

Enterprise Funds

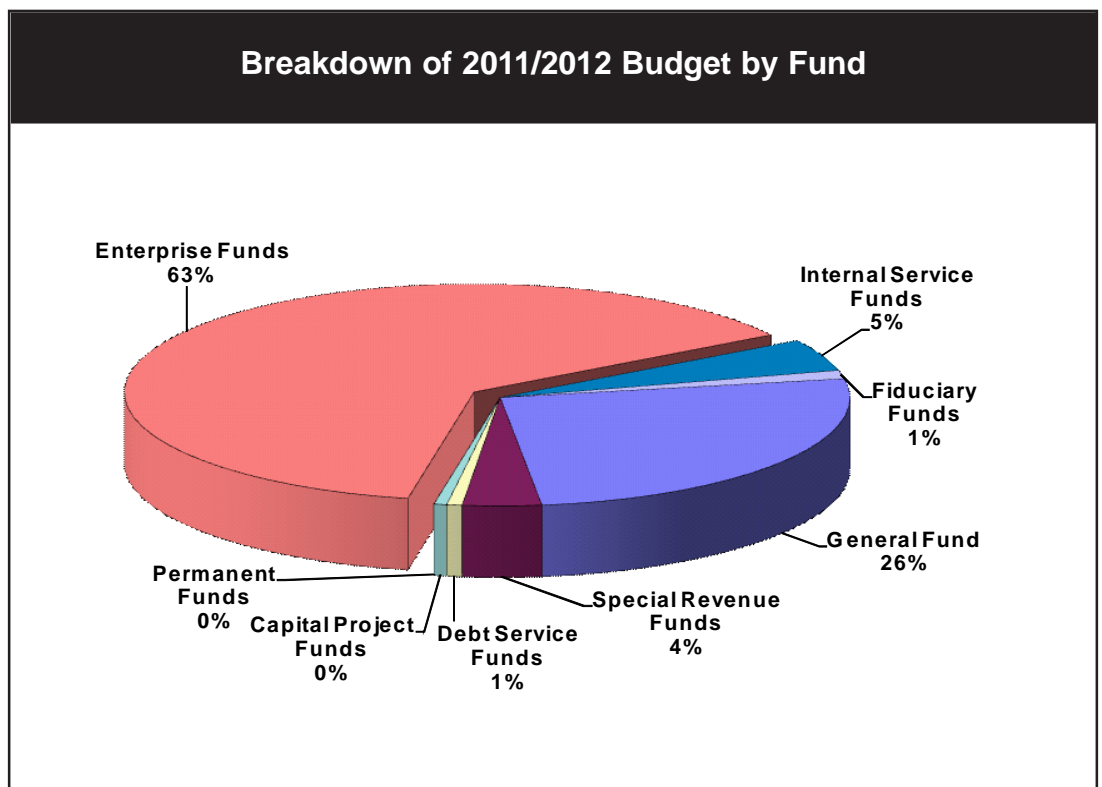
TOPIC	PAGE
Enterprise Funds	172
Water	173-178
Water Operations Fund	174
Water Construction Fund	177
Water Depreciation Reserve Fund	178
Sewer	179-184
Sewer Operations Fund	180
Sewer Construction Fund	182
Sewer Depreciation Reserve Fund	183
Filter Plant	185-188
Filter Plant Operations Fund	186
Filter Plant Construction Fund	188
Sanitary/Recycling Fund	189
Storm Water Fund	193
Public Transit Operations Fund	199
Mint Valley	203-208
Mint Valley Golf Fund	203
Mint Valley Racquet & Fitness Complex Fund	207

Enterprise Funds

Enterprise Funds

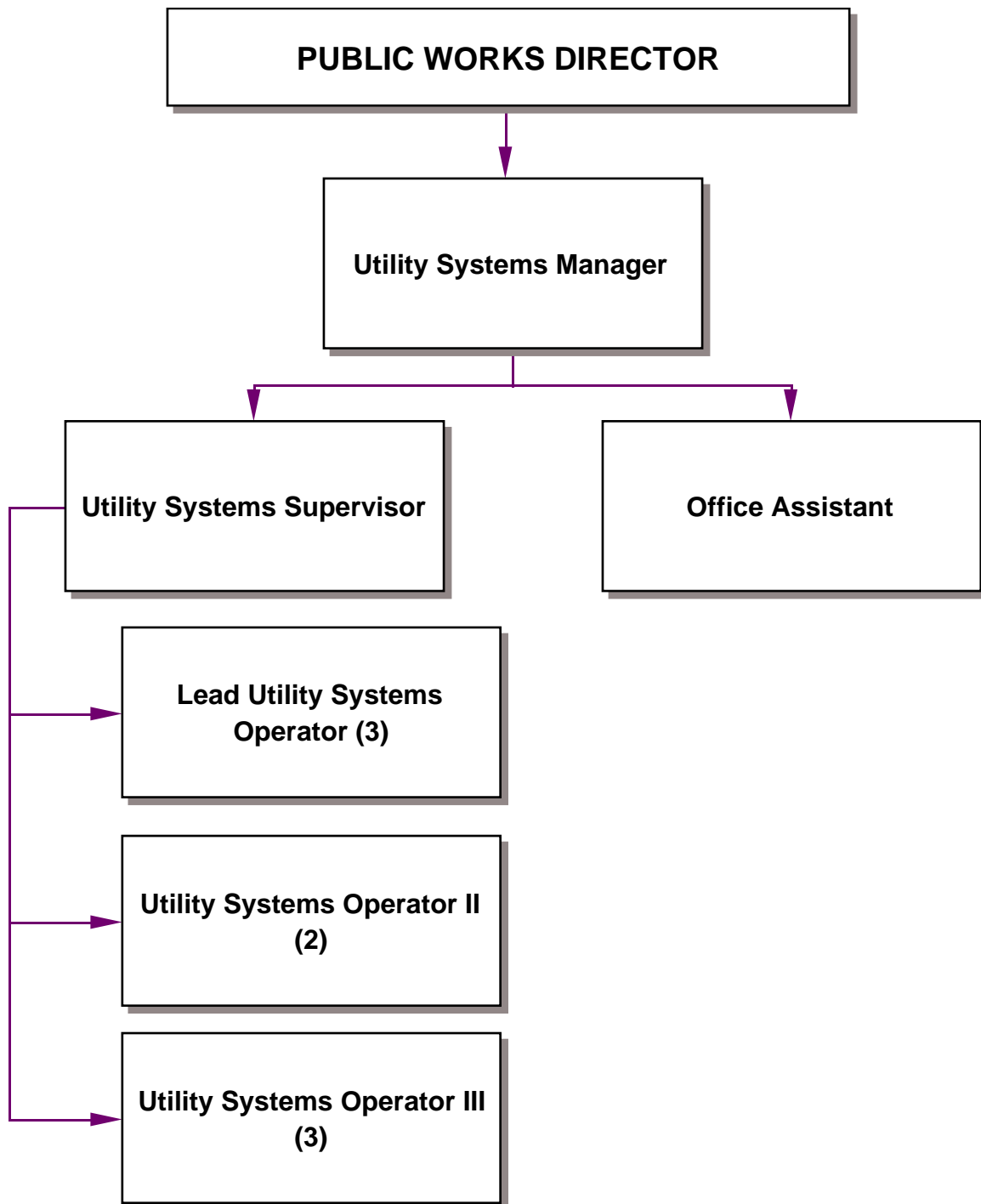
The City’s Enterprise Funds account for the City of Longview’s municipal operations that are primarily financed by service charges, including:

- ◆ **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, and a treatment plant for a small portion of the wastewater that is not treated at the regional sewer treatment facility operated by the 3 Rivers Regional Waste Water 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 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



2011/2012 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Water Operations							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Water Operations	Jeff Cameron	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$2,500,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$13,117,740	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 2011/2012 Revenue	\$13,117,740	Charges for Services	\$5,935,480	\$6,248,300	\$6,326,020	1.2%	\$6,710,220	6.1%	\$13,036,240
2011/2012 Estimated Expenditures	\$13,117,740	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$36,010	\$43,250	\$38,250	-11.6%	\$43,250	13.1%	\$81,500
Total 2011/2012 Expenditures	\$13,117,740	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$2,500,000	Other Financing Sources	\$13,660	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$5,985,150	\$6,291,550	\$6,364,270	1.2%	\$6,753,470	6.1%	\$13,117,740

Expenditure Summary

Water Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$2,082,960	\$0	-100.0%	\$0	0.0%	\$0
Salaries & Wages	\$794,510	\$814,250	\$791,940	-2.7%	\$809,080	2.2%	\$1,601,020
Personnel Benefits	\$323,450	\$372,110	\$310,210	-16.6%	\$343,540	10.7%	\$653,750
Supplies	\$1,436,610	\$1,354,810	\$1,164,810	-14.0%	\$1,126,810	-3.3%	\$2,291,620
Other Services & Charges	\$2,256,980	\$1,277,080	\$1,255,060	-1.7%	\$1,283,880	2.3%	\$2,538,940
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$16,990	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$308,770	\$295,350	-4.3%	\$295,350	0.0%	\$590,700
Interfund Transfers	\$2,080,740	\$81,570	\$2,546,900	3022.3%	\$2,894,810	13.7%	\$5,441,710
TOTAL EXPENDITURES	\$6,909,280	\$6,291,550	\$6,364,270	1.2%	\$6,753,470	6.1%	\$13,117,740

Program Descriptions - Initiatives - Performance Measures

Water Distribution - Operations \$5,573,190

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

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

- A Inspect pump stations, pumps, motors and log equipment readings
- B Maintain pump stations and equipment
- C Inspect reservoirs and security fencing
- D Maintain reservoirs and security fencing
- E Collect and analyze bacteriological samples and chlorine residuals
- F Inspect and maintain hydrants

continued

Water Distribution - Operations - continued

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

- G Inspect and maintain valves
- H Flush water mains to maintain water quality
- I Inspect new mains; oversee chlorination/de-chlorination
- J Purchase water for distribution

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Pump station inspections	301	312	300	300
B Work orders for pump station maintenance	35	36	36	36
C Reservoirs inspected	176	200	200	200
D Work orders for maintenance of reservoirs and security fencing	53	24	24	24
E Bacteriological samples collected	607	580	580	580
E Chlorine tests performed	365	365	365	365
F Hydrants inspected and maintained	904	900	900	900
G Valves inspected and maintained	248	250	250	250
I New main inspections	40	52	52	52



Enterprise Funds

Water Distribution - Metering \$4,006,700

This program is to increase the accuracy of recording water consumed for billing purposes and to assure that potentially contaminated water does not backflow into the distribution system.

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

- A Replace meters that have exceeded their useful life or to upgrade to touch-read meters
- B Replace broken meter boxes
- C Test backflow assemblies
- D Repair and/or replace backflow assemblies
- E Test three inch and larger meters
- F Replace as necessary three inch and larger meters
- G Water line locates

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Meters replaced	374	375	375	375
B Meter boxes replaced	53	24	24	24
C Backflow assemblies tested	52	52	52	52
D Backflow assemblies repaired/replaced	1	2	2	2
E Large meters tested	34	12	12	12
F Large meters repaired/replaced	11	6	6	6
G Water lines located	1,059	1,000	1,000	1,000

Water Distribution - Maintenance \$3,537,850

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
- C Perform fire flow tests
- D Replace fire hydrants as necessary
- E Replace valves as necessary

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Water main repairs	26	24	24	24
B Water service repairs/replacements	115	104	104	104
C Fire flow tests	15	24	24	24
D Hydrants replaced	13	12	12	12
E Valves replaced	5	6	6	6

TOTAL FOR ALL PROGRAMS \$13,117,740

Revenue Summary

FUND SUMMARY		Water Construction							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Water Construction	Jeff Cameron	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$711,810	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$29,897,540	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$711,810	Intergovernmental	\$0	\$478,000	\$1,179,500	146.8%	\$0	-100.0%	\$1,179,500
Total 2011/2012 Revenue	\$30,609,350	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$30,609,350	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$42,020	\$50,000	\$35,000	-30.0%	\$35,000	0.0%	\$70,000
Total 2011/2012 Expenditures	\$30,609,350	Non-Revenues	\$10,040	\$13,350,750	\$13,605,900	1.9%	\$9,791,130	-28.0%	\$23,397,030
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$3,335,820	\$0	\$2,451,550	0.0%	\$2,799,460	14.2%	\$5,251,010
		Beg Resources Req to Balance	\$0	\$0	\$711,810	0.0%	\$0	-100.0%	\$711,810
		TOTAL REVENUES	\$3,387,880	\$13,878,750	\$17,983,760	29.6%	\$12,625,590	-29.8%	\$30,609,350

