

Enterprise Funds

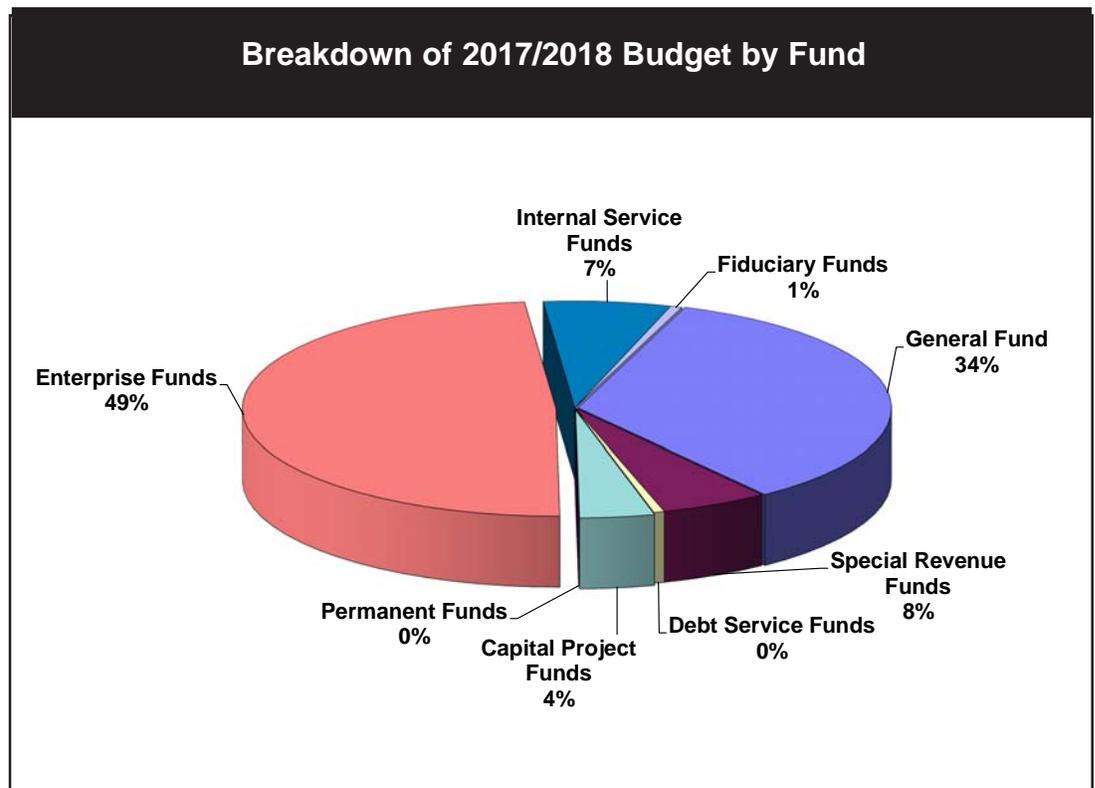
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Enterprise Funds

Enterprise Funds

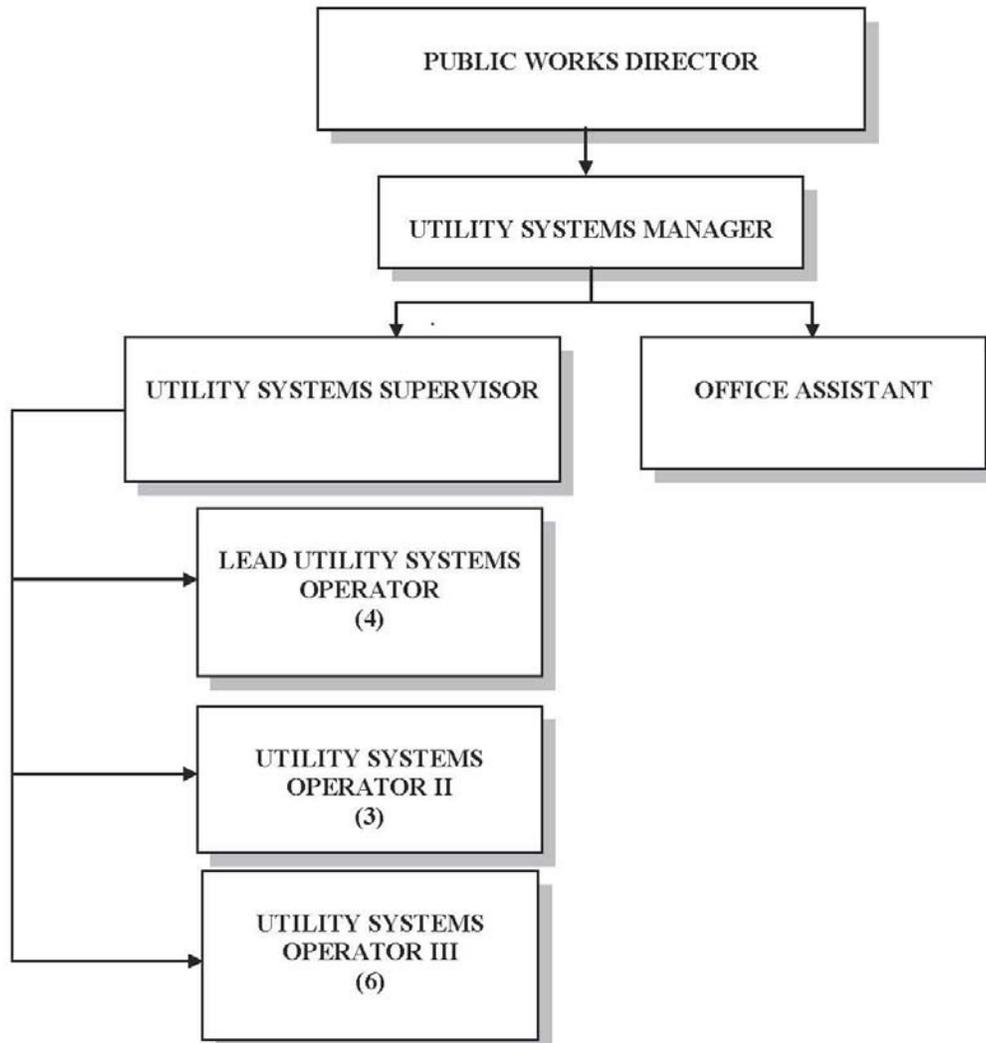
The City’s Enterprise Funds account for the City of Longview’s municipal operations that are primarily financed by service charges, including:

- ◆ **Water Operations** - Operates and maintains the City’s water distribution system to provide safe and reliable water to residents.
- ◆ **Sewer Operations** - Operates and maintains the City’s sewer collection system. Sewer treatment is processed at the regional sewer treatment facility operated by the Three Rivers Regional Waste Water Board.
- ◆ **Water Filter Plant** - The Mint Farm Water Treatment Plant operates 365 days a year to treat groundwater and supply high-quality drinking water to customers in the Longview and Beacon Hill Water & Sewer District service areas.
- ◆ **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.
- ◆ **River Cities Transit** - Under contract to the Cowlitz Transit Authority, the Transit Division operates and maintains River Cities Transit, 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 championship golf course, six-hole par-three course and driving range located on a 147-acre site.
- ◆ **Mint Valley Racquet & Fitness Complex** - Operates through a privately administered contract. The facility provides four tennis courts, four racquetball courts and a fitness center.



