMMUNITY INVESTMENT PROGRAM

GLOSSARY OF TERMS, ACRONYMS, & ABBREVIATIONS, CONT.

HUTA	Highway Users Tax Account (2010)	STBG	Surface Transportation Block Grant
LCTOP	Low Carbon Transit Operations Program. A state source of funding under Senate Bill 862 to provide operating and capital assistance for transit agencies.	STP	Surface Transportation Program. A federal source of funding under "SAFETEA-LU" for street construction and reconstruction activities.
LMD	Landscape Maintenance District	Streetscape	The visual elements of a street that defines its character, such as building façade, landscaping, sidewalks, street furniture, signs, lighting, etc.
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.	ST-WRF	Sewage Treatment and Water Reuse Facility
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.	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.
MGD	Million Gallons per Day	TE	Transportation Enhancement Activity. A federal source of funding under "SAFETEA-LU" for enhancement of transportation facilities through beautification or restoration of historic facilities.
NFPA	National Fire Protection Association	UGOH	Underground Overhead. The undergrounding of overhead facilities such as electric, phone and cable.
PCI	Pavement Condition Index	VCP	Vitrified Clay Pipe. A pipe material used for sewer main construction.
PD	Police Department		
PDS	Planning and Development Services Department		
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)		

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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.

Jose G. Flores, Mayor
Josef@cityofclovis.com

Lynne Ashbeck, Mayor Pro Tem
Lynnea@cityofclovis.com

Vong Mouanoutoua, Council Member
Vongm@cityofclovis.com

Bob Whalen, Council Member
Bobw@cityofclovis.com

Drew Bessinger, Council Member
Drewb@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

Alex Padilla
112 Hart Senate Office Building
Washington DC 20510
(202) 224-3553

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	2012	98,377	938,467
	1960	5,546	365,945	2013	99,983	952,166
	1970	22,133	413,329	2014	102,188	964,040
	1980	33,021	514,621	2015	104,339	972,297
	1990	49,300	667,490	2016	108,039	984,541
	2000	70,746	805,005	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
	2011	96,848	940,220	2021	121,800	1,033,303

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

CLIMATE

	2020 Average Daily Temperature (Degrees)			Precip. (Inches)
	Maximum	Minimum	Average	
January	67.0	33.0	49.0	0.66
February	83.0	31.0	55.0	0.00
March	82.0	38.0	56.6	2.32
April	91.0	43.0	64.1	1.65
May	106.0	51.0	73.4	0.12
June	107.0	54.0	79.5	0.00
July	108.0	61.0	84.6	0.00
August	112.0	61.0	86.2	0.00
September	106.0	61.0	79.8	0.00
October	96.0	45.0	71.8	0.00
November	82.0	34.0	54.9	0.28
December	69.0	35.0	48.9	1.14
YEAR	112.0	31.0	71.5	6.17

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

AREA (SQUARE MILES)

Year	City of Clovis	Year	City of Clovis
1950	1.05	2011	23.14
1960	2.88	2012	23.14
1970	4.22	2013	23.42
1980	9.02	2014	24.02
1990	14.34	2015	24.15
2000	17.28	2016	24.36
2007	22.77	2017	24.40
2008	23.14	2018	25.50
2009	23.14	2019	25.50
2010	23.14	2020	25.91

Source: City of Clovis, Planning and Development Services

RETAIL SALES INFORMATION

2019 RETAIL SALES (In Thousands of Dollars)	<u>Type of Business</u>	<u>City of Clovis</u>	<u>Fresno County</u>
	General Consumer Goods	557,249	2,942,789
	Autos and Transportation	451,127	2,346,587
	Building and Construction	177,053	1,003,704
	Restaurants and Hotels	341,536	2,280,833
	Fuel and Service Stations	118,952	1,212,541
	Business and Industry	119,671	1,296,600
	Food and Drugs	241,998	5,135,829
	TOTAL	2,007,586	16,218,883

Source: Ca Dept of Tax and Fee Administration

ANNUAL TAXABLE SALES (In Thousands of Dollars)	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>	<u>Year</u>	<u>City of Clovis</u>	<u>Fresno County</u>
	1970	25,012	883,810	2011	1,278,684	11,179,478
	1980	165,377	3,131,515	2012	1,373,070	12,020,630
	1990	448,565	5,739,359	2013	1,509,721	12,618,111
	2000	930,608	8,472,055	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
	2010	1,201,964	10,154,265	2019	2,007,586	16,218,883

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

MISCELLANEOUS BUILDING INFORMATION

DWELLING UNITS	<u>Year</u>	<u>City of Clovis</u>	<u>Year</u>	<u>City of Clovis</u>
	1970	4,347	2011	36,101
	1980	13,357	2012	36,579
	1990	19,379	2013	37,140
	2000	25,494	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
	2010	35,671	2020	43,908

