

**REQUEST FOR PROPOSALS
FOR
WIRELESS BROADBAND NETWORK**

**Proposals shall be submitted no later than
4:00 p.m., Monday December 18, 2006**

Five (5) copies of the proposal shall be submitted to:

City of Clovis
City Clerk's Office
1033 Fifth Street
Clovis, CA 93612

*Proposals shall be in sealed envelopes and clearly marked:
"Wireless Broadband Network"*

Inquiries regarding this request should be directed to:

Jesse Velez, Information Systems Manager
City of Clovis
1033 Fifth Street
Clovis, CA 93612
(559) 324-2150
(559) 324-2868 FAX
jessev@cityofclovis.com

REQUEST FOR PROPOSAL WIRELESS BROADBAND NETWORK

1. OBJECTIVES

The City of Clovis is soliciting proposals from interested and qualified vendors and network providers to establish, own, operate and provision a Wireless Broadband Network (Network) that will offer ubiquitous wireless broadband network service throughout the city.

2. BACKGROUND

COMMUNITY OVERVIEW

The City of Clovis has become the premier city in Central California. Unemployment is lower, household income is higher, housing quality and cost is higher, education opportunities are greater, and the overall quality of life is better in Clovis. These are not marketing statements of a boastful economic development staff as all of these claims are backed with statistics (see Exhibit A). Clovis is the first choice for housing developers and home buyers for the Fresno/Clovis metropolitan area. Land is costly and becoming very short in supply for housing, commercial and industrial development.

Historically, Clovis has been a secondary market for retail and office development with the primary market being northeast Fresno. With the completion of Highway 168 and the influx of higher cost housing and household income related to those new homes, the office/retail developer's view of Clovis is changing. The same can be said for industrial development. PELCO and Anlin Industries have set the pace in the County for expansion and quality job generation. The Research and Technology Business Park will provide opportunities for living wage job opportunities. Clovis has every reason to be optimistic in attracting quality development for housing, commercial, and industrial businesses for the future.

Located in the northeast quadrant of the Fresno-Clovis Metropolitan Area, Clovis is situated in the midst of the agriculturally rich San Joaquin Valley. Since its incorporation in 1912, Clovis has been the "Gateway to the Sierra." Today, Clovis continues to plan and adapt to meet the needs of its present and future citizens. Dedicated to promoting planned growth while retaining its unique small town atmosphere, the City's population has more than doubled since 1975, reaching the current level of over 90,000, and encompassing over 22 square miles in area.

Clovis prides itself on looking forward and improving its technological infrastructure. This is evident in that the City of Clovis is engaged in a planning process that will lead to the creation of a technology hub, and has thus assembled a team consisting of City staff, consultants, and a committee of Clovis citizens called the Technopolis Clovis Core Committee (TC³). Also, recent upgrades in the Civic Center and other city facilities

include a fiber optics system and a new citywide telephone system that provide highly reliable services designed to accommodate growth and expansion.

WIRELESS BROADBAND NETWORK

The City of Clovis has also been engaged in a project to design, build and manage a wireless broadband network for Public Safety use. This project created 'hot zones' throughout the city where public safety officers retrieve mapping information, mug photos, streaming video and other graphic-intensive applications.

The current wireless network, which is for exclusive use by Public Safety and other city department services, covers approximately 30 percent of the city's 22 square-mile boundary.

This Request for Proposals (RFP) for a Wireless Broadband network is intended to complement and/or enhance the coverage of the current wireless network for Public Safety and to allow for additional wireless infrastructure to the community as a whole.

Some of the goals of the Network include:

1. Seamless, reliable and affordable wireless broadband access for all residents, businesses and visitors within the city;
2. Promotion of job creation, business growth and economic development;
3. Enhanced delivery of Public Safety services and content;
4. Improved efficiency in the delivery of government, educational and public services.

3. GENERAL REQUIREMENTS

3.1 SCOPE OF WORK

The main purpose of this Scope of Work is to capture the nature and scope of the Project, rather than to be precise in all its details. The City expects that the selected Proposer will work with the City's Project Manager to develop a detailed work plan before beginning the implementation.

