

# Enterprise Funds

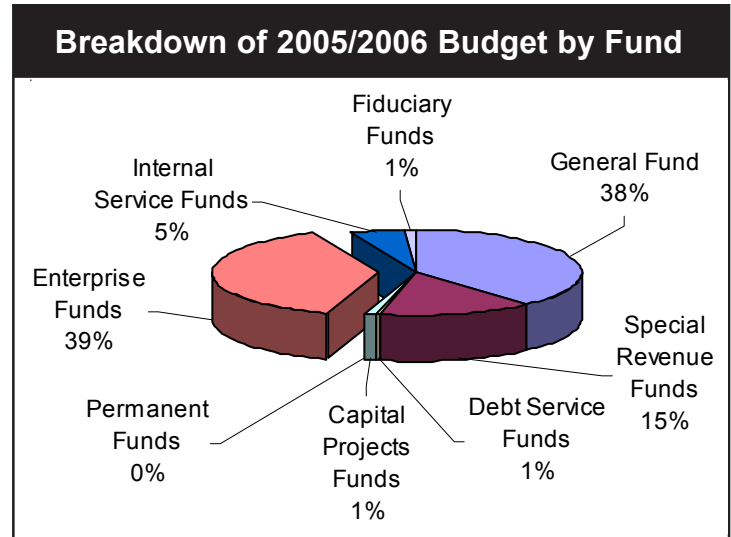
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# Enterprise Funds

## Enterprise Funds

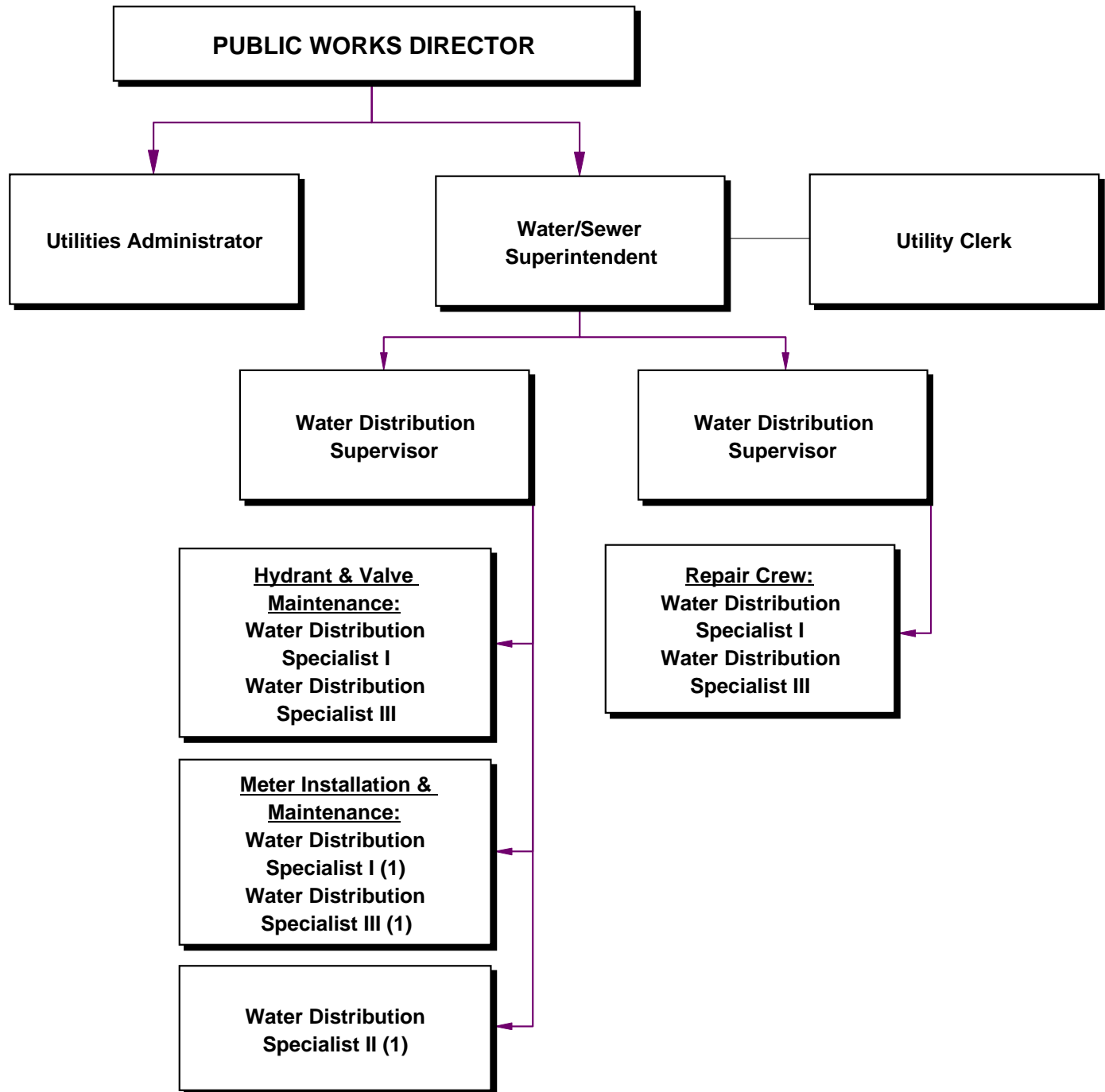
The City's Enterprise Funds account for the City of Longview's municipal operations that are primarily financed by service charges, including:

- ◆ **Water Operations** - Operates and maintains the City's water distribution system to provide safe and reliable water to city residents.
- ◆ **Sewer Operations** - Operates and maintains the City's sewer collection system, and a treatment plant for a small portion of the wastewater that is not treated at the regional sewer treatment facility operated by the Cowlitz Sewer Operating Board.
- ◆ **Water Filter Plant** - The Longview Regional Water Treatment Plant operates 365 days each year to treat water from the Cowlitz River and supply high-quality drinking water to residents in the Longview area and to customers of the Cowlitz Public Utilities District No. 1.
- ◆ **Storm Water Utility** - Provides monies for storm water management and water quality protection through the City's Storm Water Management program.
- ◆ **Sanitary/Recycling** - Manages the solid waste and recycling programs for the City. Each of these programs is contracted to a private firm that provides collection services to both residential and commercial customers.
- ◆ **Public Transit (CUBS)** - Under contract to the Cowlitz Transit Authority, the Transit Division operates and maintains the Community Urban Bus Systems (CUBS), providing service to the Longview, Kelso and Cowlitz County urban area.
- ◆ **Mint Valley Golf Course** - Provides maintenance, renovation, development and upkeep of an 18-hole regulation golf course, six-hole par-three course and driving range located on a 147-acre site.
- ◆ **Mint Valley Racquet Complex** - Operates through a privately administered contract. The facility provides four tennis courts, four racquetball courts and a fitness center.



# Organization Chart

## Water Operations



2005/2006 Budget  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Water Operations							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
Water Operations	Jeff Cameron	By Source	2003	2004	2005	Variance	2006	Variance	Budget
Beginning Fund Balance	\$700,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2005/2006 Expected Revenue	\$7,844,730	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Revenue	\$7,844,730	Charges for Services	\$3,701,564	\$3,874,730	\$3,807,140	-1.7%	\$3,998,790	5.0%	\$7,805,930
2005/2006 Expected Expenditures	\$7,844,730	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$23,562	\$25,400	\$19,400	-23.6%	\$19,400	0.0%	\$38,800
Total 2005/2006 Expenditures	\$7,844,730	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$700,000	Other Financing Sources	\$4,593	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$3,729,719</b>	<b>\$3,900,130</b>	<b>\$3,826,540</b>	<b>-1.9%</b>	<b>\$4,018,190</b>	<b>5.0%</b>	<b>\$7,844,730</b>

**Expenditure Summary**

Water Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
By Object	2003	2004	2005	Variance	2006	Variance	Budget
Cont to End Fund Balance	\$0	\$209,120	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$670,596	\$620,680	\$641,220	3.3%	\$657,230	2.5%	\$1,298,450
Personnel Benefits	\$180,278	\$190,440	\$185,410	-2.6%	\$201,270	8.6%	\$386,680
Supplies	\$891,837	\$1,088,210	\$1,060,360	-2.6%	\$1,078,030	1.7%	\$2,138,390
Other Services & Charges	\$1,101,538	\$1,019,570	\$1,103,660	8.2%	\$1,127,970	2.2%	\$2,231,630
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$23,155	\$19,210	\$58,100	202.4%	\$51,000	-12.2%	\$109,100
Debt Service	\$808,956	\$702,440	\$730,540	4.0%	\$844,100	15.5%	\$1,574,640
Interfund Transfers	\$49,788	\$50,460	\$47,250	-6.4%	\$58,590	24.0%	\$105,840
<b>TOTAL EXPENDITURES</b>	<b>\$3,726,148</b>	<b>\$3,900,130</b>	<b>\$3,826,540</b>	<b>-1.9%</b>	<b>\$4,018,190</b>	<b>5.0%</b>	<b>\$7,844,730</b>

**Program Descriptions - Initiatives - Performance Measures**

**Repair of Water Facilities ..... \$929,540**

This program provides for the maintenance and repair of water mains, water services and other facilities other than fire hydrants.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- |   |  |   |   |
|---|--|---|---|
| A | Repair broken water mains                  | D | Repair/replace water valves as determined necessary               |
| B | Repair water services                      | E | Prioritize repairs to ensure public health and safety             |
| C | Replace water services deemed unrepairable | F | Witness chlorination and dechlorination of new mains and services |

Performance Measures	2003 Actual	2004 Target	2005 Target	2006 Target
ALL Water work orders generated	1,418	1,000	1,000	1,000
ALL Percentage of work orders complete within 14 days	85%	80%	80%	80%
ALL Percentage of work orders completed within 30 days	97%	85%	85%	85%
ALL Percentage of work orders completed within 60 days	99%	90%	90%	90%