Expenditure Summary

Water Construction							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	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	\$711,530	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$555,840	\$455,000	\$1,470,000	223.1%	\$1,245,000	-15.3%	\$2,715,000
Debt Service	\$0	\$0	\$36,830	0.0%	\$36,660	-0.5%	\$73,490
Interfund Transfers	\$2,093,400	\$13,423,750	\$16,476,930	22.7%	\$11,343,930	-31.2%	\$27,820,860
TOTAL EXPENDITURES	\$3,360,770	\$13,878,750	\$17,983,760	29.6%	\$12,625,590	-29.8%	\$30,609,350

Enterprise Funds

Revenue Summary

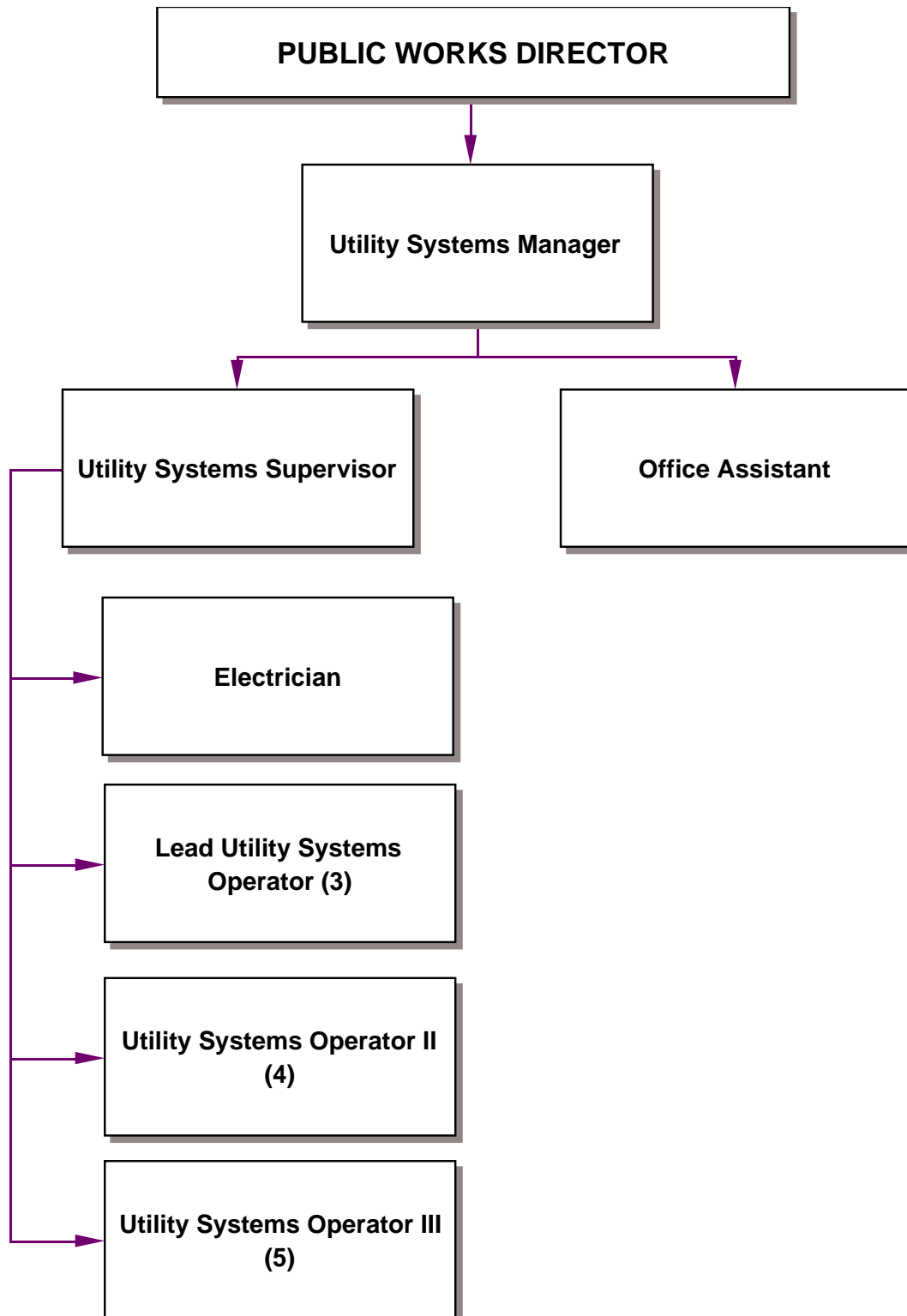
FUND SUMMARY		Water Depreciation Reserve							
Enterprise Fund Title Water Depreciation Reserve	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
		By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$0	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 2011/2012 Revenue	\$0	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$6,740	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$0	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	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$6,740	\$0	\$0	0.0%	\$0	0.0%	\$0

Expenditure Summary

Water Depreciation Reserve							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	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	\$3,650	\$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	\$1,335,820	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$1,339,470	\$0	\$0	0.0%	\$0	0.0%	\$0

Organization Chart

Sewer Operations



2011/2012 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Sewer Operations							
Enterprise Fund Title Sewer Operations	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Beginning Fund Balance	\$3,000,000	By Source	2009	2010	2011	Variance	2012	Variance	Budget
2011/2012 Estimated Revenue	\$24,881,600	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 2011/2012 Revenue	\$24,881,600	Intergovernmental		\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$24,881,600	Charges for Services	\$10,201,090	\$11,226,630	\$11,775,800	4.9%	\$12,901,300	9.6%	\$24,677,100
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$24,881,600	Miscellaneous	\$38,150	\$47,250	\$49,250	4.2%	\$55,250	12.2%	\$104,500
Estimated Ending Fund Balance	\$3,000,000	Non-Revenues	\$0	\$50,000	\$50,000	0.0%	\$50,000	0.0%	\$100,000
		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	\$10,239,240	\$11,323,880	\$11,875,050	4.9%	\$13,006,550	9.5%	\$24,881,600

Expenditure Summary

Sewer Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$2,036,310	\$0	-100.0%	\$0	0.0%	\$0
Salaries & Wages	\$711,410	\$951,980	\$981,850	3.1%	\$1,009,570	2.8%	\$1,991,420
Personnel Benefits	\$282,980	\$317,030	\$417,580	31.7%	\$461,070	10.4%	\$878,650
Supplies	\$109,310	\$119,410	\$119,410	0.0%	\$119,410	0.0%	\$238,820
Other Services & Charges	\$8,088,010	\$7,653,730	\$6,969,300	-8.9%	\$7,532,360	8.1%	\$14,501,660
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$15,100	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$118,900	\$119,780	\$928,900	675.5%	\$895,610	-3.6%	\$1,824,510
Interfund Transfers	\$4,374,250	\$125,640	\$2,458,010	1856.4%	\$2,988,530	21.6%	\$5,446,540
TOTAL EXPENDITURES	\$13,699,960	\$11,323,880	\$11,875,050	4.9%	\$13,006,550	9.5%	\$24,881,600