3.1.1 The Proposer shall be responsible for providing a business plan which should include information regarding the model being proposed, financial considerations and any other information that demonstrates that the proposal is a sound investment strategy and creates a sustainable network.

3.1.2 Design, furnish, install and operate a public wireless service including all hardware and software necessary to complete the Project. The City is expecting the Proposer to provide a "turnkey" system, installed, programmed, tested and cut over with the Proposer supplying full technical, administrative and training

support. The proposed system shall have the capacity to provide Internet services to residents, businesses, and visitors in the City of Clovis.

- 3.1.3 The Proposer shall be responsible for installation schedule adherence and installation of all equipment. The Proposer shall provide all labor, materials, appliances, tools, equipment, documentation, transportation and services necessary for performing all operations of the work of this Specification, complete as specified herein.
- 3.1.4 It is the intent of this Specification to provide for a complete, integrated, high quality, available 24 hours/day and 365 days/year, working wireless Internet service. Inadvertent omission of any necessary items of work, material or equipment shall not negate the Proposer's responsibility to provide those items.
- 3.1.5 Proposer shall assign experienced, certified professional staff to the project.
- 3.1.6 The Proposer will also be responsible for optimizing the performance of the system throughout the life of the contract.
- 3.1.7 The proposed system shall be installed at a secure location, wherever possible. The proposed system shall be provided with UPS back-up (adequate for at least one hour of full operation) with conditioned power capabilities and shall be located in an environmentally controlled area, wherever possible, providing stable temperature and humidity.
- 3.1.8 The Proposer shall be responsible for surveying the existing facilities and installation conditions in sufficient detail to provide for a complete installation. This includes the determination of cable lengths and electrical power required for installation.
- 3.1.9 The Proposer shall include a detailed description of the Proposer's Customer service offerings. This, at minimum, should explain Customer / Help Desk support options and contact information, Escalation procedures, access to Network Status information and Sales and Equipment ordering services.
- 3.1.10 Proposer shall ensure the design of the wireless network is secured both physically and logically from "hackers" stealing, corrupting or tampering with data or the physical equipment. Proposer shall submit the security protocols and design that is anticipated to protect users from identity theft, hackers, fraud-artists and viruses.
- 3.1.11 The city requires that consumer privacy be protected for all users of the Network. A full disclosure of the Proposer's privacy policy is required. This privacy policy shall adhere to all applicable federal and state laws, shall be communicated to all users on the Network and shall require users' explicit acceptance before any service is provisioned.

3.2 TECHNICAL SPECIFICATIONS

Proposers are requested to treat this as a proof-of-concept configuration, which a complete wireless solution is to be built. The scope will encompass the entire City of Clovis with an initial deployment in the Old Town area as suggested in “Exhibit B”. The work for this Project consists of the design, installation, maintenance and operation of a Wireless Broadband network to service the entire City of Clovis herein for a period of five (5) years.

As part of your proposal, please include a project description and a detailed design plan. The description / design plan should include information on:

- a. Design Architecture including an overall diagram, selected Wireless Technology (802.11a/b/g, 802.16x, 3G etc), equipment lists, types of connections (point-to-point, point-to-multipoint, protocols, adaptors, etc.) and the Network’s scalability.
- b. Coverage – citywide within two (2) years of approval (guaranteed coverage for 95% on the exterior of buildings and 90% coverage through one (1) wall on the interior).
- c. Network Infrastructure including detailed information on the Network Operations Center (NOC), Point of Presence (POP) Connectivity, Fault Tolerance / High Availability of Network, NEMA rating(s) for outdoor equipment.
- d. Security
 - A. Which Industry Standard Wireless/Wired security protocols will be supported (i.e., WEP, WPA, TKIP, Raduis, ESSID, IPSEC)?
 - B. Does the proposed system support VPNs, VLANs, MAC address filtering?
- e. Monitoring and Management Systems –
 - A. Identify what solution(s) are being proposed to manage the Network
 1. Is the Network centrally managed?
 2. Are Access Points automatically configured?
 3. Is there automatic adjustment of signal strength in overlapping or underserved coverage areas?
 - B. Identify what monitoring tools are available
 1. Does the system monitor for rogue devices?
 2. Does the system provide a graphical display of all Access Points and types?
 3. Does the system provide notification of outages, alarms, other?
 - C. Identify what reporting capabilities are available
 1. What reports (i.e., Usage, up/down time) will be provided / available?
 2. Are systems / trace logs available?
 3. Any performance / benchmarking reporting capabilities?
- f. Disaster Preparedness / Contingencies