Organization Chart

Water Operations



2017/2018 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Water Operations							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
Water Operations	Jeff Cameron	By Source	2015	2016	2017	Variance	2018	Variance	Budget
Beginning Fund Balance	\$677,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2017/2018 Estimated Revenue	\$10,960,820	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 2017/2018 Revenue	\$10,960,820	Charges for Services	\$6,199,188	\$5,503,050	\$5,413,660	-1.6%	\$5,534,660	2.2%	\$10,948,320
2017/2018 Estimated Expenditures	\$10,960,820	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$12,777	\$6,250	\$6,250	0.0%	\$6,250	0.0%	\$12,500
Total 2017/2018 Expenditures	\$10,960,820	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$677,000	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
		TOTAL REVENUES	\$6,211,965	\$5,509,300	\$5,419,910	-1.6%	\$5,540,910	2.2%	\$10,960,820

Expenditure Summary

Water Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
By Object	2015	2016	2017	Variance	2018	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$1,144,874	\$1,265,920	\$1,261,720	-0.3%	\$1,317,130	4.4%	\$2,578,850
Personnel Benefits	\$505,440	\$553,730	\$609,400	10.1%	\$652,200	7.0%	\$1,261,600
Supplies	\$1,665,076	\$1,580,280	\$1,390,000	-12.0%	\$1,390,000	0.0%	\$2,780,000
Other Services & Charges	\$1,973,141	\$1,954,370	\$2,008,790	2.8%	\$2,031,580	1.1%	\$4,040,370
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$18,189	\$155,000	\$150,000	-3.2%	\$150,000	0.0%	\$300,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$1,769,200	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$7,075,920	\$5,509,300	\$5,419,910	-1.6%	\$5,540,910	2.2%	\$10,960,820

Program Descriptions - Initiatives - Performance Measures

Water Distribution - Maintenance \$3,301,751

This program provides for the maintenance and repair of the City’s water mains and services.

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

- A Repair broken water mains
- B Repair and/or replace water services as necessary
- D Replace fire hydrants as necessary
- E Replace valves as necessary

Water Distribution - Maintenance - continued

Performance Measures	2015	2016	2017	2018
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Water main repairs	30	14	15	15
B Water services repaired or replaced	187	60	60	60
D Hydrants replaced	9	20	12	12
E Valves replaced	3	10	6	6

Water Distribution - Metering \$2,778,687

This program is to ensure the accuracy of recording water consumed for billing purposes.

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

- A Replace two inch and smaller meters
- B Replace broken meter boxes
- C Test three inch and larger meters
- D Replace as necessary three inch and larger meters

Performance Measures	2015	2016	2017	2018
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Two inch and smaller meters replaced	692	500	500	500
B Meter boxes replaced	586	500	500	500
C Large meters tested	0	50	70	70
D Large meters repaired/replaced	0	10	10	10

Water Distribution - Operations \$2,526,486

This program provides for operation and protection of the City’s water distribution system. This includes pump station and reservoir operation, power costs, inspections and security, pump run-time and water demand data collection, bacteriological testing, valve and hydrant operation and maintenance, and water purchased from the regional water treatment plant for distribution.

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

- A Purchase water for distribution
- B Inspect reservoirs and security fencing
- C Maintain reservoirs and security fencing
- D Inspect and maintain hydrants
- E Inspect and maintain valves
- F Flush water mains to maintain water quality
- G Inspect new mains; oversee chlorination/de-chlorination
- H Inspect & maintain pump stations, pumps, motors and log equipment readings
- I Perform fire flow tests
- J Locate water mains
- K Test and repair as necessary City owned backflow assemblies

Enterprise Funds

Water Distribution - Operations - continued

	2015 Actual	2016 Target	2017 Target	2018 Target
Performance Measures				
B Reservoirs inspected	432	800	832	832
D Hydrants inspected and maintained	1,182	1,200	1,200	1,200
E Valves inspected and maintained	33	400	750	750
G New mains inspected; chlorination/dechlorination	8	10	10	10
H Pump station inspections	490	312	312	312
I Fire flow tests performed	4	8	5	5
J Underground locate requests completed	1,685	1,600	1,400	1,400
K City owned backflow assemblies tested and repaired	72	65	75	75

Water Distribution - Water Quality \$2,053,896

This program performs regulatory water quality sampling, complaint investigation and water quality sampling, inspects for cross connection hazards, and implements the cross connection control program.

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

- A Review plans for potential cross connections
- B Inspect new backflow assembly installations
- C Conduct hazard assessment surveys
- D Collect and analyze bacteriological samples and chlorine residuals
- E Maintain cross connection control records

	2015 Actual	2016 Target	2017 Target	2018 Target
Performance Measures				
A Plans reviewed for potential cross connection	569	500	500	500
B New backflow assemblies inspected	32	50	50	50
C Hazard assessment surveys conducted	1	20	52	52
D Bacteriological samples collected	596	580	580	580

Capital Outlay \$300,000

In past years we have budgeted \$100,000 into replacing and rebuilding large meters (4" and larger and \$50,000 for replacing large valves (10" and larger). We are requesting to continue this task to improve our access to these meters and the ability to test the meters on a timely fashion without an impact to the customer and the ability to isolate a smaller section of water main due to repairs.

TOTAL FOR ALL PROGRAMS \$10,960,820



Revenue Summary

FUND SUMMARY		Water Construction							
Enterprise Fund Title Water Construction	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
Beginning Fund Balance	\$2,901,000	By Source	2015	2016	2017	Variance	2018	Variance	Budget
2017/2018 Estimated Revenue	\$9,237,860	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$2,442,740	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2017/2018 Revenue	\$11,680,600	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2017/2018 Estimated Expenditures	\$11,680,600	Charges for Services	\$1,505,580	\$1,535,190	\$2,205,200	43.6%	\$1,682,000	-23.7%	\$3,887,200
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2017/2018 Expenditures	\$11,680,600	Miscellaneous	\$106,557	\$1,500	\$1,500	0.0%	\$1,500	0.0%	\$3,000
Estimated Ending Fund Balance	\$458,260	Non-Revenues	\$0	\$2,704,150	\$470,000	-82.6%	\$4,877,660	937.8%	\$5,347,660
		Other Financing Sources	\$1,769,200	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$942,270	\$2,442,740	159.2%	\$0	-100.0%	\$2,442,740
		TOTAL REVENUES	\$3,381,337	\$5,183,110	\$5,119,440	-1.2%	\$6,561,160	28.2%	\$11,680,600