**Small Meter Preventative Maintenance ..... \$862,670**

This program is for the replacement of small domestic meters (less than 3") and meter boxes every ten years, or 5% a year.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Replace 600 meters and meter boxes a year
- B Reduce the number of out of service meters

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
AB Meters replaced due to age or condition	423	600	600	600

**Fire Hydrant Replacement ..... \$615,910**

Remove and replace 12 fire hydrants per year based on age and serviceability.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Replace “out of service “ hydrants
- B Replace “unrepairable “ hydrants
- C Prioritize hydrant replacement to ensure public safety

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
ALL Total hydrants replaced	28	16	12	12
A Hydrants out of service over 14 days	4	0	0	0
B Scheduled hydrant replacement	12	12	12	12
A Emergency hydrant replacement	12	4	0	0

**Water Line Locates ..... \$565,300**

This program provides locating services for underground water facilities.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Locate all water mains, services and valves

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
Locates provided within 48 hours of request	1,360	700	700	700

**Water Pump Station Maintenance ..... \$562,050**

This program routinely inspects and performs preventative and required maintenance on six water pumping stations to ensure stations are performing adequately to supply water to various reservoirs as demanded.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Visually inspect motors, pumps and piping for wear
- B Check physical operation of pumps
- C Log proper readings of equipment, i.e. run-time meters, production and power consumption meters
- D Perform all required maintenance on pumping, electrical and piping systems
- E Maintain building structure and grounds, both aesthetically and structurally

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
A Station inspections performed	267	312	312	312
B Pump station maintenances performed	12	21	15	15

# Enterprise Funds

## Large Meter Replacement ..... \$557,790

This program provides for the replacement of large commercial meters as required based on age.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Replace meters that are not cost effective to repair

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
A Large meters replaced	3	2	1	1

## Water System Flushing ..... \$550,330

This program provides for flushing the City’s water system to improve water quality.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Flush areas 1-4 quarterly
- B Flush areas 5-8 biannually

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
ALL Water quality complaints	26	18	9	8
ALL Percentage of man-hours required to flush entire system	5%	5%	5%	5%

## Fire Hydrant Maintenance ..... \$528,680

The annual Fire Hydrant Maintenance Program provides for the annual preventative maintenance and repair of over 1,200 fire hydrants.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Physically examine hydrants, noting operation and general appearance
- B Check for leakage at seals, joints and packing
- C Clean and lubricate all port threads and lubricate stems for smooth operation
- D Pressure wash and paint hydrants
- E Hydrants Flushed

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
A Hydrants physically examined	684	600	600	600
B Hydrants checked for leakage	684	600	600	600
C Hydrants cleaned, port threads lubricated, and stems lubricated	684	600	600	600
D Hydrants pressure washed and painted	0	0	100	600
E Hydrants flushed	412	400	400	400

## Reservoir Maintenance ..... \$525,550

This program ensures reservoir security from outside sources by protecting tanks from contamination and vandalism. The program also performs routine maintenance on grounds and structures for aesthetic purposes.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Inspect tanks/reservoirs for deterioration and security purposes
- B Maintain grounds and structures
- C Perform routine cleaning and maintenance of roofs, gutters and drainage systems
- D Inspect under drain systems
- E Ensure complete security from vandalism and or contamination of the water supply

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
A Grounds and tank inspections for security of water supply	162	225	190	190
B Work orders completed for telemetering problems	1	4	3	2
C Work orders for grounds maintenance/mowing	9	14	10	10

**Water Quality Assurance ..... \$515,660**

This program provides quality control for the public water system to ensure that the water system meets or exceeds water quality standards set by the Department of Health.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Test daily (seven days a week) for chlorine residual in the public water supply
- B Take samples for bacteriological analysis test that are conducted once a week from 15 sample points

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
A Daily chlorine tests performed	365	365	365	365
B Bacteriological tests performed	733	783	720	720

**Large Water Meter Testing ..... \$513,390**

This program is for testing and repair of water meters that are 3" and larger. These meters are to be tested at least every two to four years depending on size. This program will help identify large meters that will need to be replaced as part of the large-meter replacement program.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Test 3" and larger water meters yearly
- B Repair 3" and larger water meters yearly

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
A 3" and larger meters tested (goal is 10% of 70 total)	7	7	7	7
B 3" and larger meters repaired	3	3	3	3

**Water Valve Maintenance ..... \$508,120**

This is a biannual program to ensure the location and operation of the key valves and isolation valves in the City.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Clean valve box
- B Operate valves
- C Expedite the repair of malfunctioning valves

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
AB Number of key/isolation valves operated per year	18	20	200	200
C Not-working valves repaired	2	0		

**Backflow Device Testing and Repair ..... \$506,240**

This program provides for annual testing and certification of backflow assembly devices owned and maintained by the City.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Provide annual test and repair of backflow devices at all sewer facilities
- B Provide annual test and repair of backflow devices at water treatment plant, golf course, and all City parks

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
A Sewer backflow assemblies tested and repaired to reduce pressure	56	40	11	11
B Water DCVA backflow assemblies tested and repaired	20	15	10	10

# Enterprise Funds

**Miscellaneous Capital Projects ..... \$103,500**

These capital projects consist of purchasing a power-mole pusher box, a means to provide a solid wall to use the existing hydraulic service line pusher device. This item is a 1,400-lb shoring box on which the hydraulic pusher is permanently mounted for trenches up to 6-feet in depth and comes with a trailer to haul it to the work site. In addition, another capital project includes the purchase of a 7-ton crane truck to replace an unserviceable truck used for lifting pumps, hydrants, shoring boxes and road plates. This purchase will reduce the need to rent a crane truck from local companies. A portion of this cost will be paid within the Water operating fund. Finally, three additional GBA licenses will be purchased for use by both the Water and Finance Departments.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- B Power-Mole Box: Provide protection to employees
- C GBA: Allows for users to be in the system at the same time; currently sharing 3 licenses
- D Truck: Reduce rental rate
- E Truck: Lifting shoring boxes and road plates during non-business hours when the local businesses are closed
- F Truck: Reduce the annual cost to \$8,000 a year in depreciation and \$1,500 a year in operating costs
- G Truck: Will also allow for the use by other departments to reduce their costs

**TOTAL FOR ALL PROGRAMS ..... \$7,844,730**

## Revenue Summary

FUND SUMMARY		Water Construction							
Enterprise Fund Title <b>Water Construction</b>	Department Head Responsible <b>Jeff Cameron</b>	<b>Total Revenues</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2005-2006</b>
Beginning Fund Balance	\$0	<b>By Source</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>Variance</b>	<b>2006</b>	<b>Variance</b>	<b>Budget</b>
2005/2006 Expected Revenue	\$2,256,250	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Revenue	\$2,256,250	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2005/2006 Expected Expenditures	\$2,256,250	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Expenditures	\$2,256,250	Miscellaneous	\$5,551	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Non-Revenues	\$57,104	\$950,000	\$138,280	-85.4%	\$87,940	-36.4%	\$226,220
		Other Financing Sources	\$468,976	\$681,000	\$1,097,970	61.2%	\$932,060	-15.1%	\$2,030,030
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$531,631</b>	<b>\$1,631,000</b>	<b>\$1,236,250</b>	<b>-24.2%</b>	<b>\$1,020,000</b>	<b>-17.5%</b>	<b>\$2,256,250</b>

## Expenditure Summary

FUND SUMMARY		Water Construction							
Enterprise Fund Title <b>Water Construction</b>	Department Head Responsible <b>Jeff Cameron</b>	<b>Total Expenditures</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2005-2006</b>
Beginning Fund Balance	\$0	<b>By Object</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>Variance</b>	<b>2006</b>	<b>Variance</b>	<b>Budget</b>
2005/2006 Expected Revenue	\$2,256,250	Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Revenue	\$2,256,250	Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2005/2006 Expected Expenditures	\$2,256,250	Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Expenditures	\$2,256,250	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Capital Outlay	\$1,301,595	\$1,631,000	\$961,250	-41.1%	\$790,000	-17.8%	\$1,751,250
		Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Interfund Transfers	\$15,427	\$0	\$275,000	0.0%	\$230,000	-16.4%	\$505,000
		<b>TOTAL EXPENDITURES</b>	<b>\$1,317,022</b>	<b>\$1,631,000</b>	<b>\$1,236,250</b>	<b>-24.2%</b>	<b>\$1,020,000</b>	<b>-17.5%</b>	<b>\$2,256,250</b>