4. PARTICIPATION

The City of Clovis is a sponsor member of the Fresno Regional E-government group. This group consists of the County of Fresno and the fifteen (15) incorporated cities in Fresno County.

Whenever possible, these agencies co-op (piggyback) on contracts put in place by one of the other agencies.

Any agency choosing to avail itself of this opportunity, will make purchases in their own name, make payment directly to the contractor, be liable to the contractor and vice versa, per the terms of the original contract, all the while holding the City of Clovis harmless. If awarded this contract, please indicate whether you would extend the same terms and conditions to all tax-supported agencies within this group as you are proposing to extend to the City of Clovis.

(___) Yes, will extend contract terms and conditions to all qualified agencies within the Fresno Regional E-government group.

(___) No, we will not extend contract terms to any agency other than the City of Clovis.

Signature

Title

5. INSURANCE REQUIREMENTS

The proposal must include the name of the consultant's insurance carrier, the policy coverages and limits and expiration dates.

The successful consultant shall procure and maintain, for the duration of the contract, insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the consultant, his/her agents, representatives, employees or subcontractors.

Minimum Scope of Insurance

Coverage shall be at least as broad as:

1. Insurance Services Office Commercial General Liability coverage ("Occurrence" Form CG 0001).
2. Workers' Compensation insurance as required by the Labor Code of the State of California and Employer's Liability insurance.

Minimum Limits of Insurance

Broker/consultant shall maintain limits no less than:

1. General Liability: \$1,000,000 per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately or the general aggregate limit shall be twice the required occurrence limit.
2. Workers' Compensation and Employer's Liability: Workers' Compensation limits as required by the Labor Code of the State of California and Employer's Liability limits of \$1,000,000 per accident for bodily injury and disease.
3. Errors and Omissions: \$1,000,000 per occurrence and shall not be subject to a deductible and/or self-insured retention of greater than \$100,000.
4. Employee Dishonesty: \$1,000,000 to include comprehensive employee dishonesty, disappearance, theft and forgery or alteration coverage.

Deductibles and Self-Insured Retentions

Any deductibles or self-insured retentions must be declared to and approved by the City. At the option of the City, either: the insurer shall reduce or eliminate such deductibles or self-insured retentions, or the broker/consultant shall provide a financial

guarantee satisfactory to the City guaranteeing payment of losses and related investigations, claim administration and defense expenses.

Other Insurance Provisions

The general liability policy is to contain, or be endorsed to contain, the following provisions:

1. The City, its officers, officials, employees and volunteers are to be covered as additional insureds with respect to liability arising out of work performed in connection with an agreement for broker/consultant services.
2. For any claims related to the services provided pursuant to an executed agreement, the broker/consultant's insurance coverage shall be primary insurance as respects the City, its officers, officials, employees and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees or volunteers shall be in excess of the broker/consultant's insurance and shall not contribute to it.
3. Each insurance policy required by this clause shall be endorsed to state that coverage shall not be canceled by either party, except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the City.

Acceptability of Insurers

Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII.

Verification of Coverage

The selected broker/consultant shall furnish the City with an original certificate and amendatory endorsements affecting coverage required by this clause. All certificates and endorsements are required to be received and approved by the City before work commences. The City reserves the right to require complete, certified copies of all required insurance policies, including endorsements affecting coverage required by these specifications at any time.