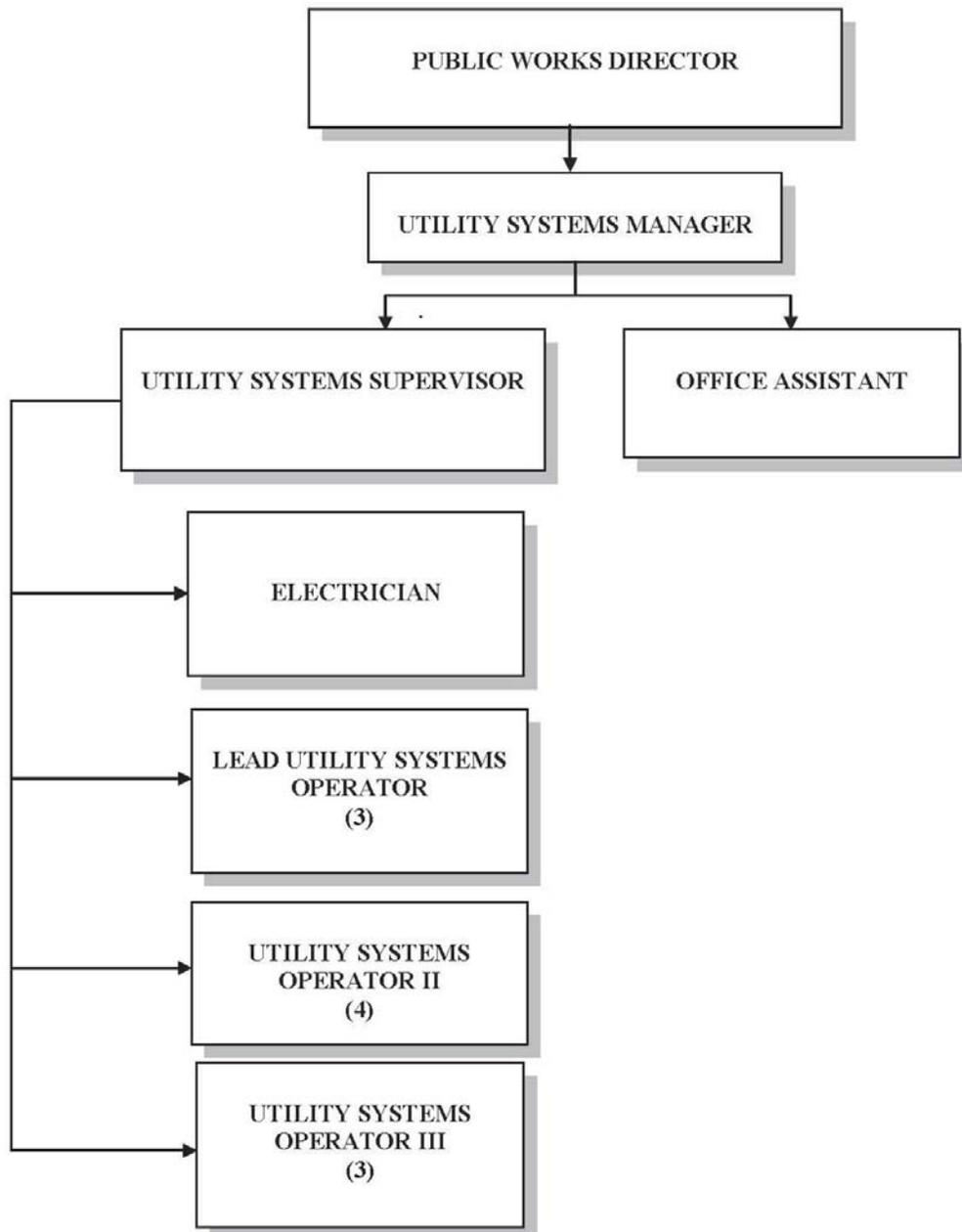
Expenditure Summary

Water Construction							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
By Object	2015	2016	2017	Variance	2018	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	\$71,102	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$1,528,983	\$3,317,780	\$3,430,000	3.4%	\$4,880,000	42.3%	\$8,310,000
Debt Service	\$1,684,338	\$1,865,330	\$1,689,440	-9.4%	\$1,681,160	-0.5%	\$3,370,600
Interfund Transfers	\$1,457,429	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$4,741,853	\$5,183,110	\$5,119,440	-1.2%	\$6,561,160	28.2%	\$11,680,600

Enterprise Funds

Organization Chart

Sewer Operations



2017/2018 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Sewer Operations							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
Sewer Operations	Jeff Cameron	By Source	2015	2016	2017	Variance	2018	Variance	Budget
Beginning Fund Balance	\$1,313,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2017/2018 Estimated Revenue	\$23,699,980	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$87,140	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2017/2018 Revenue	\$23,787,120	Charges for Services	\$12,508,863	\$11,019,660	\$11,531,120	4.6%	\$11,966,740	3.8%	\$23,497,860
2017/2018 Estimated Expenditures	\$23,787,120	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$19,613	\$13,000	\$10,200	-21.5%	\$10,200	0.0%	\$20,400
Total 2017/2018 Expenditures	\$23,787,120	Non-Revenues	\$121,921	\$95,000	\$90,860	-4.4%	\$90,860	0.0%	\$181,720
Estimated Ending Fund Balance	\$1,225,860	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$87,140	0.0%	\$0	-100.0%	\$87,140
		TOTAL REVENUES	\$12,650,397	\$11,127,660	\$11,719,320	5.3%	\$12,067,800	3.0%	\$23,787,120

Expenditure Summary

Sewer Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
By Object	2015	2016	2017	Variance	2018	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$943,049	\$1,077,110	\$1,107,900	2.9%	\$1,151,590	3.9%	\$2,259,490
Personnel Benefits	\$392,139	\$447,630	\$491,070	9.7%	\$522,980	6.5%	\$1,014,050
Supplies	\$103,391	\$208,430	\$189,400	-9.1%	\$189,400	0.0%	\$378,800
Other Services & Charges	\$7,818,947	\$8,466,620	\$8,578,990	1.3%	\$8,852,340	3.2%	\$17,431,330
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$834,453	\$122,390	\$866,300	607.8%	\$865,830	-0.1%	\$1,732,130
Interfund Transfers	\$5,656,700	\$805,480	\$485,660	-39.7%	\$485,660	0.0%	\$971,320
TOTAL EXPENDITURES	\$15,748,679	\$11,127,660	\$11,719,320	5.3%	\$12,067,800	3.0%	\$23,787,120

Program Descriptions - Initiatives - Performance Measures

Wastewater Treatment Costs \$12,613,590

This program accounts for the cost to the City for treating sewage at the Three Rivers Wastewater Treatment Plant.

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

A No violations of State requirements

Performance Measures

A Number of violations of State requirements

2015	2016	2017	2018
Actual	Target	Target	Target
0	0	0	0

continued

Wastewater Collection Costs \$11,173,530

This program provide operations and maintenance costs for the sewage collection system.

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

- A Repair sewer mains
- B Inspect sewer manholes
- C Repair and/or replace sewer manholes
- D Sewer mains cleaned and inspected
- E Locate sewer mains
- F Inspect, and maintain sewer lift stations, log equipment readings, maintain structures and grounds
- G Inspect and maintain records of pre-treatment systems and grease abatement systems

Performance Measures	2015	2016	2017	2018
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Sewer mains and laterals repaired or replaced	78	50	75	75
B Manhole inspections	12	25	50	50
C Manholes repaired or replaced	3	8	5	5
D Sewer mains cleaned (shown in feet of main cleaned)	60,000	100,000	100,000	100,000
E Underground locates requests completed	1,685	1,500	1,500	1,500
F Pump station inspections	4,983	4,000	3,500	3,500
G Pre-treatment systems inspected	64	75	100	100
G Pre-treatment systems permitted	12	20	40	40

TOTAL FOR ALL PROGRAMS \$23,787,120

2017/2018 Budget

Enterprise Funds

Revenue Summary

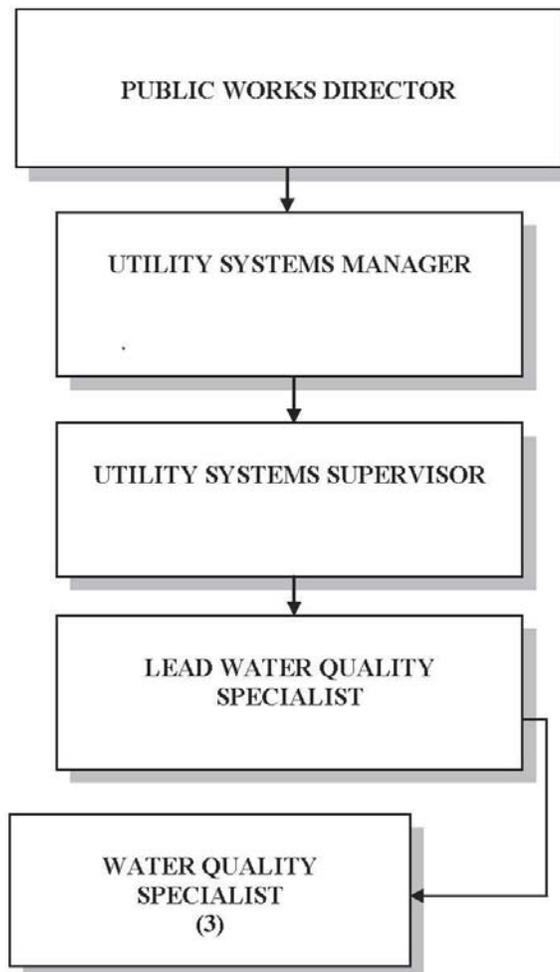
FUND SUMMARY		Sewer Construction							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
Sewer Construction	Jeff Cameron	By Source	2015	2016	2017	Variance	2018	Variance	Budget
Beginning Fund Balance	\$5,165,200	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2017/2018 Estimated Revenue	\$9,800,800	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$4,554,200	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2017/2018 Revenue	\$14,355,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2017/2018 Estimated Expenditures	\$14,355,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$6,420	\$5,000	\$5,000	0.0%	\$5,000	0.0%	\$10,000
Total 2017/2018 Expenditures	\$14,355,000	Non-Revenues	\$144,162	\$5,346,000	\$1,412,000	-73.6%	\$8,378,800	493.4%	\$9,790,800
Estimated Ending Fund Balance	\$611,000	Other Financing Sources	\$5,656,700	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$4,488,000	0.0%	\$66,200	-98.5%	\$4,554,200
		TOTAL REVENUES	\$5,807,282	\$5,351,000	\$5,905,000	10.4%	\$8,450,000	43.1%	\$14,355,000

Expenditure Summary

Sewer Construction							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
By Object	2015	2016	2017	Variance	2018	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	\$764	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	(\$203)	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$1,105,023	\$5,351,000	\$5,905,000	10.4%	\$8,450,000	43.1%	\$14,355,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$506,679	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$1,612,262	\$5,351,000	\$5,905,000	10.4%	\$8,450,000	43.1%	\$14,355,000