2005/2006 Budget  
**Enterprise Funds**

Revenue Summary

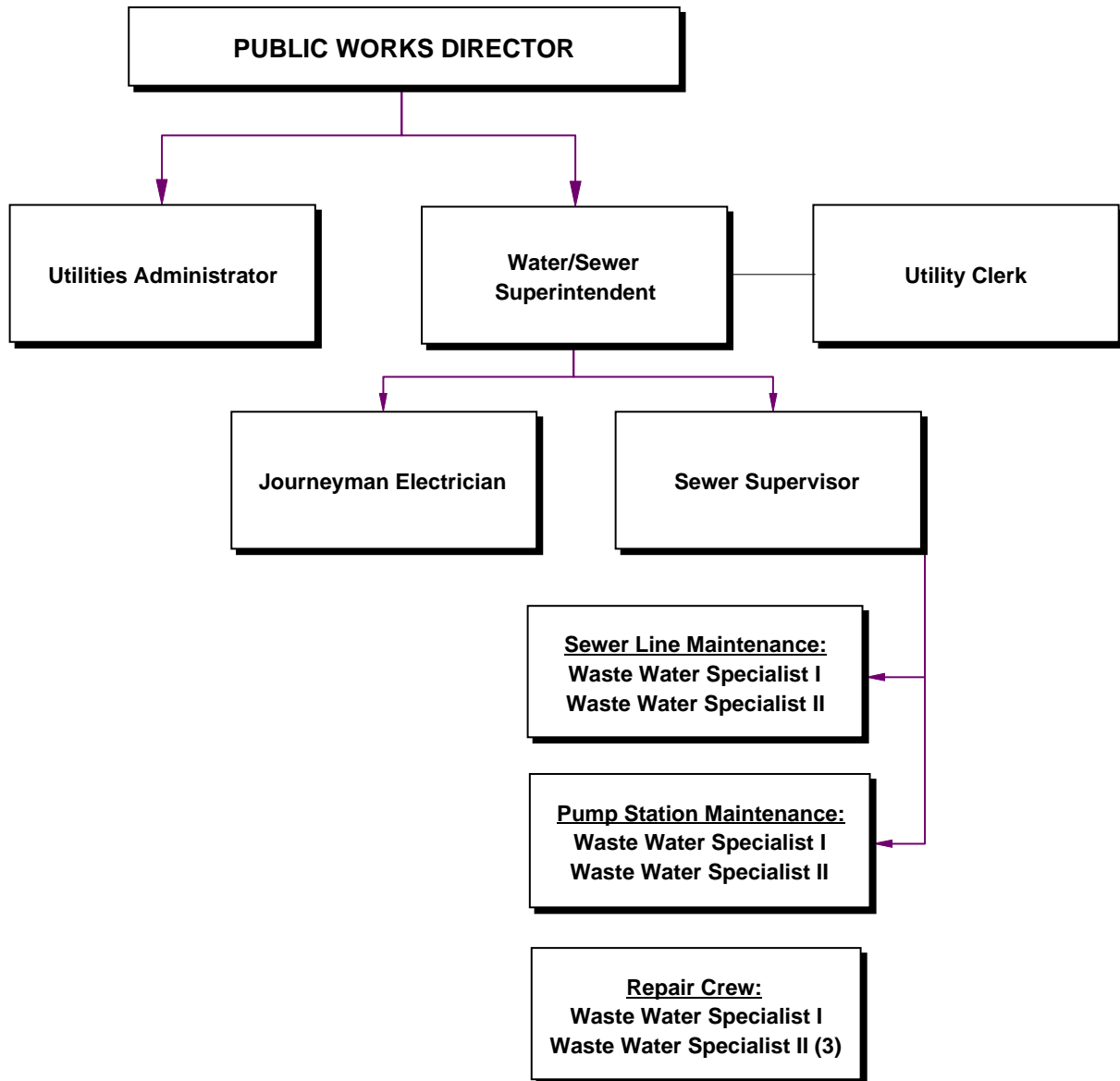
FUND SUMMARY		Water Depreciation Reserve						
Enterprise Fund Title	Department Head Responsible	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
Water Depreciation Reserve	Jeff Cameron	2003	2004	2005	Variance	2006	Variance	Budget
Beginning Fund Balance	\$1,300,000							
2005/2006 Expected Revenue	\$1,155,900							
Beginning Cash Required for Operations	\$1,100,350							
Total 2005/2006 Revenue	\$2,256,250							
2005/2006 Expected Expenditures	\$2,256,250							
Contribution to Ending Fund Balance	\$0							
Total 2005/2006 Expenditures	\$2,256,250							
Estimated Ending Fund Balance	\$199,650							
<b>Total Revenues</b>								
<b>By Source</b>								
Taxes		\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Licenses & Permits		\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental		\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Charges for Services		\$505,800	\$546,600	\$555,200	1.6%	\$580,700	4.6%	\$1,135,900
Fines & Forfeits		\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Miscellaneous		\$14,465	\$20,000	\$10,000	-50.0%	\$10,000	0.0%	\$20,000
Non-Revenues		\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Financing Sources		\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beg Resources Req to Balance		\$0	\$283,440	\$671,050	136.8%	\$429,300	-36.0%	\$1,100,350
<b>TOTAL REVENUES</b>		\$520,265	\$850,040	\$1,236,250	45.4%	\$1,020,000	-17.5%	\$2,256,250

Expenditure Summary

Water Depreciation Reserve							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
By Object	2003	2004	2005	Variance	2006	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$468,976	\$850,040	\$1,236,250	45.4%	\$1,020,000	-17.5%	\$2,256,250
<b>TOTAL EXPENDITURES</b>	\$468,976	\$850,040	\$1,236,250	45.4%	\$1,020,000	-17.5%	\$2,256,250

# Organization Chart

## Sewer Operations



2005/2006 Budget  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Sewer Operations							
Enterprise Fund Title	Department Head Responsible <b>Jeff Cameron</b>	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
Sewer Operations		By Source	2003	2004	2005	Variance	2006	Variance	Budget
Beginning Fund Balance	\$1,000,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2005/2006 Expected Revenue	\$13,952,370	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$369,910	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Revenue	\$14,302,280	Charges for Services	\$5,763,913	\$6,155,950	\$6,722,500	9.2%	\$7,073,510	5.2%	\$13,796,010
2005/2006 Expected Expenditures	\$14,302,280	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$24,999	\$46,500	\$68,180	46.6%	\$68,180	0.0%	\$136,360
Total 2005/2006 Expenditures	\$14,302,280	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$630,090	Other Financing Sources	\$600,000	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$542,610	\$369,910	-31.8%	\$0	-100.0%	\$369,910
		<b>TOTAL REVENUES</b>	<b>\$6,388,912</b>	<b>\$6,745,060</b>	<b>\$7,160,590</b>	<b>6.2%</b>	<b>\$7,141,690</b>	<b>-0.3%</b>	<b>\$14,302,280</b>

**Expenditure Summary**

Sewer Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
By Object	2003	2004	2005	Variance	2006	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$598,316	\$617,930	\$623,080	0.8%	\$643,390	3.3%	\$1,266,470
Personnel Benefits	\$173,691	\$202,120	\$183,870	-9.0%	\$198,440	7.9%	\$382,310
Supplies	\$69,662	\$100,750	\$97,480	-3.2%	\$96,680	-0.8%	\$194,160
Other Services & Charges	\$4,809,172	\$4,644,580	\$5,067,790	9.1%	\$5,183,860	2.3%	\$10,251,650
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$12,795	\$22,210	\$60,500	172.4%	\$55,500	-8.3%	\$116,000
Debt Service	\$925,506	\$1,096,710	\$1,042,180	-5.0%	\$859,530	-17.5%	\$1,901,710
Interfund Transfers	\$60,096	\$60,760	\$85,690	41.0%	\$104,290	21.7%	\$189,980
<b>TOTAL EXPENDITURES</b>	<b>\$6,649,238</b>	<b>\$6,745,060</b>	<b>\$7,160,590</b>	<b>6.2%</b>	<b>\$7,141,690</b>	<b>-0.3%</b>	<b>\$14,302,280</b>

**Program Descriptions - Initiatives - Performance Measures**

**Repair of Sewer Facilities ..... \$1,596,910**

This program provides for the maintenance and repair of sewer mains, sewer services and other facilities.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Repair broken sewer mains
- B Repair sewer laterals
- C Replace sewer laterals deemed unrepairable
- D Repair/replace sewer manholes as determined necessary
- E Prioritize repairs to minimize sewage spills and therefore ensure public health and safety

Performance Measures	2003 Actual	2004 Target	2005 Target	2006 Target
ALLSewer work orders generated	478	400	400	400
ALLSewer work orders COMPLETED	478	400	400	400

**Sewer Pump Station Maintenance ..... \$1,141,780**

Inspect and maintain 46 sewer pumping stations, including scheduled preventative maintenance and emergency maintenance.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Perform physical inspections of each station inside and outside
- B Perform pump repair, motor change outs and electrical repairs
- C Document readings such as run-time meters, flow meters and power meter readings
- D Calculate flows and pump run times
- E Perform exterior and interior painting maintenance
- F Perform all grounds maintenance, mowing and weed eating
- G Deal with emergency pump station failures
- H Assist in wet well cleaning in conjunction with line crew
- I Utilize confined space procedures when required

<b>Performance Measures</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
ALL Inspections performed at pump stations	1,140	1,800	1,800	1,800
All Sewer pump station maintenances performed	287	200	200	200

**Cleaning and TV Inspection ..... \$1,119,490**

This program provides cleaning of sewer mainlines and performs television inspections of the City sewer system.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Clean sewer mainlines with combination machine (maintenance and preventative maintenance)
- B Clean laterals from the customer property line to the City mainline
- C Perform television inspections of the system to provide documentation of sewer line conditions

<b>Performance Measures</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Feet of mainline sewer cleaned	42,801	40,000	40,000	40,000
B Feet of mainline TVd	6,104	4,500	4,950	5,445

**Manhole Maintenance and Inspection ..... \$1,051,540**

Physically inspect manhole conditions for structural deterioration and infiltration. This is done in both normal operations and in conjunction with the contract cleaning and TV inspection contract.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Physically inspect manholes for structural deterioration and integrity
- B Inspect manholes for infiltration

<b>Performance Measures</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Manholes inspected	529	600	540	540
B Infiltration maintenances performed	529	600	540	540

# Enterprise Funds

## Sewer Line Locates ..... \$999,250

This program provides locating services for underground sewer facilities.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Provide locates of buried sewer lines

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
A Locates provided within 48 hours of request	1,287	800	800	800

## CSOB Treatment Costs ..... \$7,787,010

This program provides treatment costs for raw sewage of the East Longview Sewer System in accordance with State requirements.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A No violations of state requirements

## Contract Sewer TV and Inspection ..... \$490,300

This is a five-year contract of cleaning and television inspection of the City's entire sewer system done in one-year increments to evaluate and document all existing sewer mainline conditions for future maintenance and preventative purposes.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Clean entire city sewer mainline system
- B Document all existing mainline conditions by means of television inspection/taping

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
A Clean 1/5 of sewer system	0	0	1/5	1/5
B Television inspection of 1/5 of sewer system	0	0	1/5	1/5

## Miscellaneous Capital Projects ..... \$116,000

These capital projects consist of the purchase of a 7-ton crane truck to replace an unserviceable truck used for lifting pumps, hydrants, shoring boxes and road plates. This purchase will reduce the need to rent a crane truck from local companies. A portion of the funding will come from within the Sewer operating fund. In addition, a large mainline camera tractor will be purchased to allow for sewer mains of 16" and larger to be inspected, as well as storm mains of equal size. Another capital project under this program will be to purchase a sewer lateral launching camera that will allow the inspection of sewer laterals from the mainline to the property line. Finally, three additional GBA licenses will be purchased for use by both the Water and Finance Departments.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Mainline Camera Tractor: TV sewer main line larger than 16" as required
- B Lateral Launching Camera: Allow TV inspection of side sewers when no cleanout is present
- C Lateral Launching Camera: Allow the TV inspection and line location of all sewer laterals
- D Lateral Launching Camera: Information acquired with this system will be incorporated into the GIS system
- E Truck: Reduce rental rates
- F Truck: Reduce down time of pump stations
- G Truck: Will reduce the annual cost to \$8,000 a year in depreciation and \$1,500 a year in operating costs
- H Truck: Will also allow for use by other Departments
- I GBA: Allows for users to be in the system at the same time; currently using 3 licenses.