All insurance documents are to be sent to:

City of Clovis
Attention: Jeff Cardell, Personnel/Risk Manager
Personnel/Risk Management
1033 Fifth Street
Clovis, CA 93612

6. ESTIMATED TIMETABLE

The City anticipates the following timetable for selection of the Proposer:

Event	Date
Issuance of the Request for Proposals (RFP)	November 10, 2006
Proposer's Conference	November 28, 2006
Last Day for Questions / Clarifications	December 8, 2006
Response to Written Questions	December 11, 2006
Deadline for Receipt of Proposals by City	December 18, 2006
Review of Proposals	January 5, 2007
Award of Contract by Clovis City Council	Jan / Feb 2007

The Clovis City Council will award the contract to the successful Proposer at a council meeting in the January / February 2007 timeframe. The meetings are held at 7:00 p.m. at the Clovis City Council Chambers, located at 1033 Fifth Street, Clovis, CA. The City reserves the right to cancel and/or modify the above dates at any time.

7. SELECTION CRITERIA

The selection criteria to be used to select the successful proposer will include, but is not limited to, the following:

- A. Written proposal, including Scope of Work;
- B. Established record of consistent professional service and reputation within the industry (references);
- C. The quality of references from public entities, particularly full-service municipalities;
- D. Staffing and experience levels;
- E. Availability/accessibility of proposer to service the needs of community and the City of Clovis.

The City may, in its discretion, determine not to award a contract solely on the basis of this Request for Proposals and will not pay for the information solicited or obtained.

8. INSTRUCTIONS FOR PREPARING WRITTEN PROPOSAL

Proposers must submit five (5) copies of their Proposal and any other pertinent information concerning their services by 4:00 p.m. on Monday December 18, 2006, to the address shown below.

Late proposals will be rejected. All proposals, whether selected or rejected, shall become the property of the City. Costs of preparation of proposals will be borne solely by the proposer. Proposals may not be submitted electronically or by fax machine.

Proposals will be accepted at:

City of Clovis
City Clerk's Office
1033 Fifth Street
Clovis, CA 93612

Questions concerning this Request for Proposal should be addressed to:

Jesse Velez
Information Systems Manager
City of Clovis
1033 Fifth Street
Clovis, CA 93612
(559) 324-2188
(559) 324-2868 FAX
jessev@cityofclovis.com

At a minimum, complete proposals will include the following:

Cover Letter

The cover letter will provide an introduction from the proposing firm that contains the name, title, address and telephone number of the individual(s) with authority to bind the proposal during the period in which the City is evaluating the proposal. The cover letter shall also identify the legal form of the firm, i.e., sole proprietor, partnership, corporation, etc. If the firm is a corporation, the cover letter shall identify the state in which the firm was incorporated. The cover letter will also acknowledge that the proposing firm(s) selected as finalists for consideration may be asked to appear, at their own expense, before an evaluation panel to discuss their proposal. The cover letter shall be signed by a principal of the firm or other person fully authorized to act on behalf of the firm.

Organizational Structure and Experience to include the following:

- An organization chart that demonstrates reporting relationships in the firm;
- The names and background of principal owners, partners, or officers including a resume detailing their experience;
- Length of time the firm has been in business as a wireless network provider;
- Number of offices and locations including addresses and phone numbers;
- Office that would service the City's account; and
- Identify any owned ancillary services.

Relocation/Consolidation Plans

This section of the proposal will provide a confidential discussion of any major changes such as expansion, relocation, or consolidation of the firm or any of its offices anticipated during the next twelve (12) months.

References

This section will include a list of clients for which similar types of services are currently provided. Please include the name, title and phone number of five (5) people, in five (5) different public agencies, whom the City of Clovis may contact to discuss proposer's performance and services. In addition, please include a list of previous clients, if any, who have elected to contract with another vendor(s) during the past 24 months.

Proposed Pricing for Services

While the City is not mandating that a free solution be provided throughout the community, it is interested in creative pricing models promoting availability of the Network, including those that would provide access at low or no cost. The City will consider responsible proposals, such as those that support the operating of the Network through advertising or other revenue-generating methods, but only to the extent that these proposals demonstrate a sound investment strategy and create a sustainable network.