Organization Chart

Water Filter Plant



2017/2018 Budget

Enterprise Funds

Revenue Summary

FUND SUMMARY		Filter Plant Operations							
Enterprise Fund Title Filter Plant Operation	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
Beginning Fund Balance	\$340,000	By Source	2015	2016	2017	Variance	2018	Variance	Budget
2017/2018 Estimated Revenue	\$2,399,890	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 2017/2018 Revenue	\$2,399,890	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2017/2018 Estimated Expenditures	\$2,399,890	Charges for Services	\$958,460	\$1,356,480	\$1,187,300	-12.5%	\$1,212,590	2.1%	\$2,399,890
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2017/2018 Expenditures	\$2,399,890	Miscellaneous	\$6,306	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$340,000	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	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$964,766	\$1,356,480	\$1,187,300	-12.5%	\$1,212,590	2.1%	\$2,399,890

Expenditure Summary

Filter Plant Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
By Object	2015	2016	2017	Variance	2018	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$232,072	\$304,120	\$282,290	-7.2%	\$295,420	4.7%	\$577,710
Personnel Benefits	\$90,100	\$121,460	\$135,120	11.2%	\$145,250	7.5%	\$280,370
Supplies	\$132,141	\$206,130	\$177,900	-13.7%	\$177,900	0.0%	\$355,800
Other Services & Charges	\$525,957	\$724,770	\$591,990	-18.3%	\$594,020	0.3%	\$1,186,010
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
TOTAL EXPENDITURES	\$980,270	\$1,356,480	\$1,187,300	-12.5%	\$1,212,590	2.1%	\$2,399,890

Program Descriptions - Initiatives - Performance Measures

Water Treatment \$2,399,890

The Mint Farm Regional Water Treatment Plant monitors groundwater quality and operates continuously to provide potable water to customers in the Longview and Beacon Hill Water & Sewer District service areas.

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

- A Continually meet or exceed all water quality standards
- B Perform all State and federally mandated water quality tests in a timely manner
- C Produce drinking water to meet the needs of the citizens of Longview

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
B Number of water quality tests performed	7,721	5,000	5,000	5,000
C Annual average daily production of potable water (in millions of gallons per day)	5.4	5.5	5.5	5.5



TOTAL FOR ALL PROGRAMS \$2,399,890

2017/2018 Budget

Enterprise Funds

Revenue Summary

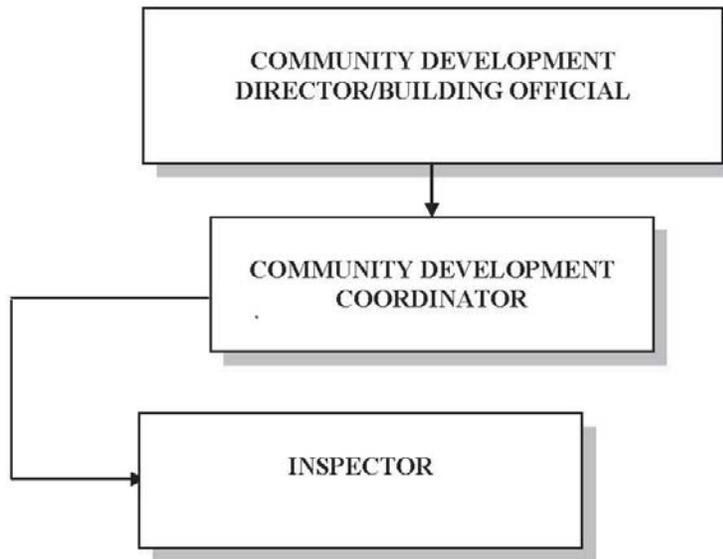
FUND SUMMARY		Filter Plant Construction							
Enterprise Fund Title Filter Plant Construction	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
Beginning Fund Balance	\$0	By Source	2015	2016	2017	Variance	2018	Variance	Budget
2017/2018 Estimated Revenue	\$1,420,000	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 2017/2018 Revenue	\$1,420,000	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2017/2018 Estimated Expenditures	\$1,420,000	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 2017/2018 Expenditures	\$1,420,000	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Non-Revenues	\$24,657	\$840,000	\$83,450	-90.1%	\$124,440	49.1%	\$207,890
		Other Financing Sources	\$45,092	\$0	\$486,550	0.0%	\$725,560	49.1%	\$1,212,110
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$69,749	\$840,000	\$570,000	-32.1%	\$850,000	49.1%	\$1,420,000

Expenditure Summary

Filter Plant Construction								
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018	
By Object	2015	2016	2017	Variance	2018	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	\$296,872	\$0	\$0	0.0%	\$0	0.0%	\$0	
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Capital Outlay	\$221,543	\$840,000	\$570,000	-32.1%	\$850,000	49.1%	\$1,420,000	
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	
TOTAL EXPENDITURES	\$518,416	\$840,000	\$570,000	-32.1%	\$850,000	49.1%	\$1,420,000	

Organization Chart

Sanitary/Recycling



2017/2018 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Sanitary/Recycling							
Enterprise Fund Title Sanitary/Recycling	Department Head Responsible John Brickey	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
Beginning Fund Balance	\$1,200,000	By Source	2015	2016	2017	Variance	2018	Variance	Budget
2017/2018 Estimated Revenue	\$10,532,700	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 2017/2018 Revenue	\$10,532,700	Intergovernmental	\$31,325	\$45,000	\$0	-100.0%	\$0	0.0%	\$0
2017/2018 Estimated Expenditures	\$10,349,490	Charges for Services	\$5,174,280	\$5,006,400	\$5,234,300	4.6%	\$5,286,400	1.0%	\$10,520,700
Contribution to Ending Fund Balance	\$183,210	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2017/2018 Expenditures	\$10,532,700	Miscellaneous	\$21,998	\$6,000	\$6,000	0.0%	\$6,000	0.0%	\$12,000
Estimated Ending Fund Balance	\$1,383,210	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	\$15,870	\$0	-100.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$5,227,603	\$5,073,270	\$5,240,300	3.3%	\$5,292,400	1.0%	\$10,532,700

Expenditure Summary

Sanitary/Recycling							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
By Object	2015	2016	2017	Variance	2018	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$153,260	0.0%	\$29,950	-80.5%	\$183,210
Salaries & Wages	\$275,569	\$282,830	\$263,610	-6.8%	\$271,990	3.2%	\$535,600
Personnel Benefits	\$144,562	\$129,710	\$126,810	-2.2%	\$135,750	7.0%	\$262,560
Supplies	\$18,811	\$3,100	\$3,200	3.2%	\$3,200	0.0%	\$6,400
Other Services & Charges	\$4,466,374	\$4,657,630	\$4,693,420	0.8%	\$4,851,510	3.4%	\$9,544,930
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
TOTAL EXPENDITURES	\$4,905,316	\$5,073,270	\$5,240,300	3.3%	\$5,292,400	1.0%	\$10,532,700

Program Descriptions - Initiatives - Performance Measures

Solid Waste Collection \$5,906,166

This program provides for the collection of solid waste from residential, multifamily and commercial customers within the city. This includes daily monitoring of the solid waste and recycling contractor (Waste Control), as well as preparing monthly vouchers and provide daily customer service.

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

- A Provide daily customer service
- B Meet with Waste Control to discuss pending issues

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Percent response to requests received from the general public	100%	100%	100%	100%
B Annual tonnage of solid waste collected and hauled to the County landfill	26,656	27,042	27,582	28,133

Recycling Collection \$3,996,891

Provides for the collection of recycling for all residential and a limited number of multifamily units within the city. This program includes a daily monitoring of the solid waste and recycling contractor (Waste Control) as well as preparing monthly vouchers and provide daily customer service.

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

- A Provide daily customer service
- B Meet with Waste Control to discuss pending issues
- C Review monthly solid waste and recycling statements
- D Collect and process recyclable material

Performance Measures	2015 <u>Actual</u>	2016 <u>Target</u>	2017 <u>Target</u>	2018 <u>Target</u>
A Percent response to requests received from the general public	100%	100%	100%	100%
B Number of meetings with Waste Control to discuss pending issues	12	12	12	12
C Number of solid waste and recycling statements reviewed	12	12	12	12

Code Enforcement \$324,456

This program responds to citizen complaints regarding public nuisances as defined by City ordinances; provides documentation and/or testimony at Hearing Examiner and court proceedings; and engages in public outreach to educate and inform rental propoerty managers, homeowner groups, and citizens to ensure compliance with City nuisance codes. It is anticipated that the number of cases referred to both the City Attorney and Building Official will increase with the city’s revised Unfit Dwelling/Structure Code.