## TOTAL FOR ALL PROGRAMS ..... \$14,302,280

## Revenue Summary

FUND SUMMARY		Sewer Construction						
Enterprise Fund Title	Department Head Responsible	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
Sewer Construction	Jeff Cameron	2003	2004	2005	Variance	2006	Variance	Budget
Beginning Fund Balance	\$1,750,000							
2005/2006 Expected Revenue	\$3,079,150							
Beginning Cash Required for Operations	\$0							
Total 2005/2006 Revenue	\$3,079,150							
2005/2006 Expected Expenditures	\$3,079,150							
Contribution to Ending Fund Balance	\$0							
Total 2005/2006 Expenditures	\$3,079,150							
Estimated Ending Fund Balance	\$1,750,000							
<b>Total Revenues</b>		<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Percent</b>	<b>Budget</b>	<b>Percent</b>	<b>2005-2006</b>
<b>By Source</b>		<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>Variance</b>	<b>2006</b>	<b>Variance</b>	<b>Budget</b>
Taxes		\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Licenses & Permits		\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental		\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Charges for Services		\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Fines & Forfeits		\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Miscellaneous		\$20,792	\$50,000	\$12,000	-76.0%	\$12,000	0.0%	\$24,000
Non-Revenues		\$142,568	\$141,450	\$142,280	0.6%	\$142,280	0.0%	\$284,560
Other Financing Sources		\$1,123,315	\$1,260,000	\$1,046,970	-16.9%	\$1,723,620	64.6%	\$2,770,590
Beg Resources Req to Balance		\$0	\$8,550	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL REVENUES</b>		<b>\$1,286,675</b>	<b>\$1,460,000</b>	<b>\$1,201,250</b>	<b>-17.7%</b>	<b>\$1,877,900</b>	<b>56.3%</b>	<b>\$3,079,150</b>

## Expenditure Summary

Sewer Construction							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
By Object	2003	2004	2005	Variance	2006	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$1,142,320	\$1,460,000	\$1,201,250	-17.7%	\$1,877,900	56.3%	\$3,079,150
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$1,142,320</b>	<b>\$1,460,000</b>	<b>\$1,201,250</b>	<b>-17.7%</b>	<b>\$1,877,900</b>	<b>56.3%</b>	<b>\$3,079,150</b>

2005/2006 Budget

# Enterprise Funds

## Revenue Summary

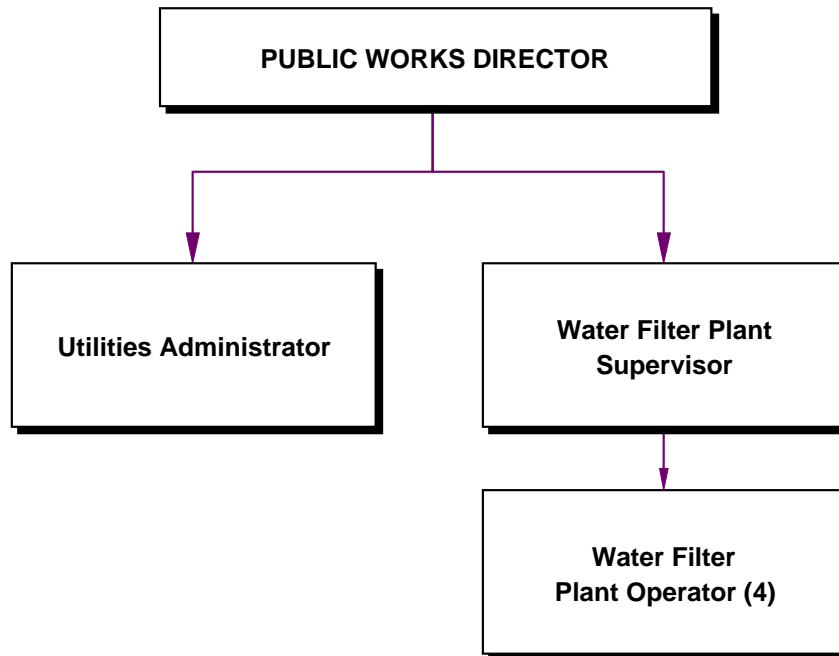
FUND SUMMARY		Sewer Depreciation Reserve							
Enterprise Fund Title <b>Sewer Depreciation Reserve</b>	Department Head Responsible <b>Jeff Cameron</b>	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
		By Source	2003	2004	2005	Variance	2006	Variance	Budget
Beginning Fund Balance	\$2,501,410	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2005/2006 Expected Revenue	\$577,740	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$2,501,410	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Revenue	\$3,079,150	Charges for Services	\$448,752	\$515,760	\$176,750	-65.7%	\$376,990	113.3%	\$553,740
2005/2006 Expected Expenditures	\$3,079,150	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$25,557	\$75,000	\$12,000	-84.0%	\$12,000	0.0%	\$24,000
Total 2005/2006 Expenditures	\$3,079,150	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$669,240	\$1,012,500	51.3%	\$1,488,910	47.1%	\$2,501,410
		<b>TOTAL REVENUES</b>	<b>\$474,309</b>	<b>\$1,260,000</b>	<b>\$1,201,250</b>	<b>-4.7%</b>	<b>\$1,877,900</b>	<b>56.3%</b>	<b>\$3,079,150</b>

## Expenditure Summary

Sewer Depreciation Reserve							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
By Object	2003	2004	2005	Variance	2006	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$1,723,315	\$1,260,000	\$1,201,250	-4.7%	\$1,877,900	56.3%	\$3,079,150
<b>TOTAL EXPENDITURES</b>	<b>\$1,723,315</b>	<b>\$1,260,000</b>	<b>\$1,201,250</b>	<b>-4.7%</b>	<b>\$1,877,900</b>	<b>56.3%</b>	<b>\$3,079,150</b>

# Organization Chart

## Water Filter Plant



2005/2006 Budget  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Filter Plant Operations							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
Filter Plant Operation	Jeff Cameron	By Source	2003	2004	2005	Variance	2006	Variance	Budget
Beginning Fund Balance	\$20,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2005/2006 Expected Revenue	\$2,132,350	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Revenue	\$2,132,350	Charges for Services	\$855,689	\$1,023,450	\$1,055,200	3.1%	\$1,076,400	2.0%	\$2,131,600
2005/2006 Expected Expenditures	\$2,035,810	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$96,540	Miscellaneous	\$839	\$0	\$250	0.0%	\$500	0.0%	\$750
Total 2005/2006 Expenditures	\$2,132,350	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$116,540	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$856,528</b>	<b>\$1,023,450</b>	<b>\$1,055,450</b>	<b>3.1%</b>	<b>\$1,076,900</b>	<b>2.0%</b>	<b>\$2,132,350</b>

**Expenditure Summary**

Filter Plant Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
By Object	2003	2004	2005	Variance	2006	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$65,930	0.0%	\$30,610	-53.6%	\$96,540
Salaries & Wages	\$286,944	\$309,960	\$301,460	-2.7%	\$310,120	2.9%	\$611,580
Personnel Benefits	\$85,840	\$95,940	\$95,300	-0.7%	\$104,190	9.3%	\$199,490
Supplies	\$81,059	\$83,210	\$86,970	4.5%	\$91,220	4.9%	\$178,190
Other Services & Charges	\$500,094	\$526,810	\$488,880	-7.2%	\$523,850	7.2%	\$1,012,730
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$7,464	\$7,530	\$16,910	124.6%	\$16,910	0.0%	\$33,820
<b>TOTAL EXPENDITURES</b>	<b>\$961,401</b>	<b>\$1,023,450</b>	<b>\$1,055,450</b>	<b>3.1%</b>	<b>\$1,076,900</b>	<b>2.0%</b>	<b>\$2,132,350</b>

**Program Descriptions - Initiatives - Performance Measures**

**Regional Water Treatment Plant ..... \$2,132,350**

The Longview Regional Water Treatment Plant operates 365 days each year to treat water from the Cowlitz River and supply high-quality drinking water to residents in the Longview area, and to customers of the Cowlitz Public Utilities District.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Meet or exceed all water quality standards 365 days per year
- B Perform all state and federally-mandated water quality tests in a timely manner
- C Produce drinking water to fulfill the needs of the citizens of Longview

**Performance Measures**

	2003	2004	2005	2006
	Actual	Target	Target	Target
ALL Average daily production of potable water (in million gallons per day)	6.1	5.98	6.08	6.20
ALL Days finished water meets or exceeds water quality standards	365	365	365	365