Program Descriptions - Initiatives - Performance Measures

Wastewater Collection Costs \$14,179,840

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 Repair and/or replace sewer laterals
- C Inspect sewer manholes
- D Repair and/or replace sewer manholes
- E Sewer mains cleaned and inspected
- F Clean and video sewer laterals
- G Locate sewer mains
- H Inspect, and maintain sewer lift stations, log equipment readings, maintain structures and grounds

continued

Wastewater Collection Costs - continued

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Sewer mains repaired	8	12	12	12
B Sewer laterals repaired/replaced	57	52	52	52
C Manhole inspections	0	0	180	360
D Manholes repaired/replaced	5	3	3	3
E Sewer mains cleaned (shown in feet of main cleaned for 2010, 2011, 2012)	24	50,000	100,000	100,000
E Sewer mains inspected via video (in feet of main)	N/A	50,000	100,000	10,000
F Sewer laterals cleaned	24	36	36	36
G Sewer main locates	437	500	500	500
H Lift station inspections and work orders for maintenance	4,504	4,496	4,496	4,496

Wastewater Treatment Costs \$10,701,760

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)*

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A No violations of State requirements	0	0	0	0

TOTAL FOR ALL PROGRAMS \$24,881,600

2011/2012 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Sewer Construction							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Sewer Construction	Jeff Cameron	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$3,200,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$26,469,960	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$865,040	Intergovernmental	\$740,000	\$3,700,000	\$2,035,000	-45.0%	\$0	-100.0%	\$2,035,000
Total 2011/2012 Revenue	\$27,335,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$27,335,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$69,920	\$82,000	\$38,000	-53.7%	\$38,000	0.0%	\$76,000
Total 2011/2012 Expenditures	\$27,335,000	Non-Revenues	\$6,710	\$7,673,000	\$9,315,000	21.4%	\$9,889,520	6.2%	\$19,204,520
Estimated Ending Fund Balance	\$2,334,960	Other Financing Sources	\$3,132,830	\$0	\$2,311,960	0.0%	\$2,842,480	22.9%	\$5,154,440
		Beg Resources Req to Balance	\$0	\$0	\$865,040	0.0%	\$0	-100.0%	\$865,040
		TOTAL REVENUES	\$3,949,460	\$11,455,000	\$14,565,000	27.1%	\$12,770,000	-12.3%	\$27,335,000

Expenditure Summary

Sewer Construction							
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	\$1,050,880	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$1,771,470	\$11,455,000	\$14,565,000	27.1%	\$12,770,000	-12.3%	\$27,335,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$2,822,350	\$11,455,000	\$14,565,000	27.1%	\$12,770,000	-12.3%	\$27,335,000

Revenue Summary

FUND SUMMARY		Sewer Depreciation Reserve							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Sewer Depreciation Reserve	Jeff Cameron	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$0	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 2011/2012 Revenue	\$0	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$1,400	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$3,500,000	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$3,501,400	\$0	\$0	0.0%	\$0	0.0%	\$0

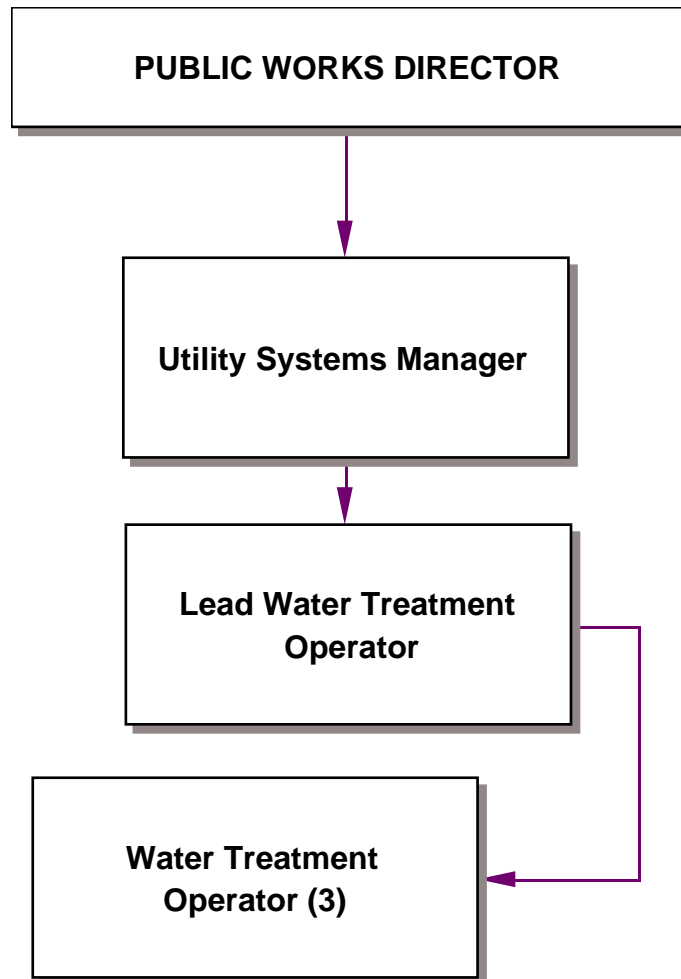
Expenditure Summary

Sewer Depreciation Reserve								
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012	
By Object	2009	2010	2011	Variance	2012	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	\$6,710	\$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	\$2,382,830	\$0	\$0	0.0%	\$0	0.0%	\$0	
TOTAL EXPENDITURES	\$2,389,540	\$0	\$0	0.0%	\$0	0.0%	\$0	

Enterprise Funds

Organization Chart

Water Filter Plant



2011/2012 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	2011-2012
Beginning Fund Balance	\$550,000	By Source	2009	2010	2011	Variance	2012	Variance	Budget
2011/2012 Estimated Revenue	\$2,228,890	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$152,880	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Revenue	\$2,381,770	Intergovernmental	\$98,510	\$115,000	\$5,000	-95.7%	\$0	-100.0%	\$5,000
2011/2012 Estimated Expenditures	\$2,381,770	Charges for Services	\$1,181,140	\$1,183,550	\$1,129,510	-4.6%	\$1,094,380	-3.1%	\$2,223,890
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$2,381,770	Miscellaneous	\$2,760	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$397,120	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	\$37,320	0.0%	\$115,560	209.6%	\$152,880
		TOTAL REVENUES	\$1,282,410	\$1,298,550	\$1,171,830	-9.8%	\$1,209,940	3.3%	\$2,381,770