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

- A Investigate nuisance complaints
- B Issue abatement notices and citations, as needed
- C Support City Attorney’s office and Hearing Examiner regarding nuisance-related legal proceedings
- D Participate in educational outreach to rental associations, blockwatch programs, neighborhood associations, citizens, etc.

Performance Measures	2015 <u>Actual</u>	2016 <u>Target</u>	2017 <u>Target</u>	2018 <u>Target</u>
A Number of complaints investigated	712	750	750	750
B Number of notices issued	609	650	650	650
B Number of notices with monetary penalties	45	40	40	40
B Number of violations cited	841	850	850	850
C Number of cases referred to the City Attorney	2	6	6	6
C Number of cases appealed to the Hearing Examiner	0	0	1	1
D Number of outreach events attended	3	5	5	5

Enterprise Funds

Recycling Enforcement \$212,831

Provides for the inspection and enforcement process for the residential recycling program. This program is intended to provide a means to educate the community about the proper recycling guidelines and allow them to make the appropriate changes. At the same time, this program provides for the ability to impose penalties for those that continue to throw garbage and other contaminants within their recycling containers.

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

- A Provide daily customer service
- B Meet with Waste Control to discuss pending issues
- C Review monthly inspection reports

Performance Measures	2015	2016	2017	2018
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent response to requests received from the general public	100%	100%	100%	100%
B Number of meetings with Waste Control to discuss pending issues	12	12	12	12
C Number of monthly inspection reports reviewed	12	12	12	12
C Reduce recycling contamination	19.5%	19.0%	18.0%	17.0%

Hearings Examiner \$92,356

With new Code Compliance legislation in place, this program provides for a litigation system for processing nuisance abatement infractions. These infractions, if appealed by the individual owner and/or tenant, will come before a Hearings Examiner that has been retained by the City.

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

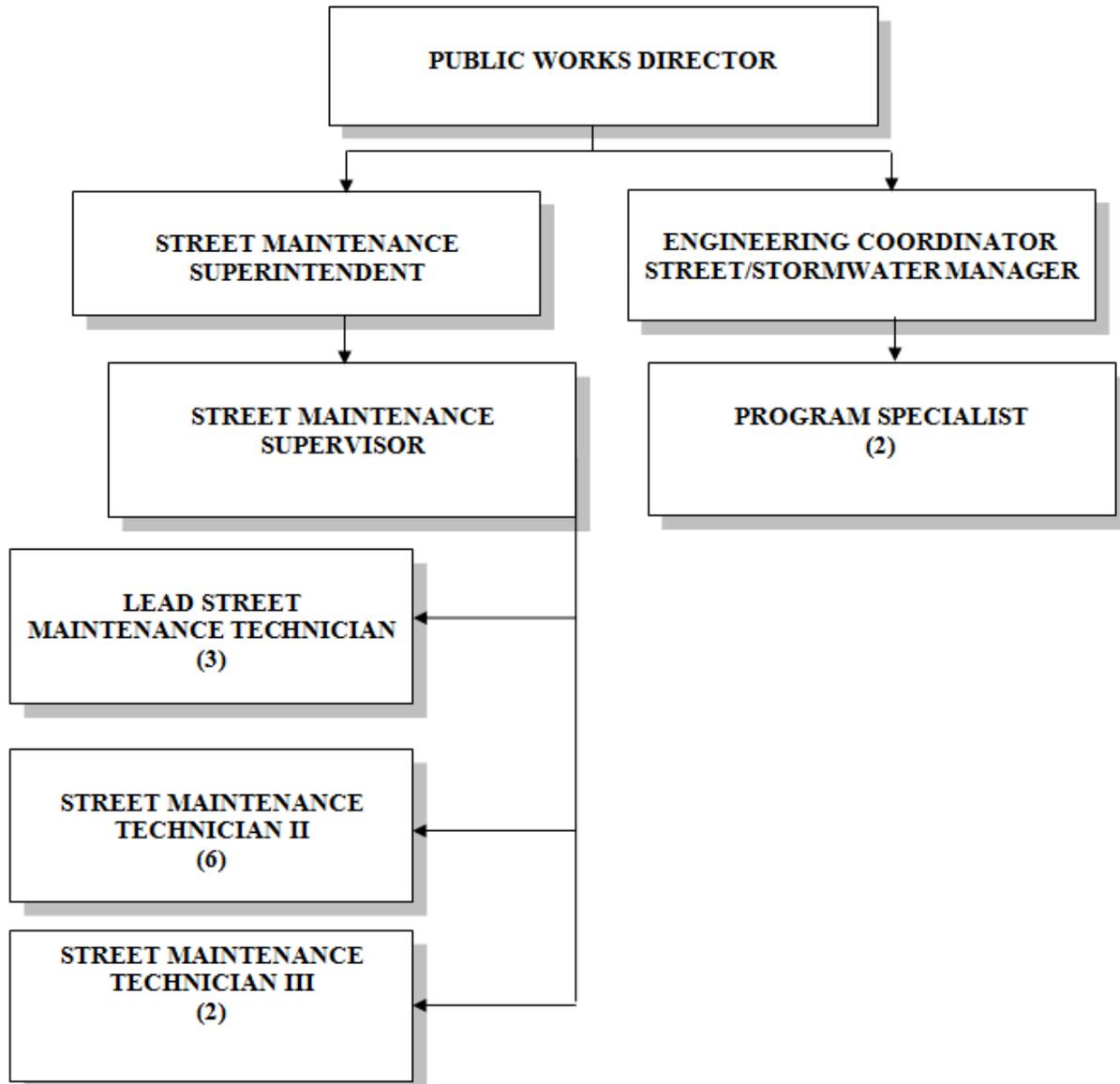
- A Provide daily customer service

Performance Measures	2015	2016	2017	2018
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent response to requests received from the general public	100%	100%	100%	100%

TOTAL FOR ALL PROGRAMS \$10,532,700

Organization Chart

Storm Water



2017/2018 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Storm Water							
Enterprise Fund Title Storm Water	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
Beginning Fund Balance	\$1,664,660	By Source	2015	2016	2017	Variance	2018	Variance	Budget
2017/2018 Estimated Revenue	\$12,374,720	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$994,660	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2017/2018 Revenue	\$13,369,380	Intergovernmental	\$335,319	\$0	\$0	0.0%	\$0	0.0%	\$0
2017/2018 Estimated Expenditures	\$13,369,380	Charges for Services	\$3,389,846	\$3,763,280	\$4,101,640	9.0%	\$4,319,860	5.3%	\$8,421,500
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2017/2018 Expenditures	\$13,369,380	Miscellaneous	\$2,421	\$750	\$10,000	1233.3%	\$10,000	0.0%	\$20,000
Estimated Ending Fund Balance	\$670,000	Non-Revenues	\$3,727,624	\$2,696,000	\$3,636,820	34.9%	\$200,000	-94.5%	\$3,836,820
		Other Financing Sources	\$0	\$0	\$48,200	0.0%	\$48,200	0.0%	\$96,400
		Beg Resources Req to Balance	\$0	\$265,150	\$635,400	139.6%	\$359,260	-43.5%	\$994,660
		TOTAL REVENUES	\$7,455,210	\$6,725,180	\$8,432,060	25.4%	\$4,937,320	-41.4%	\$13,369,380

Expenditure Summary

Storm Water							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
By Object	2015	2016	2017	Variance	2018	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$988,488	\$1,084,700	\$1,355,120	24.9%	\$1,409,900	4.0%	\$2,765,020
Personnel Benefits	\$444,418	\$491,230	\$682,360	38.9%	\$734,870	7.7%	\$1,417,230
Supplies	\$92,293	\$91,750	\$178,950	95.0%	\$178,950	0.0%	\$357,900
Other Services & Charges	\$1,215,819	\$1,306,700	\$1,529,550	17.1%	\$1,566,570	2.4%	\$3,096,120
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$2,986,724	\$3,125,800	\$4,435,890	41.9%	\$797,260	-82.0%	\$5,233,150
Debt Service	\$221,692	\$625,000	\$250,190	-60.0%	\$249,770	-0.2%	\$499,960
Interfund Transfers	\$41,674	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$5,991,107	\$6,725,180	\$8,432,060	25.4%	\$4,937,320	-41.4%	\$13,369,380

Program Descriptions - Initiatives - Performance Measures

Capital Projects \$5,733,064

This program provides for Stormwater capital improvement projects and the purchase of assets and equipment to support the operational needs of the Stormwater Utility. Funded projects include: Beech Street culvert replacement, Lake Sacajawea outlet screen replacement, Downtown Phase 3 streetscape stormwater facilities, stormwater pump station upgrades, miscellaneous stormwater infrastructure repairs and improvements and other capital projects.