**TOTAL FOR ALL PROGRAMS ..... \$2,132,350**

## Revenue Summary

FUND SUMMARY		Filter Plant Construction							
Enterprise Fund Title Filter Plant Construction	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
		By Source	2003	2004	2005	Variance	2006	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2005/2006 Expected Revenue	\$560,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Revenue	\$560,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2005/2006 Expected Expenditures	\$560,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Expenditures	\$560,000	Non-Revenues	\$25,163	\$195,000	\$315,000	61.5%	\$245,000	-22.2%	\$560,000
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$25,163</b>	<b>\$195,000</b>	<b>\$315,000</b>	<b>61.5%</b>	<b>\$245,000</b>	<b>-22.2%</b>	<b>\$560,000</b>

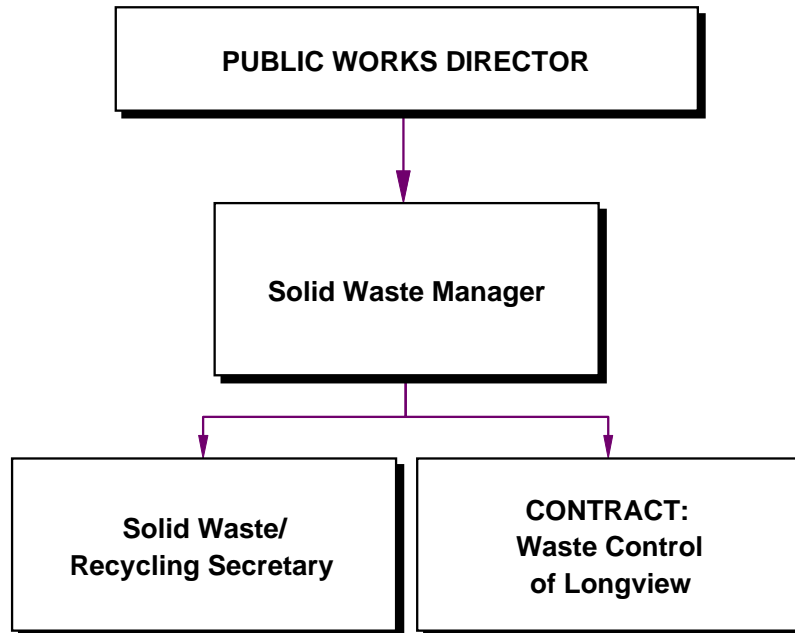
## Expenditure Summary

Filter Plant Construction							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
By Object	2003	2004	2005	Variance	2006	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$25,163	\$195,000	\$315,000	61.5%	\$245,000	-22.2%	\$560,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$25,163</b>	<b>\$195,000</b>	<b>\$315,000</b>	<b>61.5%</b>	<b>\$245,000</b>	<b>-22.2%</b>	<b>\$560,000</b>

# Enterprise Funds

# Organization Chart

## Sanitary/Recycling



2005/2006 Budget  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Sanitary/Recycling							
Enterprise Fund Title	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
Sanitary/Recycling		By Source	2003	2004	2005	Variance	2006	Variance	Budget
Beginning Fund Balance	\$800,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2005/2006 Expected Revenue	\$7,880,950	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$113,870	Intergovernmental	\$21,689	\$18,570	\$22,870	23.2%	\$22,880	0.0%	\$45,750
Total 2005/2006 Revenue	\$7,994,820	Charges for Services	\$4,014,720	\$4,080,450	\$3,917,600	-4.0%	\$3,917,600	0.0%	\$7,835,200
2005/2006 Expected Expenditures	\$7,994,820	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$7,339	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Expenditures	\$7,994,820	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$686,130	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$34,950	0.0%	\$78,920	125.8%	\$113,870
		<b>TOTAL REVENUES</b>	<b>\$4,043,748</b>	<b>\$4,099,020</b>	<b>\$3,975,420</b>	<b>-3.0%</b>	<b>\$4,019,400</b>	<b>1.1%</b>	<b>\$7,994,820</b>

**Expenditure Summary**

Sanitary/Recycling							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
By Object	2003	2004	2005	Variance	2006	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$114,465	\$116,680	\$117,360	0.6%	\$118,270	0.8%	\$235,630
Personnel Benefits	\$28,957	\$37,290	\$30,410	-18.4%	\$32,570	7.1%	\$62,980
Supplies	\$515	\$2,350	\$1,750	-25.5%	\$1,750	0.0%	\$3,500
Other Services & Charges	\$3,728,052	\$3,890,210	\$3,776,850	-2.9%	\$3,806,470	0.8%	\$7,583,320
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	#DIV/0!	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$51,816	\$52,490	\$49,050	-6.6%	\$60,340	23.0%	\$109,390
<b>TOTAL EXPENDITURES</b>	<b>\$3,923,805</b>	<b>\$4,099,020</b>	<b>\$3,975,420</b>	<b>-3.0%</b>	<b>\$4,019,400</b>	<b>1.1%</b>	<b>\$7,994,820</b>

**Program Descriptions - Initiatives - Performance Measures**

**Solid Waste Collection ..... \$3,962,670**

This program provides solid waste collection for all residential, multi-family drop boxes and commercial businesses within the city of Longview. This includes daily oversight of the City's contracted hauler (Waste Control). Monthly bills and miscellaneous vouchers are processed through this program, as well as daily customer service.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Collect solid waste
- B Respond to daily customer service requests
- C Process monthly billings
- D Oversee the solid waste contract

**Solid Waste Collection - continued**

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Performance Measures</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A Tons of solid waste collected and disposed of	28,500	28,475	28,450	283,400
b Responses to requests for customer service	3,044	3,050	3,100	3,150
D Meetings with contractors to discuss issues	12	12	12	12
C Review of solid waste billings per year	24	24	24	24

**Recycling Collection ..... \$3,987,720**

Provides recycling collection for all residential and multi-family residents within the city of Longview, including daily oversight of the City’s contracted hauler (Waste Control), as well as prepares monthly bills and miscellaneous vouchers, and provides daily customer service.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Collect recycling
- B Process recyclable material
- C Provide daily customer service
- D Process monthly billings
- E Oversee the recycling contract

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Performance Measures</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
B Percent of total residential waste recycled	16.06%	16.25%	16.50%	16.75%
C Responses to requests for customer service	3,044	3,050	3,100	3,150
E Meetings with contractor to discuss issues (per year)	12	12	12	12
D Review of solid waste monthly billings per year	24	24	24	24

**Longview Free Dump Day ..... \$27,220**

This program offers Longview residents the opportunity to dispose of bulky waste items (i.e. appliances, used furniture, etc.) at no cost during a selected “free dump day” format. This program offers multiple locations throughout the city that would accept Longview residents waste and dispose of it for free.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Education and Information
- B Multiple drop site locations

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
<b>Performance Measures</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
A Information flyers inserted in utility billings			1 insert	1 insert
A Daily News promotions			3 ads	3 ads
A Radio PSAs ran			4 local stations	each year
B Site locations			3	3

**Recycling Promotion ..... \$13,660**

The Coordinated Prevention Grant (CPG) is a two-year grant that is a 75/25 percent matching state grant that is to be used for waste reduction programs. Quarterly reports are required by the State. Currently this money goes toward ongoing education and recycling promotion.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Conduct annual PR campaigns
- B Produce quarterly reports
- C Participate in Earthday funding, planning and activities

# Enterprise Funds

## Recycling Promotion - continued

<b>Performance Measures</b>	<b>2003 <u>Actual</u></b>	<b>2004 <u>Target</u></b>	<b>2005 <u>Target</u></b>	<b>2006 <u>Target</u></b>
B Quarterly reports produced	4	4	4	4
A Prepare annual calendar of PR events by 1/31 each year	100%	100%	100%	100%
C Earthday planning committee participation	100%	100%	100%	100%

## **Christmas Tree Program ..... \$3,550**

The annual Christmas tree program offers a site where the residents of Longview can drop off their old Christmas tree for chipping. The chips are used as industrial hog fuel. The drop-off program is free to the public.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

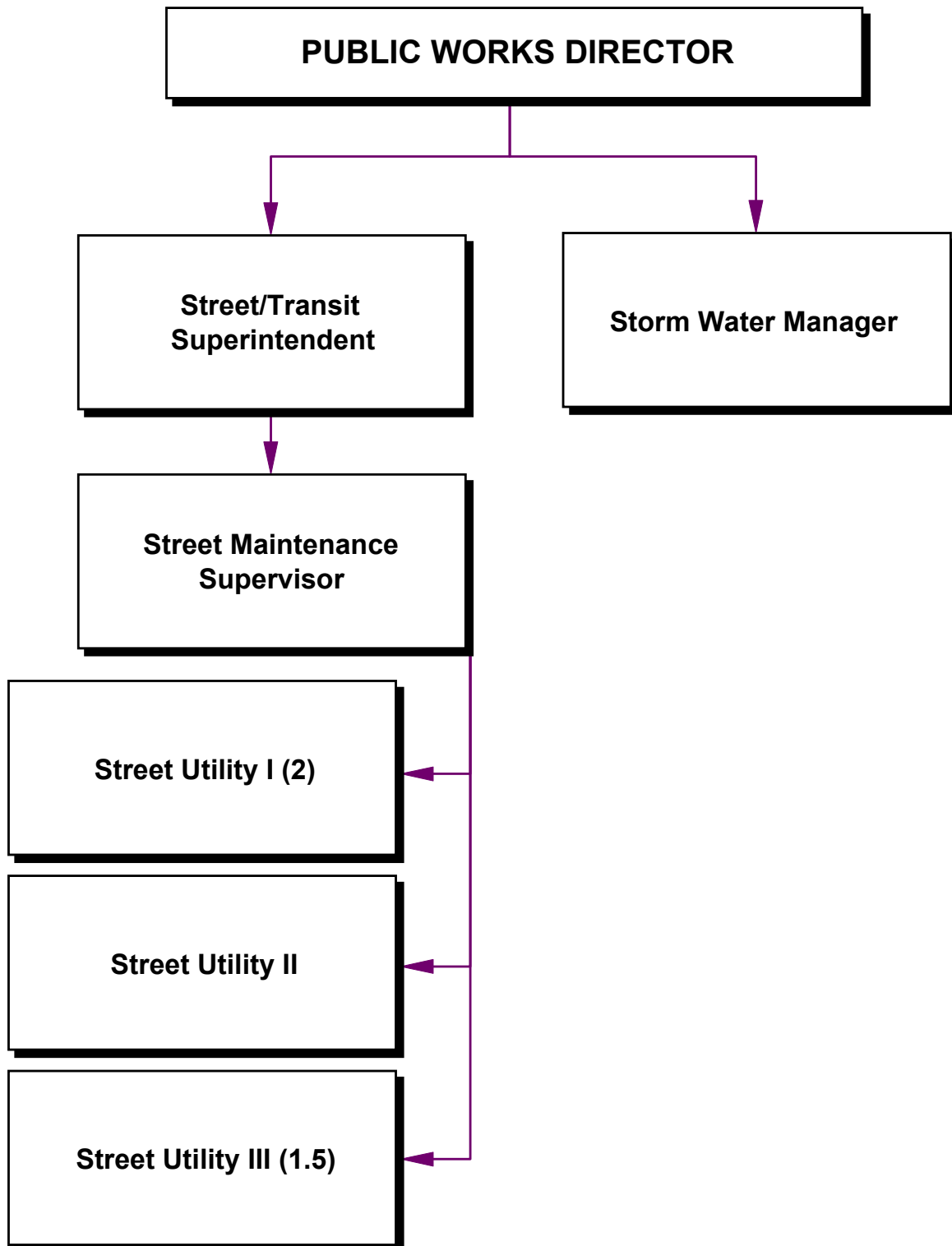
- A Set up the Christmas tree site
- B Finalize contract for chipping the trees
- C Daily maintenance of the tree drop-off