Expenditure Summary

Filter Plant Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$159,090	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$256,150	\$344,420	\$367,720	6.8%	\$384,950	4.7%	\$752,670
Personnel Benefits	\$88,630	\$131,190	\$125,850	-4.1%	\$141,230	12.2%	\$267,080
Supplies	\$110,190	\$111,530	\$111,530	0.0%	\$111,530	0.0%	\$223,060
Other Services & Charges	\$639,990	\$532,720	\$549,430	3.1%	\$554,930	1.0%	\$1,104,360
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	\$19,400	\$19,600	\$17,300	-11.7%	\$17,300	0.0%	\$34,600
TOTAL EXPENDITURES	\$1,114,360	\$1,298,550	\$1,171,830	-9.8%	\$1,209,940	3.3%	\$2,381,770

Program Descriptions - Initiatives - Performance Measures

Water Treatment \$2,381,770

The Longview Regional Water Treatment Plant operates 365 days each year to treat water from the Cowlitz River for the drinking water needs of the residents of the Longview area and the customers of the Cowlitz County Public Utility District.

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	2009 <u>Actual</u>	2010 <u>Target</u>	2011 <u>Target</u>	2012 <u>Target</u>
C Average daily production fo potable water (in millions of gallons per day)	5.25	5.5	5.6	5.65
A/B Number of days finished water meets or exceeds water quality standards	365	365	365	365



TOTAL FOR ALL PROGRAMS \$2,381,770

2011/2012 Budget

Enterprise Funds

Revenue Summary

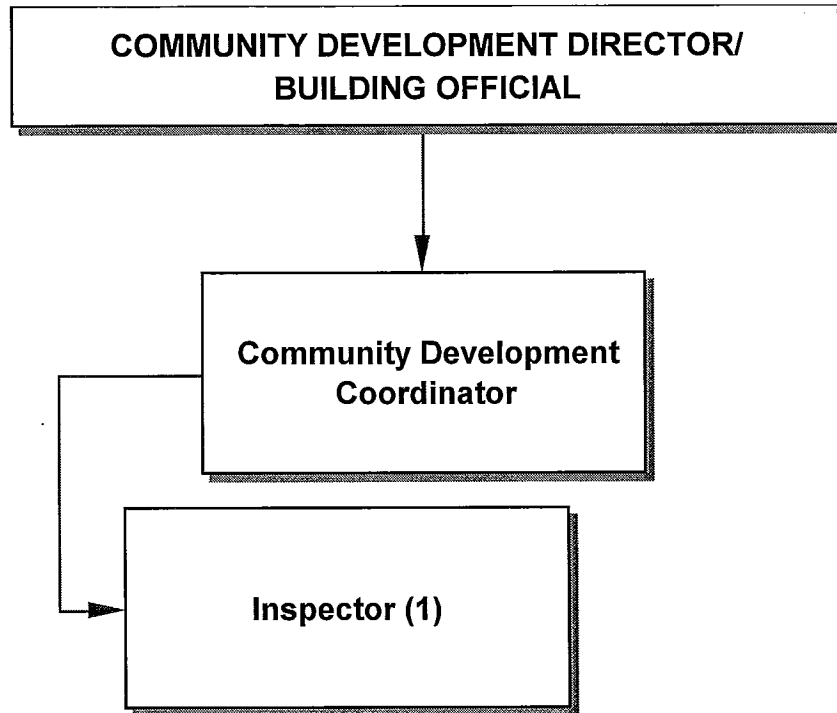
FUND SUMMARY		Filter Plant Construction							
Enterprise Fund Title Filter Plant Construction	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Beginning Fund Balance	\$0	By Source	2009	2010	2011	Variance	2012	Variance	Budget
2011/2012 Estimated Revenue	\$32,520,000	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 2011/2012 Revenue	\$32,520,000	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$32,520,000	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 2011/2012 Expenditures	\$32,520,000	Miscellaneous	\$361,450	\$2,236,250	\$2,783,070	24.5%	\$1,916,070	-31.2%	\$4,699,140
Estimated Ending Fund Balance	\$0	Non-Revenues	\$197,980	\$13,423,750	\$16,476,930	22.7%	\$11,343,930	-31.2%	\$27,820,860
		Other Financing Sources	\$2,176,840	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$2,736,270	\$15,660,000	\$19,260,000	23.0%	\$13,260,000	-31.2%	\$32,520,000

Expenditure Summary

Filter Plant Construction							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	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	\$16,370	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$2,538,270	\$15,660,000	\$19,260,000	23.0%	\$13,260,000	-31.2%	\$32,520,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$2,554,640	\$15,660,000	\$19,260,000	23.0%	\$13,260,000	-31.2%	\$32,520,000

Organization Chart

Sanitary/Recycling



2011/2012 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Sanitary/Recycling							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Sanitary/Recycling	John Brickey	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$850,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$8,983,350	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$192,550	Intergovernmental	\$30,650	\$30,660	\$30,660	0.0%	\$30,660	0.0%	\$61,320
Total 2011/2012 Revenue	\$9,175,900	Charges for Services	\$4,298,240	\$4,557,430	\$4,392,110	-3.6%	\$4,501,920	2.5%	\$8,894,030
2011/2012 Estimated Expenditures	\$9,175,900	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$17,680	\$36,000	\$14,000	-61.1%	\$14,000	0.0%	\$28,000
Total 2011/2012 Expenditures	\$9,175,900	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$657,450	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$90,310	\$118,080	30.7%	\$74,470	-36.9%	\$192,550
		TOTAL REVENUES	\$4,346,570	\$4,714,400	\$4,554,850	-3.4%	\$4,621,050	1.5%	\$9,175,900

Expenditure Summary

Sanitary/Recycling							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$184,370	\$194,320	\$209,020	7.6%	\$221,040	5.8%	\$430,060
Personnel Benefits	\$86,040	\$96,250	\$103,950	8.0%	\$115,950	11.5%	\$219,900
Supplies	\$2,030	\$7,490	\$5,900	-21.2%	\$5,900	0.0%	\$11,800
Other Services & Charges	\$3,984,820	\$4,341,850	\$4,175,830	-3.8%	\$4,218,010	1.0%	\$8,393,840
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	\$73,690	\$74,490	\$60,150	-19.3%	\$60,150	0.0%	\$120,300
TOTAL EXPENDITURES	\$4,330,950	\$4,714,400	\$4,554,850	-3.4%	\$4,621,050	1.5%	\$9,175,900

Program Descriptions - Initiatives - Performance Measures

Solid Waste Collection \$5,179,600

Provides for the collection of solid waste from residential, multifamily and commercial customers 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

Performance Measures	2009	2010	2011	2012
	<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	6	6	12	1

Recycling Collection \$3,502,540

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

	2009	2010	2011	2012
Performance Measures	<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	6	6	12	12
C Number of solid waste and recycling statements reviewed	12	12	12	12
D Annual tonnage of residential recycables collected and processed	2,340	2,400	2,500	2,550

Code Enforcement \$270,120

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.