In this section, please provide information on the Subscription Fees and include any other Rates and Charges that may apply. This section shall also include a statement identifying whether or not the proposer can comply with the Scope of Work as outlined in Section 3 above, and discuss the proposers' approach to the components defined in the Scope of Work. The proposal must indicate that the proposer agrees to be bound by the proposal and shall enter into a contract to provide services in a form as approved by the City. The proposal must be valid for at least ninety (90) calendar days from the final submission date of proposals. Your response should include a copy of a sample agreement for the services quoted.

In this section also describe any services not previously covered which you believe may be of particular value to the City.

Exhibit A

HISTORY

The first thought of settlement by non-natives in the area is credited to Padre Martin, who explored the area in 1806 while searching for a mission site. Some of the first permanent settlers were gold rush miners of 1849, displacing the many Native American tribes who lived in the foothills and near the rivers. As the gold ran out, they established small farms in the foothills. After the Civil War, large cattle grazing lands were developed.

As the railroad trusts began charging higher rates, Valley farmers sought an alternative to shipping their grains to market. In 1890, a 26-year-old Chicago railroad developer named Marcus Pollasky and a group of prominent Fresno citizens raised more than \$100,000 to build the independent San Joaquin Valley Railroad. The tracks extended from near downtown Fresno, north to Millerton (now Friant), and were planned to go on to Truckee and the world markets.

In 1891, Clovis Cole donated most of the land that would be used by the railroad. As the first tracks were laid, Pollasky and his investors founded the city and named it Clovis. The San Joaquin Valley Railroad was eventually purchased by the Southern Pacific Railroad and continued to operate profitably for decades.

At the same time the railroad was being constructed, a group of Michigan lumbermen began acquiring thousands of acres of timber in the mountains east of Clovis. Eventually, they built a dam on a creek and created Shaver Lake. From the foot of the dam, they built a 48-mile, 25-foot high, V-shaped flume to carry timber to the Valley floor ending in Clovis.

A huge lumber industry grew in Clovis. A planing mill, box factory, warehouse, dry kiln, offices, horse stables, pastures and cottages were built. Saloons and other entertainment venues followed. This activity attracted more and more developers. The Shepherd and Teague Land Company was formed and gained control of much of the land around Clovis, which was subdivided and sold.

SCHOOLS

In 1894, the first school opened.

The City of Clovis incorporated in 1912 but did not experience any substantial growth until the early 1970s. That growth can be directly attributed to three major elements: Clovis Unified School District (CUSD), a high quality of life, and smart planning.

Clovis Unified School District, the City’s largest non-manufacturing employer with 5,000 employees, serves more than 35,000 students through 28 elementary schools, four intermediate schools, four high schools, and two comprehensive high schools. Additionally, the District serves approximately 20,000 students each year, through its adult education program and offers 36 preschool programs on 22 elementary school sites. The District is planning on adding six schools within the next six years, including the seventh high school. The need for these additional facilities is brought on by the growing residential population.

The District is now nationally recognized as a leader in providing outstanding educational programs. Graduates of this school district are prepared to enter the labor force and are easily trained to compete in today’s high-tech world. High scholastic standards have resulted in an outstanding record of achievements and awards at every level of competition from county to state and national. A comparative review of the 2003 Scholastic Aptitude Test (SAT) results show that CUSD students are well above the state and national means for their respective areas.

	Verbal	Math
CUSD	513	533
State	499	519
National	507	519

In 1999, the Clovis Unified School District and the Fresno Unified School District formed a Joint Partners Agency to develop the Center for Advanced Research and Technology (CART). CART is a project-based learning program for high school students in the two districts. There are eleven laboratory environments in the following areas: agriculture, biomedical, chemical, design/engineering, environmental, financial, information, logistics and spatial, manufacturing, multi-media and telecommunications.