<b>Performance Measures</b>	<b>2003 <u>Actual</u></b>	<b>2004 <u>Target</u></b>	<b>2005 <u>Target</u></b>	<b>2006 <u>Target</u></b>
A Set up the tree recycling site prior to Dec 25th	100%	100%	100%	100%
B Call for bids, award and sign contract for tree chipping before 12/24	100%	100%	100%	100%
C Inspect site daily during the program's 14-day run	100%	100%	100%	100%

**TOTAL FOR ALL PROGRAMS ..... \$7,994,820**

# Organization Chart

## Storm Water



2005/2006 Budget  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Storm Water							
Enterprise and Title	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
Storm Water		By Source	2003	2004	2005	Variance	2006	Variance	Budget
Beginning Fund Balance	\$800,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2005/2006 Expected Revenue	\$2,083,960	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$585,870	Intergovernmental	\$31,110	\$184,500	\$180,940	-1.9%	\$170,940	-5.5%	\$351,880
Total 2005/2006 Revenue	\$2,669,830	Charges for Services	\$831,812	\$775,000	\$860,040	11.0%	\$856,140	-0.5%	\$1,716,180
2005/2006 Expected Expenditures	\$2,669,830	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$7,950	\$4,000	\$7,950	98.8%	\$7,950	0.0%	\$15,900
Total 2005/2006 Expenditures	\$2,669,830	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$214,130	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$150,390	\$585,870	289.6%	\$0	-100.0%	\$585,870
		<b>TOTAL REVENUES</b>	<b>\$870,872</b>	<b>\$1,113,890</b>	<b>\$1,634,800</b>	<b>46.8%</b>	<b>\$1,035,030</b>	<b>-36.7%</b>	<b>\$2,669,830</b>

**Expenditure Summary**

Storm Water							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
By Object	2003	2004	2005	Variance	2006	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$291,252	\$315,060	\$320,480	1.7%	\$332,840	3.9%	\$653,320
Personnel Benefits	\$81,850	\$106,260	\$91,400	-14.0%	\$98,880	8.2%	\$190,280
Supplies	\$17,812	\$19,550	\$19,970	2.1%	\$19,970	0.0%	\$39,940
Other Services & Charges	\$277,976	\$573,900	\$522,350	-9.0%	\$521,200	-0.2%	\$1,043,550
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$95,000	\$668,460	603.6%	\$50,000	-92.5%	\$718,460
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$4,120	\$12,140	0.0%	\$12,140	0.0%	\$24,280
<b>TOTAL EXPENDITURES</b>	<b>\$668,890</b>	<b>\$1,113,890</b>	<b>\$1,634,800</b>	<b>46.8%</b>	<b>\$1,035,030</b>	<b>-36.7%</b>	<b>\$2,669,830</b>

**Program Descriptions - Initiatives - Performance Measures**

**Street Sweeping ..... \$903,690**

This program provides for the sweeping of streets, alleys and parking lots on a set schedule. This project includes mechanical sweeping, sweeping by hand, and disposal of the debris as well as loading, hauling, and disposing of leaves.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Provide mechanical sweeping of streets, alleys and parking lots on a scheduled basis
- B Hand-clean streets, alleys and parking lots as needed
- C Remove leaves on the streets, alleys and parking lots
- D Dispose of all debris

**Performance Measures**

ALL Lane-miles cleaned per year

2003	2004	2005	2006
Actual	Target	Target	Target
8,666	8,760	8,760	8,760

**Capital Projects ..... \$718,460**

This program provides for all capital expenditures associated with the Storm Water Program.

**Manholes, Lines and Basins ..... \$310,770**

This program provides routine cleaning of the storm sewer system manholes, lines and basins by mechanical means.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Inspect manholes in the storm sewer system and check for maintenance issues and clean as necessary
- B Clean storm sewer pipes by removing roots and debris on an as-needed basis
- C Inspect and clean catch basins in the system and remove debris as needed

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
A Manholes cleaned	166	200	200	200
B Linear feet of storm sewer pipes cleaned	2,505	2,600	2,600	2,600
C Catch basins cleaned	413	500	500	500

**Clean Catch Basin Grates ..... \$253,840**

This program provides for hand cleaning of catch basin grates in the fall and winter when rain water washes debris on the grates, causing flooding to occur and posing a potential safety hazard.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Hand-clean 2,500 basin grates during storm events on as needed basis

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
A Percentage of basin grates cleaned per storm event	95%	100%	100%	100%

**Longview Ditches 303(d) Listing ..... \$149,890**

Monitor and participate in the Department of Ecology action to complete a Total Maximum Daily Load (TMDL) study of City ditches. Actions are coordinated with Cowlitz Diking Improvement District No. 1 to strategize alternatives to a TMDL study. Also includes additional costs to pay local match portions of the Department of Ecology (DOE) Centennial Grant. Activities proposed under the grant include water quality sampling for a TMDL study or an alternative study, purchase of GPS equipment and modeling software, mapping of the drainage system outfalls and tributary systems, and public education. In addition, some screening level water quality sampling will be performed that may not be eligible for grant reimbursement. The Grant provides \$376,000 in State funds matched by \$126,000 in local funds.

**Clean Ditches ..... \$95,610**

This program consists of inspecting, excavating, and disposing of materials on an as need basis for the open ditches in the storm sewer system.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Clean ditches with backhoe and/or front-end loader
- B Excavate around culvert ends by hand
- C Dispose of material
- D Inspect ditches

<b>Performance Measures</b>	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
ALLLinear feet of ditches excavated and/or inspected	34,320	26,400	26,400	26,400

# Enterprise Funds

## NPDES Phase 2 Permit ..... \$87,330

This program provides for the National Pollution Discharge Elimination System (NPDES) permit and program activities. The City will begin paying the permit fee to the Department of Ecology in July 2005, when it is anticipated that the City will receive coverage under the terms of the permit. The permit is mandated by the EPA to reduce pollution originating from non-point sources of discharges from municipal storm water drainage systems. The permit requires The City to implement six minimum measures including: Pollution Prevention/Good Housekeeping for all municipal facilities, Public Education and Outreach, Public Participation and Public Involvement, Illicit Discharge Detection and Elimination, Construction Site Runoff Controls for Post-Construction, New Development and Re-Development, and requires the City to implement all Total Maximum Daily Load Studies.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Pollution prevention/good housekeeping at municipal facilities
- B Public education and public outreach
- C Public involvement and public participation
- D Illicit discharge detection and elimination
- E Construction site run-off controls for post construction, new development and re-development
- F Implement all Total Maximum Daily Load Studies for impaired waterways

<b>Performance Measures</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A Conduct assessments at municipal facilities			50%	100%
B Establish measurable goals to meet education and outreach requirements			100%	100%
C Establish measurable goals to meet involvement and participation requirements			100%	100%
D Establish measurable goals to meet illicit discharge requirements			100%	100%
E Establish measurable goals to meet construction requirements			100%	100%

Sewer Line Locates \$

This program locates storm sewer lines for contractors or other City departments before they dig and can cause potential damage to the storm sewer system.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Provide accurate information as to where the City storm sewer lines are located
- B Respond to requests for locates within 48 hours

<b>Performance Measures</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A Number of accurate locates	100%	100%	100%	100%
B Percentage of requests for locates completed within 48 hours	100%	100%	100%	100%

## Miscellaneous ..... \$61,500

This program includes all the miscellaneous activities preformed by the storm water crew.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Repair catch basins
- B Replace basins
- C Inspect and maintain three pump stations
- D Lay pipe
- E Inspect and/or clean gates at Lake Sacajawea
- F Inspect and/or clean detention basins

**Miscellaneous - continued**

<b>Performance Measures</b>	<b>2003 <u>Actual</u></b>	<b>2004 <u>Target</u></b>	<b>2005 <u>Target</u></b>	<b>2006 <u>Target</u></b>
A Catch basins repaired	9	10	10	10
B Catch basins replaced	5	5	5	5
C Number of times pump stations inspected	75	81	81	81
D Linear feet of pipe	35	50	50	50
E Times gates inspected and/or cleaned	30	30	30	30
F Times detention basins inspected and/or cleaned	1	2	10	10

**Development Review ..... \$11,820**

This program is responsible for reviewing development plans for compliance with storm water regulations and facilities standards.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