Stormwater Operations and Maintenance \$2,525,551

This program provides for ongoing operations and maintenance (O&M) of the various components of the City's stormwater drainage, conveyance and water quality treatment systems. This program includes periodic and scheduled inspection, cleaning and maintenance of catch basins, manholes, pipes, culverts, roadside ditches and

stormwater management facilities (such as stormwater ponds, bioswales, and bioretention planters). This program also includes necessary system repairs based on inspections, citizen requests, or emergency response. Several of the elements of this program are required by the City’s NPDES MS4 permit.

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

- A Inspect and maintain stormwater inlets and catch basins
- B Inspect and maintain roadside ditches and open conveyances
- C Inspect and maintain stormwater pipes and manholes
- D Inspect and maintain stormwater management BMPs/facilities
- E Inspect and maintain three stormwater pump stations
- F Address customer requests

	2015	2016	2017	2018
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of inlet grates cleaned during storm events	6,777	6,500	8,000	8,000
A Number of catch basins inspected and cleaned	1,102	1,200	2,000	2,000
B Linear feet of roadside ditches inspected	N/A	N/A	25,000	25,000
B Linear feet of roadside ditches cleaned	290	7,000	16,000	16,000
C Number of manholes inspected and cleaned	327	316	550	550
C Linear feet of stormwater pipe cleaned	2,893	2,000	20,000	20,000
D Number of stormwater management BMPs/facilities maintained	70	95	105	110
E Number of pump station inspections	33	40	18	18
F Completed customer requests	438	400	300	300

Urban Forestry (Tree Program)..... \$1,704,632

Trees are an integral part of the City’s stormwater management program to protect its urban watershed, as they help to reduce runoff and protect water quality. This program manages and maintains the City’s Urban Forest consisting of over 10,000 trees, and includes maintenance and replacement of trees in City’s parks and within the public right-of-way.

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

- A Apply pesticides
- B Prune
- C Remove trees
- D Replace and plant new trees
- E Remove brush and wood
- F Care for park nursery
- G Remove leaves from landscaped areas
- H Computer based inventory maintenance

	2015	2016	2017	2018
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of Certified Pesticide Applicators on staff	2	2	2	2
B Number of trees pruned, elevated, clearance, cleaned	2,306	2,200	2,200	2,200
C Number of trees removed	374	300	275	275
D Number of trees planted	186	250	350	400
G Leaf clean up staff hours	1,203	1,200	950	950
H Total tree inventory	13,867	14,000	14,000	14,000
H Total number of vacant tree sites	3,587	3,550	3,500	3,300

Enterprise Funds

Street Sweeping \$1,200,821

This program provides for cleaning streets, alleys, and City-owned parking lots to prevent debris and pollution from entering the City’s stormwater system. Activities include year-round street sweeping and disposal of the debris, as well as collecting, hauling, and disposing of leaves from City streets during the fall months. The street sweeping program will be optimized in 2017-18 to provide more frequent sweeping of areas with the highest traffic and pollutant loading, and less frequency in areas with lighter traffic and less debris.

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

- A Mechanical sweeping of City streets, alleys and parking lots on a scheduled or as-needed basis
- B Removal of leaves from City streets, alleys and parking lots

Performance Measures	2015	2016	2017	2018
	Actual	Target	Target	Target
A Number of lane-miles cleaned	11,977	12,000	9,000	9,000
A Tons of debris swept (excluding leaves)	670	700	700	700
B Cubic yards of leaves collected	N/A	N/A	5,000	5,000

NPDES Stormwater Permit Compliance \$776,606

The program provides for compliance with the City’s National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Permit for operation of its stormwater drainage and conveyance system. The Permit requires the City to implement an ongoing program to reduce non-point source pollution to the MS4. This program covers administration of the Permit as well as implementation of activities for public education, public involvement, illicit discharge detection and elimination (IDDE), and pollution prevention/good housekeeping for municipal facilities and field operations. In addition, this program includes Total Maximum Daily Load (TMDL) planning, sampling, and implementation activities to address impaired waters in the City that may occur within the 2017-18 timeframe. Other NPDES requirements for development review and inspection, and drainage system operations and maintenance activities, are covered under separate programs.

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

- A Provide a stormwater education and outreach program for residents and businesses
- B Create opportunities for the public to participate in the City’s stormwater management program
- C Identify, prevent, and eliminate illicit discharges to the City’s MS4
- D Perform inspections of municipal facilities and train City staff on standard operating procedures for stormwater pollution prevention and good housekeeping practices

Performance Measures	2015	2016	2017	2018
	Actual	Target	Target	Target
A Undertake stormwater education and outreach activities	N/A	N/A	6	6
B Hold regular meetings of the Longview Stormwater Advisory Committee	N/A	N/A	4	4
C Number of MS4 outfalls inspected	N/A	N/A	70	40
C Completed IDDE investigations	N/A	N/A	75	75
D Number of municipal facilities (properties) inspected	N/A	N/A	5	5
D Stormwater pollution prevention training sessions conducted for staff	N/A	N/A	6	6

Urban Forestry (Sidewalk Repair) \$623,510

This program repairs sidewalks damaged by the City’s Urban Forest. The program is important to a livable, walkable City, and to manage liability. Sidewalks are repaired by any or a combination of the following techniques: grinding offset panels; patching; removing intact panels, trimming roots and re-grading, and re-installing panels; and removing damaged and constructing new sidewalk. The City offers a cost-share program with residential property owners to reduce their financial burden when they are responsible to repair damaged sidewalks.

continued

Urban Forestry (Sidewalk Repair) - continued

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

- A Grind offset sidewalk panels, as needed
- B Rehabilitate sidewalks by repairing base and re-using existing sidewalk panels
- C Reconstruct sidewalks

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Linear feet of sidewalk ground	142	600	600	600
BC Square feet of rehabilitated and reconstructed sidewalk panels	8,202	6,000	6,000	6,000

Stormwater Development Review and Inspection \$688,883

This program is responsible for reviewing development plans and inspecting construction sites for compliance with the City’s stormwater regulations and requirements under the NPDES MS4 permit, including provisions for management of both stormwater runoff quality and quantity, and incorporation of low impact development (LID) practices. This program also includes permit-required ongoing inspections of private stormwater facilities to ensure continued maintenance.



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

- A Review development plans for compliance with City stormwater regulations
- B Inspect construction sites for compliance with approved plans and stormwater regulations
- C Perform ongoing inspections of permitted private stormwater management BMPs/facilities

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Number of development plans reviewed	325	400	450	500
B Number of construction sites inspected	180	200	250	300
C Number of permitted private stormwater BMPs inspected	N/A	N/A	60	120

Wetlands \$116,313

This program manages and maintains the Mint Farm Industrial Park mitigation wetlands required by Ecology and the US Army Corps of Engineers. Activities include irrigation, weed control, planting, monitoring and reporting.