Source: City of Clovis, County of Fresno

NEW DWELLING UNITS AUTHORIZED	City of Clovis			
	<u>Year</u>	<u>Single</u>	<u>Multiple</u>	<u>Total</u>
	2006	954	302	1,256
	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	1,024
	2016	709	0	709
	2017	925	58	983
	2018	1,046	304	1,350
	2019	848	0	848
	2020	891	228	1,119

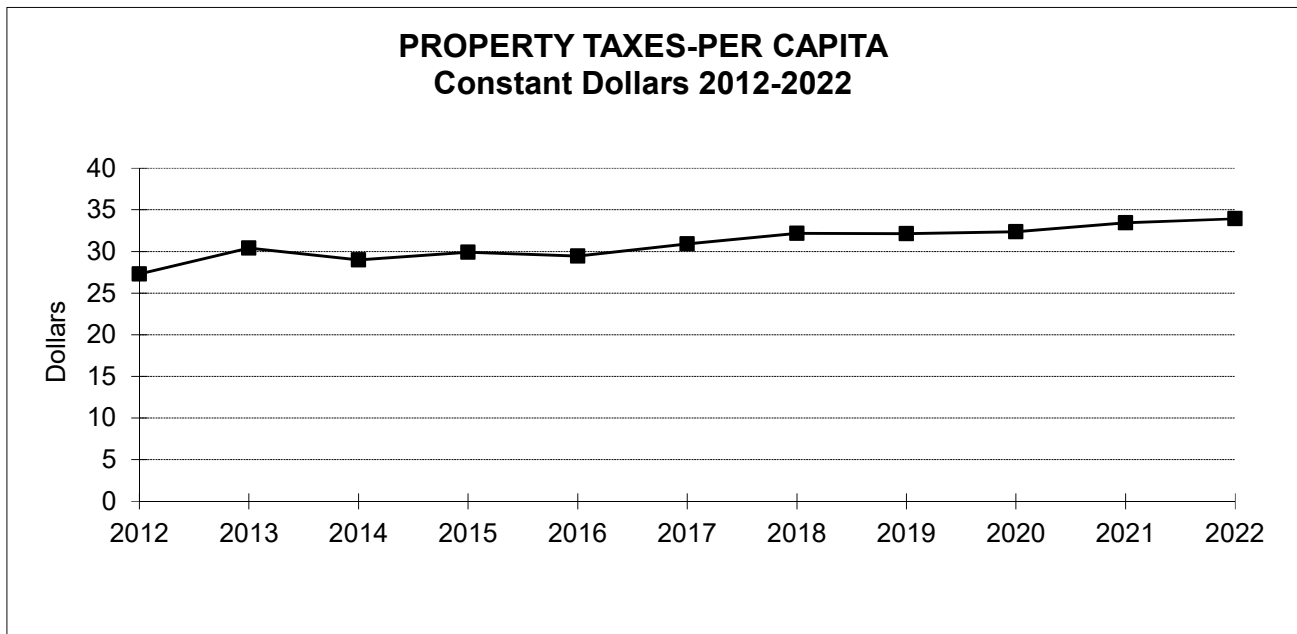
Source: City of Clovis CAFR

BUILDING PERMITS --- VALUATIONS	<u>Year</u>	<u>City of Clovis</u>
	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
	2020	385,697,000

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>
2011-12	9,230,690	19.12%	93.61	27.29
2012-13	10,671,135	20.39%	106.73	30.41
2013-14	10,631,129	19.03%	104.04	28.98
2014-15	11,322,526	19.14%	108.52	29.89
2015-16	11,649,632	18.86%	107.83	29.46
2016-17	12,873,288	20.26%	116.22	30.91
2017-18	14,184,858	20.27%	124.56	32.19
2018-19	15,071,954	20.58%	128.82	32.12
2019-20	15,883,160	21.11%	133.28	32.35
2020-21 (EST)	17,270,000	20.46%	141.79	33.44
2021-22 (EST)	17,950,000	21.09%	143.83	33.92