A Review proposed developments storm water drainage designs

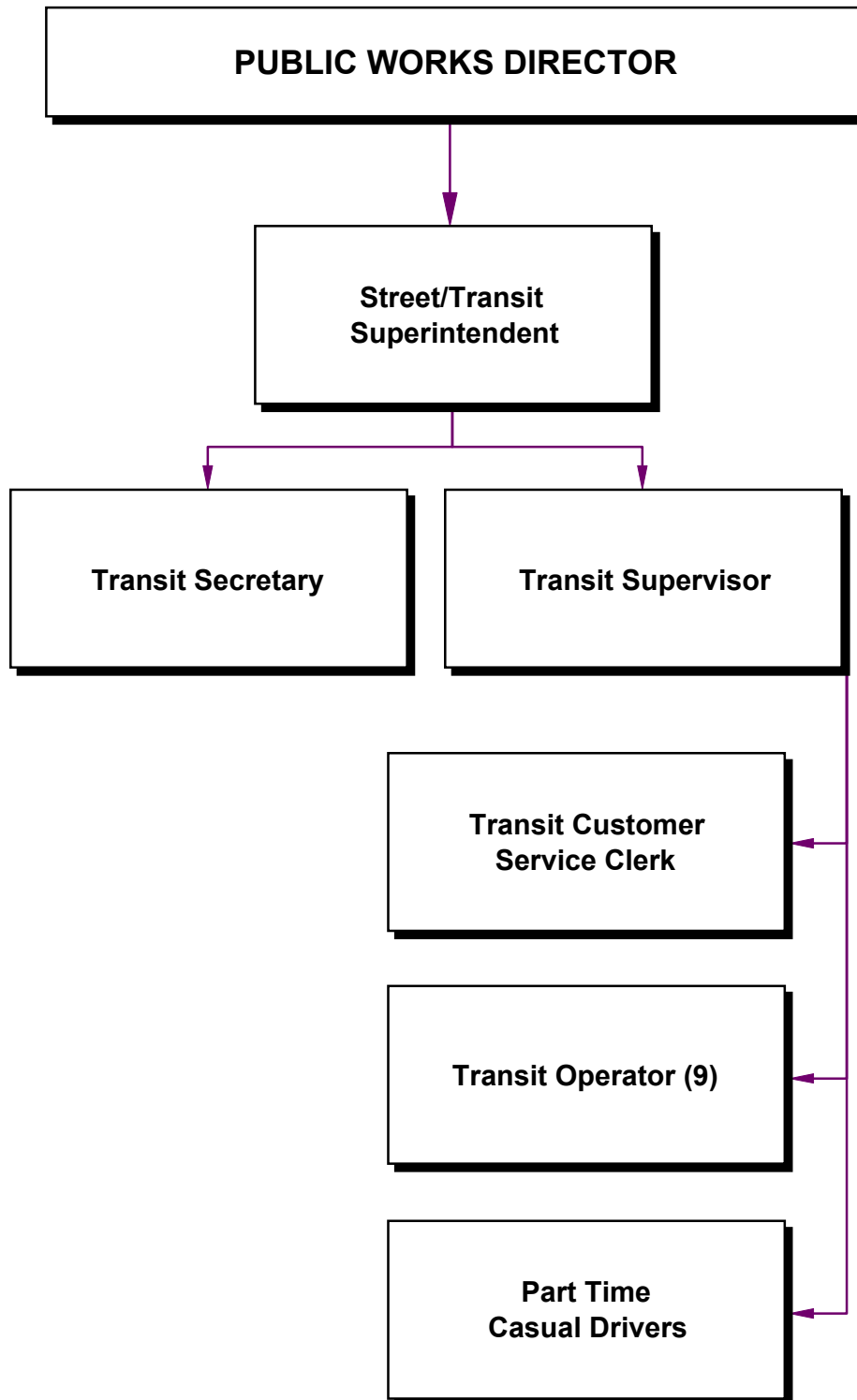
<b>Performance Measures</b>	<b>2003 <u>Actual</u></b>	<b>2004 <u>Target</u></b>	<b>2005 <u>Target</u></b>	<b>2006 <u>Target</u></b>
A Projects reviewed		100%	100%	100%

**TOTAL FOR ALL PROGRAMS ..... \$2,669,830**

# Enterprise Funds

# Organization Chart

## Public Transit Operations



2005/2006 Budget

# Enterprise Funds

## Revenue Summary

FUND SUMMARY		Public Transit Operations							
Enterprise Fund Title <b>Public Transit Operations</b>	Department Head Responsible <b>Jeff Cameron</b>	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
<b>Beginning Fund Balance</b>	\$0	By Source	2003	2004	2005	Variance	2006	Variance	Budget
2005/2006 Expected Revenue	\$4,208,490	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Revenue	\$4,208,490	Intergovernmental	\$3,012,217	\$2,552,430	\$1,960,450	-23.2%	\$2,037,040	3.9%	\$3,997,490
2005/2006 Expected Expenditures	\$4,208,490	Charges for Services	\$95,988	\$91,600	\$102,500	11.9%	\$102,500	0.0%	\$205,000
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Expenditures	\$4,208,490	Miscellaneous	\$3,877	\$20,100	\$3,000	-85.1%	\$3,000	0.0%	\$6,000
Estimated Ending Fund Balance	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$710	\$8,100	\$0	-100.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$3,112,792</b>	<b>\$2,672,230</b>	<b>\$2,065,950</b>	<b>-22.7%</b>	<b>\$2,142,540</b>	<b>3.7%</b>	<b>\$4,208,490</b>

## Expenditure Summary

Public Transit Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
By Object	2003	2004	2005	Variance	2006	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$536,184	\$570,010	\$574,030	0.7%	\$587,430	2.3%	\$1,161,460
Personnel Benefits	\$151,324	\$202,060	\$165,770	-18.0%	\$179,290	8.2%	\$345,060
Supplies	\$6,165	\$10,600	\$10,600	0.0%	\$10,600	0.0%	\$21,200
Other Services & Charges	\$1,054,136	\$1,133,050	\$1,186,720	4.7%	\$1,196,390	0.8%	\$2,383,110
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$657,362	\$745,000	\$105,000	-85.9%	\$145,000	38.1%	\$250,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$11,436	\$11,510	\$23,830	107.0%	\$23,830	0.0%	\$47,660
<b>TOTAL EXPENDITURES</b>	<b>\$2,416,607</b>	<b>\$2,672,230</b>	<b>\$2,065,950</b>	<b>-22.7%</b>	<b>\$2,142,540</b>	<b>3.7%</b>	<b>\$4,208,490</b>

**Program Descriptions - Initiatives - Performance Measures**

**Fixed Route Public Transportation ..... \$2,861,190**

This program provides fixed-route, accessible public transportation for the citizens of Longview/Kelso, Monday through Friday from 7 a.m. to 7 p.m., and on Saturday from 8 a.m. to 6 p.m.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Provide three fixed-transit routes in Longview.
- B Provide two fixed-transit routes in Kelso.

<b>Performance Measures</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
ALL Annual unlinked passenger trips	325,565	340,000	340,000	340,000
ALL Operating expense per vehicle revenue mile	\$4.68	\$5.83	\$5.98	\$6.11
ALL Operating expense per vehicle revenue hour	\$60.08	\$74.44	\$76.44	\$78.06
ALL Operating expense per passenger mile	\$.75	\$.89	\$.91	\$.92
ALL Operating expense per unlinked passenger trip	\$3.11	\$3.70	\$3.80	\$3.88
ALL Unlinked passenger trips per vehicle revenue mile	1.51	1.58	1.57	1.57
ALL Unlinked passenger trips per vehicle revenue hour	19.32	20.12	20.12	20.12

**Disabled Transportation ..... \$1,347,300**

This program provides reduced-fare, accessible transportation service on request for the disabled citizens of Longview/Kelso. The paratransit service operates Monday through Friday 7 a.m. to 7 p.m., and Saturday from 8 a.m. to 6 p.m. Responses to service requests are on a next-day basis.

	<b><u>2005</u></b>	<b><u>2006</u></b>
Contractual Cost	\$501,000	\$510,000
Paratransit Van Maintenance	\$137,500	\$137,500
Paratransit Van Cleaning	\$30,300	\$31,000
<b>TOTAL</b>	<b>\$668,800</b>	<b>\$678,500</b>

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Provide door-to-door paratransit service for the disabled up to 3/4 of a mile beyond the fixed-route service area.