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.

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of complaints investigated	1,500	1,500	1,500	1,500
B Number of notices issued	1,200	1,500	1,500	1,500
B Number of citations issued	30	20	20	20
B Number of violations cited	1,200	1,500	1,500	1,500
C Number of cases referred to the City Attorney	2	4	6	6
C Number of cases appealed to the Hearing Examiner	2	2	2	2
D Number of outreach events attended	28	30	30	30

Recycling Enforcement \$150,050

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.

continued

Enterprise Funds

Recycling Enforcement - continued

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

	2009	2010	2011	2012
Performance Measures	<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	6	6	12	12
C Number of monthly inspection reports reviewed	12	12	12	12
C Percent reduction in recycling contamination	39.5%	32.0%	28.0%	25.0%

Hearings Examiner \$73,590

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)*

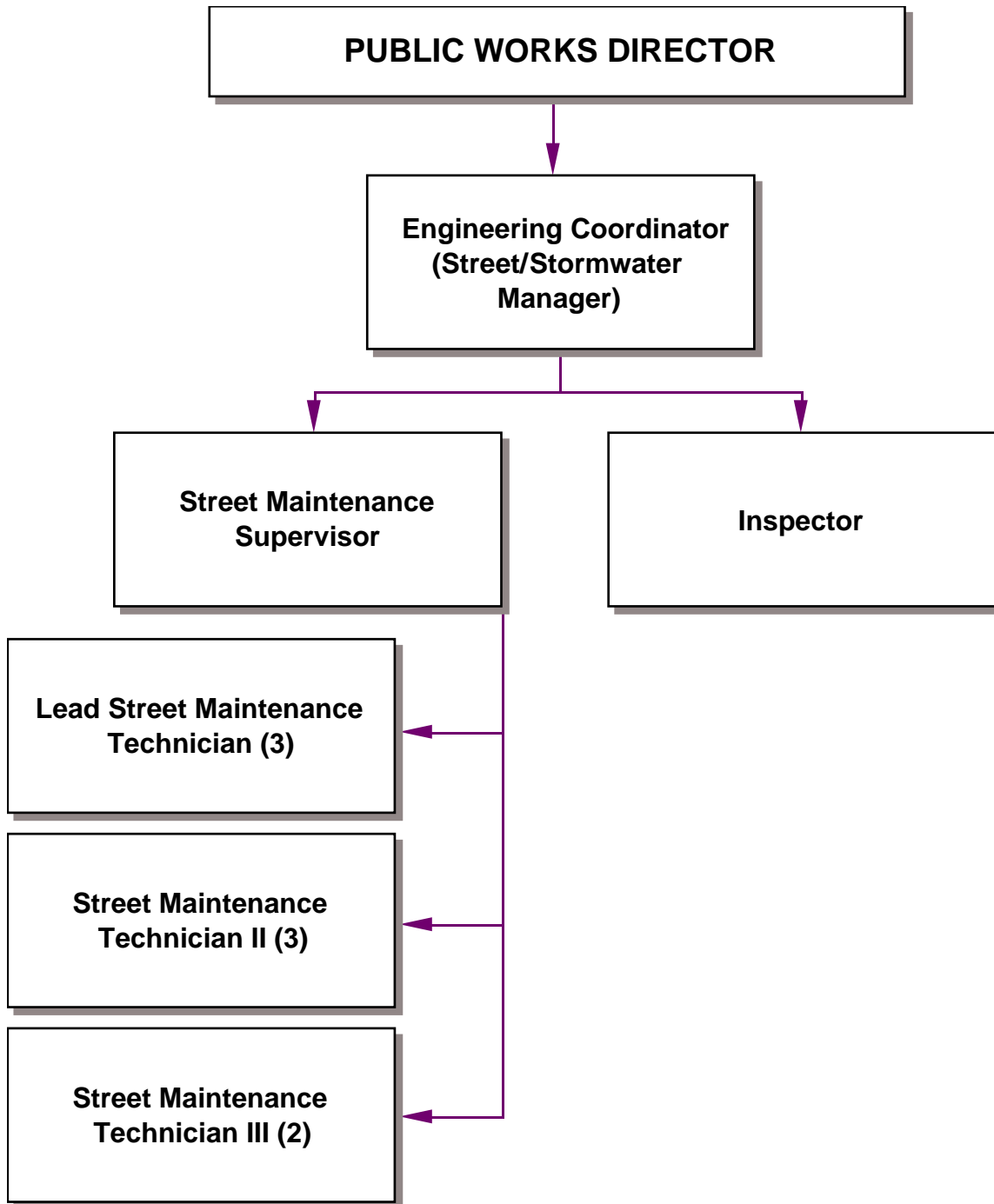
- A Provide daily customer service
- B Meet with Waste Control to discuss pending issues

	2009	2010	2011	2012
Performance Measures	<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 \$9,175,900

Organization Chart

Storm Water



2011/2012 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Storm Water							
Enterprise Fund Title Storm Water	Department Head Responsible Jeff Cameron	Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Beginning Fund Balance	\$1,200,000	By Object	2009	2010	2011	Variance	2012	Variance	Budget
2011/2012 Estimated Revenue	\$5,102,430	Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$411,150	Salaries & Wages	\$534,640	\$557,150	\$640,420	14.9%	\$655,960	2.4%	\$1,296,380
Total 2011/2012 Revenue	\$5,513,580	Personnel Benefits	\$229,480	\$254,090	\$311,880	22.7%	\$344,280	10.4%	\$656,160
2011/2012 Estimated Expenditures	\$5,513,580	Supplies	\$15,770	\$33,030	\$33,030	0.0%	\$33,030	0.0%	\$66,060
Contribution to Ending Fund Balance	\$0	Other Services & Charges	\$687,580	\$953,300	\$808,220	-15.2%	\$843,160	4.3%	\$1,651,380
Total 2011/2012 Expenditures	\$5,513,580	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$788,850	Capital Outlay	\$251,030	\$150,000	\$560,000	273.3%	\$1,230,000	0.0%	\$1,790,000
		Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Interfund Transfers	\$16,090	\$16,190	\$26,800	65.5%	\$26,800	0.0%	\$53,600
		TOTAL EXPENDITURES	\$1,734,590	\$1,963,760	\$2,380,350	21.2%	\$3,133,230	31.6%	\$5,513,580