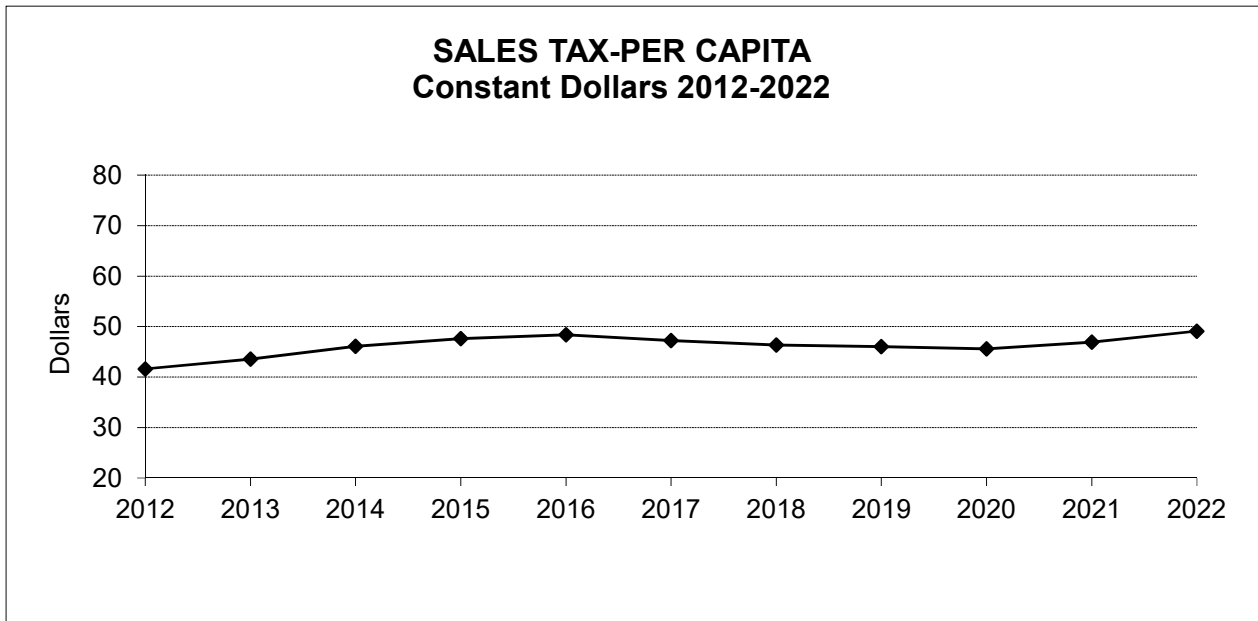


REVENUE BY CATEGORY

GENERAL FUND

SALES TAX

	<u>AMOUNT RECEIVED</u>	<u>% OF TOTAL REVENUE</u>	<u>PER CAPITA</u>	<u>PER CAPITA (ADJUSTED FOR INFLATION)</u>
2011-12	14,076,648	29.16%	142.75	41.62
2012-13	15,284,968	29.20%	152.88	43.55
2013-14	16,916,615	30.28%	165.54	46.11
2014-15	18,037,580	30.49%	172.87	47.62
2015-16	19,119,633	30.96%	176.97	48.35
2016-17	19,675,483	30.96%	177.64	47.24
2017-18	20,425,341	29.19%	179.35	46.34
2018-19	21,597,179	29.49%	184.59	46.03
2019-20	22,393,757	29.76%	187.91	45.61
2020-21 (EST)	24,819,000	29.41%	198.87	46.90
2021-22 (EST)	25,974,000	30.51%	208.13	49.09



**CITY OF CLOVIS
PRINCIPAL EMPLOYERS
JUNE 30, 2020**

<u>Employer</u>	<u>Approximate Number of Employees</u>
Clovis Unified School District	5,263
Clovis Community Hospital	1,994
Alorica	720
City of Clovis	671
Wal-Mart	620
Wawona Frozen Foods	540
Anlin Industries	400
Costco	354
Target	325
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.

AB 147 – Assembly Bill 147 also known as the Marketplace Facilitator Act was signed on April 25, 2019 creating new sales and use tax collection requirements for remote sellers and all retailers.

AC - Asphalt Concrete.

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.

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.

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.

ARPA – American Rescue Plan Act of 2021 which provides funding for state and local governments in response to the COVID-19 pandemic.

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.

CARES Act - Coronavirus Aid, Relief and Economic Security Act. An economic stimulus bill passed by Congress and signed by President Trump on March 27, 2020.

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.

CFD – Community Facilities District which is a district formed in new growth areas to provide funding for public safety and/or public utility infrastructure.

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.

EMS - Emergency Medical Services.

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.

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.

FEMA – Federal Emergency Management Agency.

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.

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.

HEAT – Help Eliminate Auto Theft.

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

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

LCTOP - Low Carbon Transit Operations Program.

LIS - Land Information System.

LMD - Landscape Maintenance District.

LTF (Local Transportation Funding) - Derived from ¼¢ 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 ½¢ 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.

NKGSA - North Kings Groundwater Sustainability Agency.

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

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

NRC - Non-Residential Construction.

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.

SAFER Grant - Staffing for Adequate Fire and Emergency Response grant. A grant from FEMA to provide funding directly to Fire Departments to help increase or maintain the number of trained front line firefighters.

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.