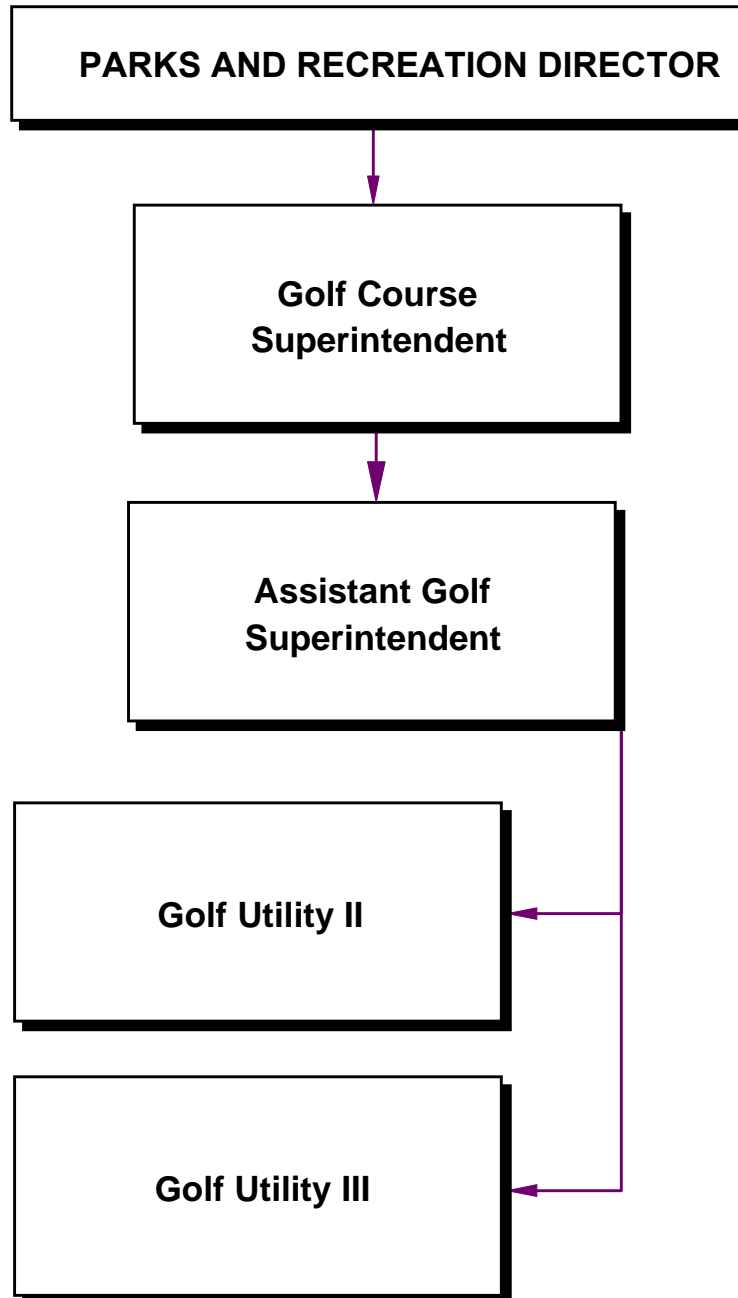
<b>Performance Measures</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
	<b><u>Actual</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>	<b><u>Target</u></b>
A Door-to-door paratransit services provided	41,127	41,892	42,000	42,000

**TOTAL FOR ALL PROGRAMS ..... \$4,208,490**

# Enterprise Funds

# Organization Chart

## Mint Valley Golf



2005/2006 Budget

# Enterprise Funds

## Revenue Summary

FUND SUMMARY		Mint Valley Golf							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
Mint Valley Golf	Rich Bemm	By Source	2003	2004	2005	Variance	2006	Variance	Budget
Beginning Fund Balance	\$77,500	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2005/2006 Expected Revenue	\$1,251,830	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Revenue	\$1,251,830	Charges for Services	\$567,171	\$596,900	\$589,790	-1.2%	\$604,340	2.5%	\$1,194,130
2005/2006 Expected Expenditures	\$1,251,830	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$16,365	\$17,900	\$28,600	59.8%	\$29,100	1.7%	\$57,700
Total 2005/2006 Expenditures	\$1,251,830	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$77,500	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$583,536</b>	<b>\$614,800</b>	<b>\$618,390</b>	<b>0.6%</b>	<b>\$633,440</b>	<b>2.4%</b>	<b>\$1,251,830</b>

## Expenditure Summary

Mint Valley Golf							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
By Object	2003	2004	2005	Variance	2006	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$183,605	\$227,510	\$218,060	-4.2%	\$224,220	2.8%	\$442,280
Personnel Benefits	\$44,093	\$71,010	\$65,370	-7.9%	\$71,360	9.2%	\$136,730
Supplies	\$108,755	\$78,990	\$84,490	7.0%	\$84,680	0.2%	\$169,170
Other Services & Charges	\$212,818	\$217,300	\$218,500	0.6%	\$221,180	1.2%	\$439,680
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$51,661	\$19,990	\$19,940	-0.3%	\$20,370	2.2%	\$40,310
Interfund Transfers	\$2,064	\$0	\$12,030	0.0%	\$11,630	-3.3%	\$23,660
<b>TOTAL EXPENDITURES</b>	<b>\$602,996</b>	<b>\$614,800</b>	<b>\$618,390</b>	<b>0.6%</b>	<b>\$633,440</b>	<b>2.4%</b>	<b>\$1,251,830</b>



**Program Descriptions - Initiatives - Performance Measures**

**Required Course Maintenance ..... \$1,156,970**

This program involves mowing, aeration, tree care, leaf removal, pesticide and fertilizer application, and equipment repair and replacement, all essential to the operation and maintenance of the golf course facility.



**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Provides consistent maintenance of the turf at an acceptable, playable standard
- B Perform leaf removal
- C Apply pesticides and fertilizers to keep turf thick and diseases, insects and weeds under control
- D Provide consistent service on all equipment: replace worn parts, grind units and perform oil and filter changes
- E Determine replacement of equipment based on individual life cycle of each piece of equipment
- F Perform annual ongoing tree care

**Performance Measures**

	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
A Percentage of course mowed in a day	45%	60%	70%	72%
B Percentage of leaves picked up daily in the fall	30%	35%	40%	50%
C Pesticide applications in a year	12	15	13	13
D Pieces of equipment rebuilt in a year	10	14	15	16
E Old equipment replaced annually	1-2	1-2	1-2	1-2
F Trees trimmed annually	55	64	61	67

**Irrigation System ..... \$50,430**

This program provides for the installation of new irrigation heads and also for the rebuilding, upkeep and replacement of old valves, pipe fittings, satellite stations, and aquagators. This allows the golf course to keep its irrigation system automated and to service the pumps and filtration systems. Most of the course’s irrigation water is pumped from its ponds. This programs saves the City approximately \$20,000 annually in water costs.

**Initiatives/Activities** (The letter in the first column refers to its related performance measure below)

- A Use pond water for irrigation
- B Keep the 25-year-old system automated
- C Stop wet areas from forming from leaky heads, pipes, valves and tubing
- D Replace and rebuild irrigation heads

**Performance Measures**

	<b>2003 Actual</b>	<b>2004 Target</b>	<b>2005 Target</b>	<b>2006 Target</b>
A Annual water costs	\$8,000	\$1,000	\$1,000	\$1,000
B Percentage of time course is automated	98%	100%	99%	99%
C Number of wet areas	8	7	6	5
D Heads rebuilt or replaced	45	50	50	51

# Enterprise Funds

**Golf Course Sanding ..... \$44,430**

This is an ongoing maintenance program at Mint Valley Golf Course designed to make the fairways firmer, improve winter playability, and increase overall surface drainage.

**Initiatives/Activities** *(The letter in the first column refers to its related performance measure below)*

- A Make Mint Valley Golf Course fairways playable and maintainable year-round
- B Improve surface drainage and increase thatch control
- C Smooth fairways
- D Improve turf plant rooting

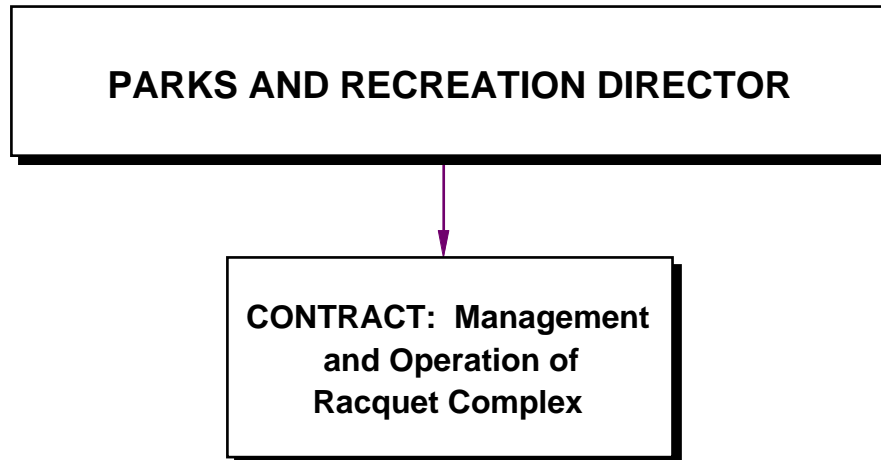
**Performance Measures**

	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percentage of days fairways can be mowed	86%	90%	92%	95%
B Decrease in thatch	9%	10%	9%	9%
D Increase in root length	6%	7%	7%	8%

**TOTAL FOR ALL PROGRAMS ..... \$1,251,830**

# Organization Chart

## Mint Valley Racquet Complex



2005/2006 Budget  
**Enterprise Funds**

**Revenue Summary**

FUND SUMMARY		Mint Valley Racquet Complex							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
Mint Valley Racquet Complex	Rich Bemm	By Source	2003	2004	2005	Variance	2006	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2005/2006 Expected Revenue	\$27,210	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Revenue	\$27,210	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2005/2006 Expected Expenditures	\$27,210	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2005/2006 Expenditures	\$27,210	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$7,091	\$16,470	\$13,590	-17.5%	\$13,620	0.2%	\$27,210
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		<b>TOTAL REVENUES</b>	<b>\$7,091</b>	<b>\$16,470</b>	<b>\$13,590</b>	<b>-17.5%</b>	<b>\$13,620</b>	<b>0.2%</b>	<b>\$27,210</b>

**Expenditure Summary**

Mint Valley Racquet Complex							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2005-2006
By Object	2003	2004	2005	Variance	2006	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$7,091	\$16,470	\$13,590	-17.5%	\$13,620	0.2%	\$27,210
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$7,091</b>	<b>\$16,470</b>	<b>\$13,590</b>	<b>-17.5%</b>	<b>\$13,620</b>	<b>0.2%</b>	<b>\$27,210</b>

**Program Descriptions - Initiatives - Performance Measures**

**Mint Valley Racquet Complex ..... \$27,210**

This department is operated through a privately administered contract. The facility provides four tennis courts, four racquetball courts, and a fitness center. The contractor is responsible for providing and supervising open court times, lessons, leagues, tournaments, fitness programs, and maintained locker room facilities. There are over 400 members enrolled at the facility, which is an increase of 150+ over 1999.

**TOTAL FOR ALL PROGRAMS ..... \$27,210**