Residents of the City of Clovis are also able to take advantage of the numerous higher education opportunities in the area. Within a 15 minute drive of the city, residents are able to attend classes at California State University Fresno, Fresno Pacific University, National University, University of Phoenix, Kaplan Educational Center, University of California San Francisco, Golden Gate University, University of California and Fresno City College as well as several trade schools.

CITY PLANNING

In 1990, Clovis’ population reached 49,300; it climbed to 70,746 in 2000; and it soared to 80,884 by 2004. The City has maintained a 4% or better growth rate for the past five years. That trend is expected to continue for the next five years.

While other Valley communities experienced urban sprawl, with their residents moving away from the downtown areas, Clovis used smart growth planning to avoid such a sprawl. As early as 1992, Clovis planners saw the potential for tremendous residential growth and laid out plans for a series of Urban Centers throughout the city. They also avoided the abandonment of the downtown district by embracing it early and starting improvements before it was too late.

In 1982, the City adopted the first of two redevelopment project areas in an effort to upgrade the downtown area. Today, Old Town has seen over \$10 million of public redevelopment funding as well as an additional \$10 million in new private development. Vacancy rates in Old Town have gone from 50%+ in 1982, to less than 2% today. Old Town is a successful city-center serving as a shopping/dining/entertainment district. Many events and festivals, held in the area, draw hundreds of thousands of visitors every year. Old Town represents the “sense of community” for the residents of Clovis.

The Urban Center plan is a simple one: Plan for growth ahead of time and avoid problems later. The centers will provide attractive, safe, and high-quality living/working/playing areas. Each center will have distinct elements that lets visitors and residents know when they are entering and exiting the village. Water elements, paseos, parks and paths will wind through the centers creating areas for recreation and a sense of community. Retail areas will be easily accessible by automobile, bicycle, foot or other means of alternative transportation. By 2003, construction was underway on the first of these urban centers (the Southeast Urban Center). It is estimated that 2015 will mark the completion of the center. By that time, the center is expected to house between 20,000 and 30,000 people.

The City of Clovis is committed to solutions to relieve the Valley of problems causing pollution, not just in creating new living communities that require less automobile traffic, but in “retrofitting” the current areas by adopting a Bicycle Transportation Master Plan. This plan encourages the use of bicycles as a viable mode of transportation by providing well-maintained facilities for bicycle travel. The plan is dedicated to connecting work, shopping, schools, residential, and recreation areas via bicycle paths and safe, easy-to-navigate thoroughfares.

POLICE

“To those we serve, we want to be the best.”

That is the mission statement of the Clovis Police Department Annual Report. Despite the fact that crime is on the rise throughout the state and region, major crime in Clovis in 2003 was more than 26 percent lower than that in California in 2003, and 51 percent lower than the 2003 average for all of Fresno County.

Law enforcement is successful here because of the high visibility the Police Department maintains. Putting as many officers on the street – in patrol cars, on motorcycle units and on bicycle and horse patrol – sends the message clearly: Keeping Clovis safe is

top priority. The result: Criminals tend to stay away and residents keep an eagle eye on their surroundings.

The Clovis Police Department has 132 full-time employees, of which 92 are sworn officers. As is typical throughout most of California, there are approximately 1.2 sworn officers for every 1,000 residents. In addition to the full-time officers, there is a 20-person reserve program. Citizens representing a wide variety of occupations volunteer for the reserve, including physicians, teachers, and military personnel. Reservists are required to be trained by the state and devote a minimum of 10 hours of service monthly.

FIRE SERVICES

The Clovis Fire Department has 60 employees, trained in fire science, life safety, and a range of complex rescue techniques. Clovis has four fire stations and plans to build a fifth – Fire Station 35 – at Nees Avenue and North Burl Avenue to serve the northeast. Additional plans for more stations will be formalized as Clovis continues to grow to the southeast and northwest. Administration, fire prevention, and customer services divisions are stationed in the new, 70,000-square-foot Public Safety facility at the Civic Center complex.