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

- A Comply with the Mint Farm Wetlands implementation plan

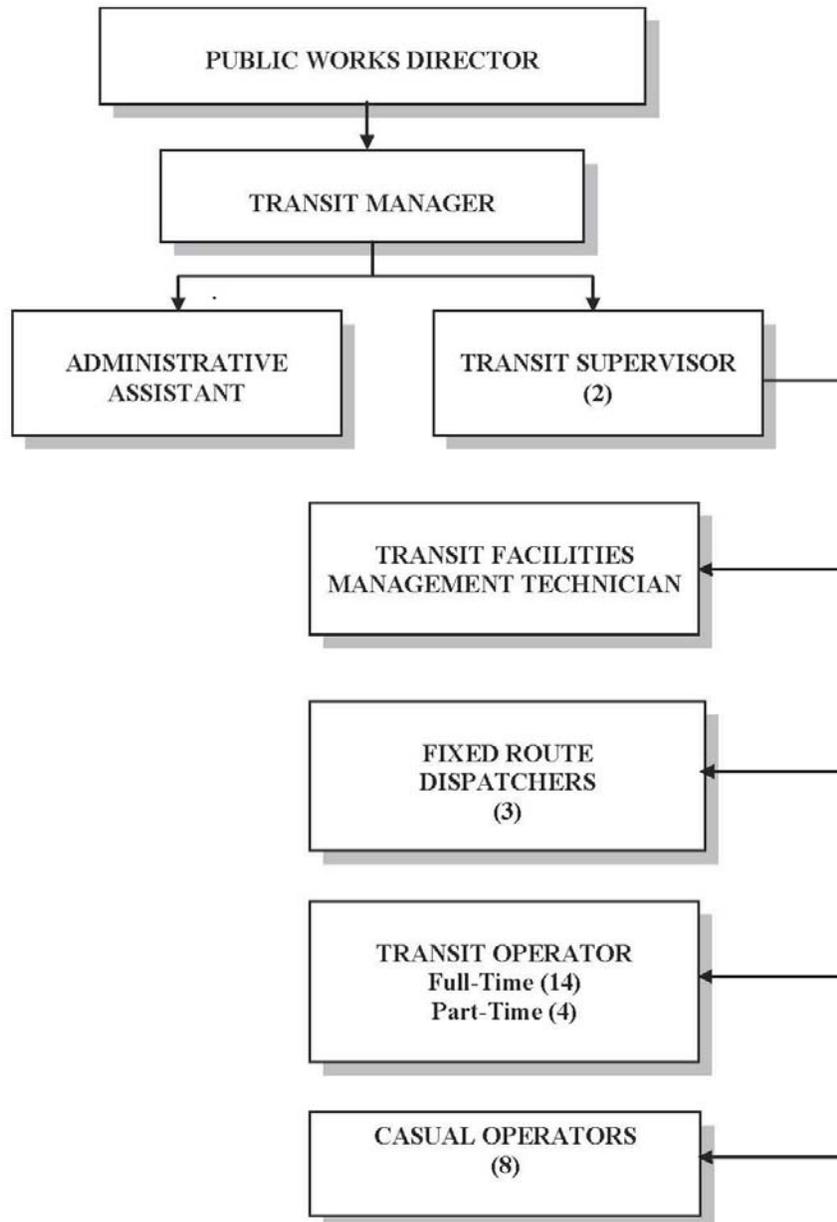
Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Number of cited violations	0	0	0	0

TOTAL FOR ALL PROGRAMS \$13,369,380

Enterprise Funds

Organization Chart

Public Transit Operations



2017/2018 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Public Transit Operations							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
Public Transit Operations	Jeff Cameron	By Source	2015	2016	2017	Variance	2018	Variance	Budget
Beginning Fund Balance	\$820,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2017/2018 Estimated Revenue	\$15,560,020	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$243,322	\$2,477,950	\$4,800,490	93.7%	\$3,781,500	-21.2%	\$8,581,990
Total 2017/2018 Revenue	\$15,560,020	Charges for Services	\$4,127,202	\$3,693,860	\$3,972,310	7.5%	\$2,954,540	-25.6%	\$6,926,850
2017/2018 Estimated Expenditures	\$15,560,020	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$27,043	\$38,590	\$25,590	-33.7%	\$25,590	0.0%	\$51,180
Total 2017/2018 Expenditures	\$15,560,020	Non-Revenues	\$226,558	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$820,000	Other Financing Sources	\$82	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$4,624,207	\$6,210,400	\$8,798,390	41.7%	\$6,761,630	-23.1%	\$15,560,020

Expenditure Summary

Public Transit Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
By Object	2015	2016	2017	Variance	2018	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$1,254,682	\$1,402,540	\$1,459,490	4.1%	\$1,510,530	3.5%	\$2,970,020
Personnel Benefits	\$555,345	\$678,570	\$818,580	20.6%	\$867,790	6.0%	\$1,686,370
Supplies	\$27,580	\$33,450	\$34,600	3.4%	\$34,600	0.0%	\$69,200
Other Services & Charges	\$2,352,203	\$2,639,840	\$2,616,720	-0.9%	\$2,688,710	2.8%	\$5,305,430
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$387,160	\$1,456,000	\$3,869,000	165.7%	\$1,660,000	-57.1%	\$5,529,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$4,576,970	\$6,210,400	\$8,798,390	41.7%	\$6,761,630	-23.1%	\$15,560,020

Program Descriptions - Initiatives - Performance Measures

Fixed Route Public Transportation \$7,108,685

Operating under the name RiverCities Transit, this program provides fixed-route public bus transportation to the citizens of Longview-Kelso, operating Monday through Friday, from 6:30 AM to 7:00 PM, and Saturday from 8:00 AM to 6:00 PM. This program is operated for the Cowlitz Transit Authority, through an interlocal agreement. The Cowlitz Transit Authority determines the bus routes and days and times of service. Local funding is provided by the Cowlitz Transit Authority through sales tax collected within a Public Transportation Benefit Area. Federal funding is provided directly to City of Longview as the Federal Transit Administration designated recipient.

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

- A Restore Ridership in 2017 to Pre-Fare Increase Levels and Increase Ridership on Fixed-Route Service in 2018
- B Maintain Costs Within CPI and Improve Efficiencies of Vehicle Maintenance

Fixed Route Public Transportation - continued

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Performance Measures				
AB Annual Unlinked Passenger Trips	428,238	411,105	428,238	429,000
AB Operating Expense per Vehicle Revenue Hour	\$103.41	\$104.00	\$104.50	\$105.00

Capital Outlay \$5,529,000

Purchase and install or construct equipment, vehicles, parts, and facility assets to support the needs of the transit system.

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

- A Design and construct expansion of transit center to handle larger staff size and improve safety of bus circulation.
- B Purchase replacement paratransit, fixed-route and operator relief vehicles to maintain fleet reliability.
- C Replace fixed-route engines to extend the useful life of coaches

Paratransit Transportation \$2,882,240

Operating as RiverCities LIFT, this program provides Federal Transit Administration mandated complementary paratransit transportation to qualified citizens within 3/4 miles of all fixed-routes within Longview-Kelso, operating Monday through Friday from 6:30 AM to 7:00 PM, and Saturday from 8:00 AM to 6:00 PM.

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

- A Provide Paratransit Service for Qualified Citizens within 3/4 mile of all Fixed-Routes

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Performance Measures				
A Annual Unlinked Passenger Trips	56,756	56,500	56,500	56,500
A Annual Unlinked Passenger Trips per Vehicle Revenue Hour	3.08	3.10	3.10	3.10

Vanpool \$40,095

This program manages a vanpool program established by the Cowlitz Transit Authority in 2015. A vanpool is a group of 5 to 12 people who commute together by passenger van. Passenger vans are assigned to interested commuter groups and driven by members of the group. Vanpool riders pay a low monthly fare based on the number of miles traveled and number of riders. Fares paid by passengers cover all program costs including maintenance, insurance, and fuel. RiverCities Transit currently has four 7-passenger vans and one 12-passenger van in the vanpool fleet.

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

- A Provide additional transportation choices to citizens who live or work in the RiverCities Transit service area.