Expenditure Summary

Storm Water							
Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Source	2009	2010	2011	Variance	2012	Variance	Budget
Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$70,000	0.0%	\$65,000	-7.1%	\$135,000
Charges for Services	\$1,498,610	\$1,624,740	\$1,897,700	16.8%	\$2,220,310	17.0%	\$4,118,010
Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Miscellaneous	\$7,840	\$23,000	\$1,500	-93.5%	\$750	-50.0%	\$2,250
Non-Revenues	\$0	\$0	\$0	0.0%	\$847,170	0.0%	\$847,170
Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Req Resources Req to Balance	\$0	\$316,020	\$411,150	30.1%	\$0	-100.0%	\$411,150
TOTAL REVENUES	\$1,506,450	\$1,963,760	\$2,380,350	21.2%	\$3,133,230	31.6%	\$5,513,580

Program Descriptions - Initiatives - Performance Measures

Capital Projects \$1,789,440

This program provides for Storm Water Capital Projects. Funded projects are miscellaneous infrastructure repairs, Mint Valley Golf Course pump station upgrade, Lake Sacajawea inlet/bypass screen, and a portion of a portable pump and generator for pump station emergencies (to be shared with Water and Sewer funds). Additionally, the Beech Street storm sewer project will receive funds in 2010 to begin scoping.

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

- A Miscellaneous Storm Water capital projects
- B Construct downtown regional stormwater facilities
- C Upgrade Mint Valley pump station
- D Replace Beech Street storm sewer

continued

Capital Projects - continued

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

- E Lake Sacajawea flushing
- F 15th Avenue storm sewer repair

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
ALL Number of capital projects completed	N/A	N/A	3	3

Street Sweeping \$1,117,370

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 streets, alleys, and parking lots
- D Dispose of all debris

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
All Number of lane-miles cleaned per year	14,475	17,000	17,000	17,000



Enterprise Funds

Miscellaneous \$916,180

This program includes all the miscellaneous activities performed by the storm water crew. It includes locating of stormwater infrastructure upon request. It also provides for storm response, such as hand-cleaning of catch basin grates in the fall and winter when rain water washes debris on the grates causing flooding and posing a potential safety hazard.

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 Replace drainage pipe
- E Inspect and/or clean gates at Lake Sacajawea
- F Inspect and/or clean detention basins
- G Provide accurate location of City storm sewer lines
- H Respond to requests for locates within 48-hours
- I Respond to storm events

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of catch basins repaired	3	10	10	10
B Number of catch basins replaced	0	5	5	5
C Number of pump stations inspections	12	36	36	36
D Linear feet of pipe replaced	39	50	50	50
E Number of gates inspected and/or cleaned	8	30	30	30
F Number of detention basins inspected and/or cleaned	24	30	30	30
G Number of accurate locates provided	958	1,000	1,000	1,000
H Percent of requests for locates completed within 48-hours	100%	100%	100%	100%
I Number of catch basin grates cleaned during storm events	9,106	8,000	8,000	8,000

System Cleaning \$745,030

This program provides routine inspection and cleaning of the storm sewer system. It includes servicing of manholes, lines, and basins by mechanical means (Vactoring). This program also includes inspecting, excavating, and hand-cleaning (around culverts), and disposing of materials for the open ditches.

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

- A Inspect manholes in the storm sewer system, 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/or clean catch basins in the system and remove debris as needed
- D Inspect and/or clean ditches

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of manholes cleaned	428	250	250	250
B Linear feet of storm sewer pipes cleaned	26,708	20,000	20,000	20,000
C Number of catch basins cleaned	1,236	1,000	1,000	1,000
Linear feet of ditches cleaned and/or inspected	20,525	20,000	20,000	20,000



NPDES Permit \$545,420

This program provides for compliance with three National Pollution Discharge Elimination System (NPDES) Stormwater permits issued by the Department of Ecology: 1) Industrial for the City Shop, 2) Construction for the Mint Farm, and various municipal capital projects), and 3) Municipal Storm Sewer (MS4) Phase II Permit. The latter is the largest and compels the City to reduce non-point source pollution received by its storm sewers by implementing five minimum measures including public education, public involvement, illicit discharge detection and elimination (IDDE), controls for development and long-term facility maintenance, and municipal operations and maintenance (O&M) pollution prevention.

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

- A Industrial: No violations
- B Construction: No violations
- C Municipal: Full compliance with implementation schedule

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of violations of the Industrial NPDES Permit conditions	0	0	0	0
B Number of violations of any Construction NPDES Permit conditions	0	0	0	0
C Percent compliance with Phase II permit requirements and deadlines	100%	100%	100%	100

Development Review \$160,610

This program is responsible for reviewing development plans and inspecting sites 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 Inspect developments for compliance with approved plans and storm water runoff regulations

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of development reviews (excluding right-of-way permits)	23	30	30	30
B Number of right-of-way permit reviews	145	150	150	150

Longview Ditches 303(d) Listing \$120,270

The Department of Ecology has listed certain surface waters within Longview as impaired on its Section 303(d) Report to the Environmental Protection Agency (EPA), under the federal Clean Water Act. In response, the City will continue working with the Consolidated Diking and Improvement District #1 and with the Department of Ecology to study and/or implement water quality monitoring and clean-up strategies. A Total Maximum Daily Load (TMDL) study of City ditches is required unless strategies can be identified and implemented that improve water quality. The Department of Ecology is responsible for conducting the TMDL; Longview will support and review/ evaluate their TMDL plan and results.