In 2003, the Clovis Fire Department was awarded Accredited Agency Status from the Commission of Fire Accreditation International, becoming only the second California fire department to earn this status.

Like the Clovis Police Department, the Fire Department is known for its responsiveness. In 2003 there were a total of 5,359 calls requesting service; 4,554 were emergency calls. The department maintained an unprecedented 88% response time goal percentage.

In addition to simply responding to calls, the Clovis Fire Department prides itself on serving the community in ways beyond fighting fires. In 2003, the department participated in the following life safety and enforcement activities:

Juvenile Fire Setter Counseling Sessions:	118
Fire Hazard Weed Abatement Inspections:	1,853
People Receiving Public Education Training:	18,588

HOUSING

“Where are all these people coming from and what do they do for a living?” In August 2003, 3,080 surveys were sent to homeowners in Clovis who were identified as probable new residents. These are people that moved to Clovis after August 1999. The survey asked specific questions including how long residents have lived in Clovis, where they moved from, and what type of work they did. Based on the findings in this survey, a report, Destination Clovis, was published.

This report gave City of Clovis staff a good understanding of the new Clovis residents. In Clovis, the average owner-occupied household size is 2.95 people. Fifty-seven percent of all new Clovis residents moved from outside of Clovis but somewhere in the County of Fresno, Madera, Tulare, Kings or the northern parts of Kern County. Forty-three percent of all new residents moved to Clovis from outside the Fresno area. Out of these people:

- 2,100 people moved to Clovis from the San Francisco Bay area, the San Jose/Silicon Valley area, Sacramento, and Northern California, accounting for 712 homes.
- 1,853 people moved here from the Los Angeles/Orange County area and Southern California, accounting for 628 homes.
- 960 people moved to Clovis from other parts of the United States, accounting for 326 homes.
- 50 people moved from outside the United States, accounting for 17 homes.

42% of new Clovis residents moved to Clovis seeking a higher quality of life and a lower cost of living. They were also attracted to the quality of the Clovis Unified School District. Many households moved here because the model home they wanted was only available in Clovis and the community offered an environment that was conducive to raising a family.

A large number of new Clovis residents work in health care (17%) and government (13%). Also, 7% work in education. Overall, the new residents are employed in similar occupations as the residents that have lived here for some time. The breakdown of the Clovis residential employment sector is as follows:

Agriculture, forestry, fishing and hunting, and mining:	2%
Construction:	7%
Manufacturing:	8%
Wholesale:	4%
Retail:	13%
Transportation and warehousing, and utilities:	5%
Information:	3%
Finance, insurance, and real estate:	7%
Professional, scientific, management, administration, and waste management:	8%
Education, health and social services:	24%
Arts, entertainment, recreation, accommodation and Food service:	7%
Other services (except public administration):	5%
Public administration:	8%

Technology

Clovis prides itself on looking forward and improving its technological infrastructure. This is evident in that the City of Clovis is engaged in a planning process that will lead to the creation of a technology hub, and has thus assembled a team consisting of City staff, consultants, and a committee of Clovis citizens called the Technopolis Clovis Core Committee (TC³). TC³ is an organic outgrowth of Clovis' core values and its proud history of innovation. With its Research and Technology Business Park established by the City of Clovis in 1998, the City laid the foundation for establishing itself as an Innovative Technology Hub. TC³ and its consulting team developed preliminary goals and objectives, and an outline of a Concept Development Plan. During Phase I the committee developed a preliminary Vision, Mission, Goal and Objective:

Vision for Clovis: *Clovis will offer a welcoming and humanizing environment for advanced technology-based businesses and individuals.*

Mission: *To facilitate the transformation of Clovis into an Innovative Technology Hub. We will accomplish this by developing strategies to encourage commercial ventures that both contribute to and benefit from the city's excellent quality of life, high standards in education and numerous options for leisure. This transformation will promote positive changes in our city, our citizens and our workforce.*

Goal: To transform Clovis into a revenue-producing intellectual community.

Objective: To develop Clovis as an Innovative Technology Hub.

EXHIBIT B

City of Clovis Map