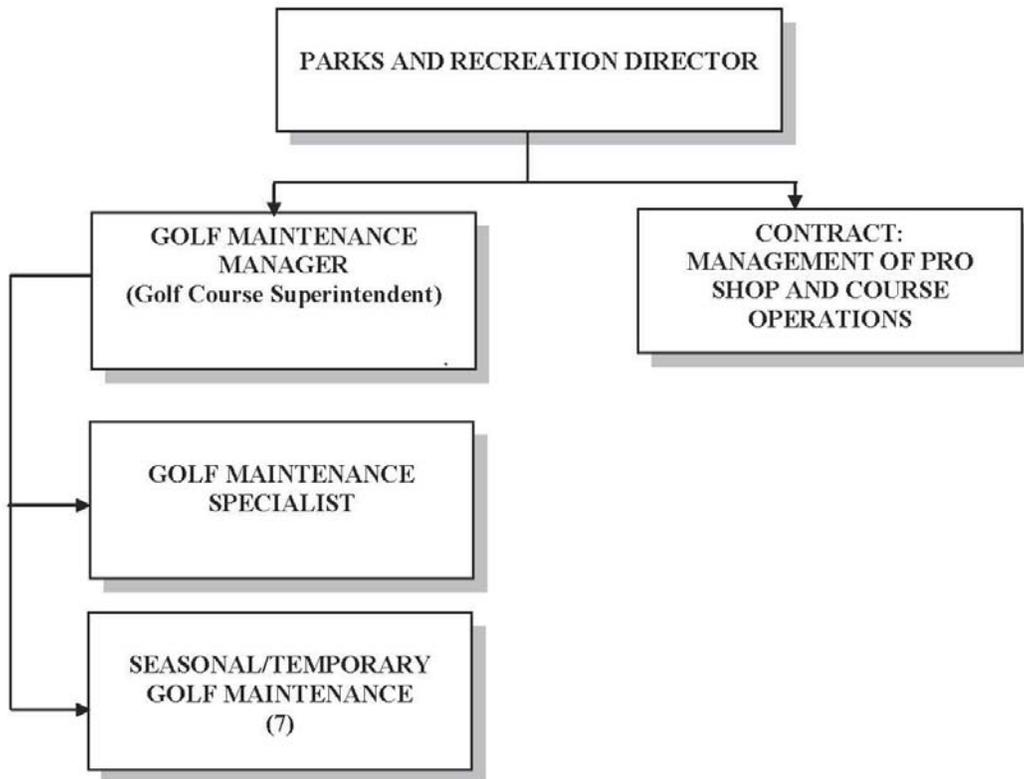
	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Target</u>	<u>2017</u> <u>Target</u>	<u>2018</u> <u>Target</u>
Performance Measures				
A Vanpool commuter groups in service	0	1	3	5
B Vanpool groups maintaining at least 5 riders per 7 passenger van	0	1	1	3
C Vanpool groups maintaining at least 7 riders per 12 passenger van	0	1	1	1

TOTAL FOR ALL PROGRAMS \$15,560,020

Enterprise Funds

Organization Chart

Mint Valley Golf



2017/2018 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Mint Valley Golf							
Enterprise Fund Title Mint Valley Golf	Department Head Responsible Jennifer Wills	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
		By Source	2015	2016	2017	Variance	2018	Variance	Budget
Beginning Fund Balance	\$40,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2017/2018 Estimated Revenue	\$1,298,000	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 2017/2018 Revenue	\$1,298,000	Charges for Services	\$527,408	\$564,500	\$586,950	4.0%	\$596,100	1.6%	\$1,183,050
2017/2018 Estimated Expenditures	\$1,298,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$54,082	\$53,000	\$55,600	4.9%	\$59,350	6.7%	\$114,950
Total 2017/2018 Expenditures	\$1,298,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$40,000	Other Financing Sources	\$961	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$582,451	\$617,500	\$642,550	4.1%	\$655,450	2.0%	\$1,298,000

Expenditure Summary

Mint Valley Golf							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2017-2018
By Object	2015	2016	2017	Variance	2018	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$213,881	\$207,580	\$209,660	1.0%	\$214,500	2.3%	\$424,160
Personnel Benefits	\$72,238	\$76,700	\$93,880	22.4%	\$99,800	6.3%	\$193,680
Supplies	\$63,057	\$105,890	\$92,060	-13.1%	\$92,860	0.9%	\$184,920
Other Services & Charges	\$198,062	\$222,870	\$227,150	1.9%	\$228,710	0.7%	\$455,860
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$6,558	\$4,460	\$19,800	343.9%	\$19,580	-1.1%	\$39,380
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$553,796	\$617,500	\$642,550	4.1%	\$655,450	2.0%	\$1,298,000

Program Descriptions - Initiatives - Performance Measures

Required Course Maintenance \$1,199,976

The mission of this program is to produce the best possible golf recreation facility within the the budget guidelines. This program involves mowing, aeration, tree care, leaf removal, pesticide and fertilizer application, and equipment repair and replacement which are 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 Provide consistant maintenance of the turf at an above average, playable standard
- B Perform leaf removal so playing public can always find their golf balls.
- C Apply pesticides and fertilizers only when needed to keep turf healthy and diseases, insects, and weeds under control
- D Provide consistant 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
- G Provide a quality facility that attracts increased play each year
- H Provide a quality facility that produces increased City tax revenue

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Percent of course mowed in a day during peak growth	66	65	66	65
B Percent of leaves picked up daily in the fall	50	53	57	60
C Pesticide applications in a year	10	9	10	9
D Pieces of equipment rebuilt in a year	10	11	13	14
E Old equipment pieces replaced annually	4	3	3	3
F Trees trimmed annually	63	64	64	64
G Rounds played each year	34,000	36,000	37,000	38,000
H Dollar amount of gross sales each year	\$553,435	\$600,000	\$602,000	\$617,500
H Dollar amount of sales tax earned for the City (in millions)	\$7.303	\$7.506	\$7.625	\$7.750

Irrigation System \$62,791

The mission of this program is to keep the course firm and green with the least amount of irrigation water. This involves maintenance of an irrigation system that is over 37 years old. This program is for the installation of new irrigation heads and 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 keep the turf green and playable.

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

- A Keep the system automated
- B Stop wet areas from forming from leaky heads, pipes, valves, and tubing
- C Replace and rebuild irrigation heads

Performance Measures	2015 Actual	2016 Target	2017 Target	2018 Target
A Time course is working in automated format	99%	99%	99%	99%
B Wet areas repaired yearly	4	5	6	7
C Heads rebuilt or replaced	30	33	34	37

Enterprise Funds

Golf Course Sanding \$35,233

Our mission is to make the golf course playable year-round. 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. Over the last several years we have cut in this area to help balance the budget.

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 Improve drainage

Performance Measures

- A Percent of days annually fairways can be mowed
- B Yards of sand added to course per year
- D Linear feet of drain tile installed

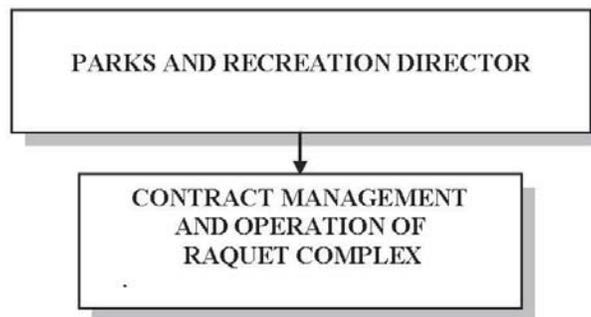
	<u>2015 Actual</u>	<u>2016 Target</u>	<u>2017 Target</u>	<u>2018 Target</u>
A	96%	96%	96%	96%
B	150	200	250	300
D	100	200	200	200



TOTAL FOR ALL PROGRAMS \$1,298,000

Organization Chart

Mint Valley Racquet and Fitness Complex



2017/2018 Budget _____
Enterprise Funds

Revenue Summary

FUND SUMMARY		Mint Valley Racquet Complex							
Enterprise Fund Title Mint Valley Racquet Complex	Department Head Responsible Jennifer Wills	Total Revenues By Source	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2017/2018 Estimated Revenue	\$24,550	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 2017/2018 Revenue	\$24,550	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2017/2018 Estimated Expenditures	\$24,550	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 2017/2018 Expenditures	\$24,550	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$1,828	\$9,550	\$12,100	26.7%	\$12,450	2.9%	\$24,550
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$1,828	\$9,550	\$12,100	26.7%	\$12,450	2.9%	\$24,550

Expenditure Summary

Mint Valley Racquet Complex							
Total Expenditures By Object	Actual 2015	Budget 2016	Budget 2017	Percent Variance	Budget 2018	Percent Variance	2017-2018 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	\$1,848	\$9,550	\$12,100	26.7%	\$12,450	2.9%	\$24,550
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
TOTAL EXPENDITURES	\$1,848	\$9,550	\$12,100	26.7%	\$12,450	2.9%	\$24,550

Program Descriptions - Initiatives - Performance Measures

Mint Valley Racquet & Fitness Complex \$24,550

This program 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.

TOTAL FOR ALL PROGRAMS \$24,550