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

- A Prepare for or prevent a TMDL Study

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Not applicable; the goal/outcome is not readily quantifiable at this time	N/A	N/A	N/A	N/A

continued

Enterprise Funds

Wetlands \$119,260

This program supports the management and maintenance of the Mint Farm Industrial Park wetlands, as 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)*

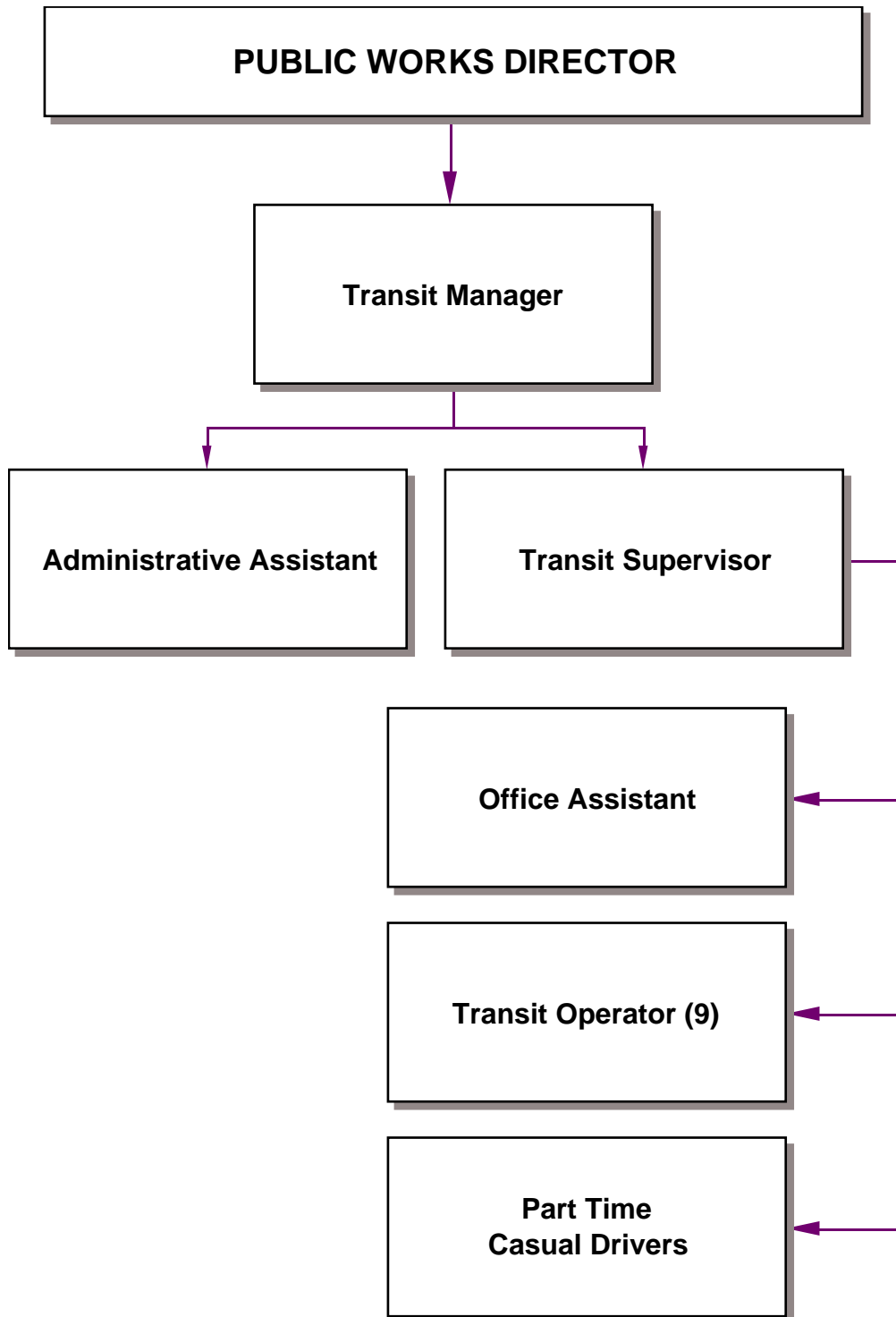
A Comply with the wetlands' Implementation Plan

Performance Measures	2009	2010	2011	2012
A	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
Number of cited violations	0	0	0	0

TOTAL FOR ALL PROGRAMS \$5,513,580

Organization Chart

Public Transit Operations



2011/2012 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Public Transit Operations							
Enterprise Fund Title Public Transit Operations	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
Beginning Fund Balance	\$0	By Source	2009	2010	2011	Variance	2012	Variance	Budget
2011/2012 Estimated Revenue	\$7,123,610	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 2011/2012 Revenue	\$7,123,610	Intergovernmental	\$2,730,170	\$2,667,580	\$3,349,300	25.6%	\$3,477,030	3.8%	\$6,826,330
2011/2012 Estimated Expenditures	\$7,123,610	Charges for Services	\$75,260	\$117,000	\$118,600	1.4%	\$118,680	0.1%	\$237,280
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2011/2012 Expenditures	\$7,123,610	Miscellaneous	\$23,200	\$30,000	\$30,000	0.0%	\$30,000	0.0%	\$60,000
Estimated Ending Fund Balance	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$7,940	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$2,836,570	\$2,814,580	\$3,497,900	24.3%	\$3,625,710	3.7%	\$7,123,610

Expenditure Summary

Public Transit Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$615,660	\$682,950	\$723,160	5.9%	\$749,410	3.6%	\$1,472,570
Personnel Benefits	\$234,050	\$281,740	\$291,230	3.4%	\$322,890	10.9%	\$614,120
Supplies	\$9,500	\$12,040	\$12,040	0.0%	\$12,040	0.0%	\$24,080
Other Services & Charges	\$1,550,570	\$1,639,510	\$1,584,050	-3.4%	\$1,683,950	6.3%	\$3,268,000
Intergovernmental	\$7,770	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$475,290	\$163,320	\$850,320	420.6%	\$820,320	-3.5%	\$1,670,640
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$34,620	\$35,020	\$37,100	5.9%	\$37,100	0.0%	\$74,200
TOTAL EXPENDITURES	\$2,927,460	\$2,814,580	\$3,497,900	24.3%	\$3,625,710	3.7%	\$7,123,610

Program Descriptions - Initiatives - Performance Measures

Fixed Route Public Transportation \$5,365,190

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

Performance Measures	2009	2010	2011	2012
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
AB Number of annual unlinked passenger trips	343,000	345,000	343,000	345,000
AB Operating expense dollars spent per vehicle revenue mile	\$8.30	\$8.69	\$8.30	\$8.69

Disabled Transportation \$1,758,420

This program provides reduced-fare, accessible transportation service on request for the disabled citizens of Longview/Kelso. The paratransit service operates Monday through Friday from 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.

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

Performance Measures	2009 <u>Actual</u>	2010 <u>Target</u>	2011 <u>Target</u>	2012 <u>Target</u>
A Number of door-to-door paratransit services provided	43,500	44,000	43,500	44,000

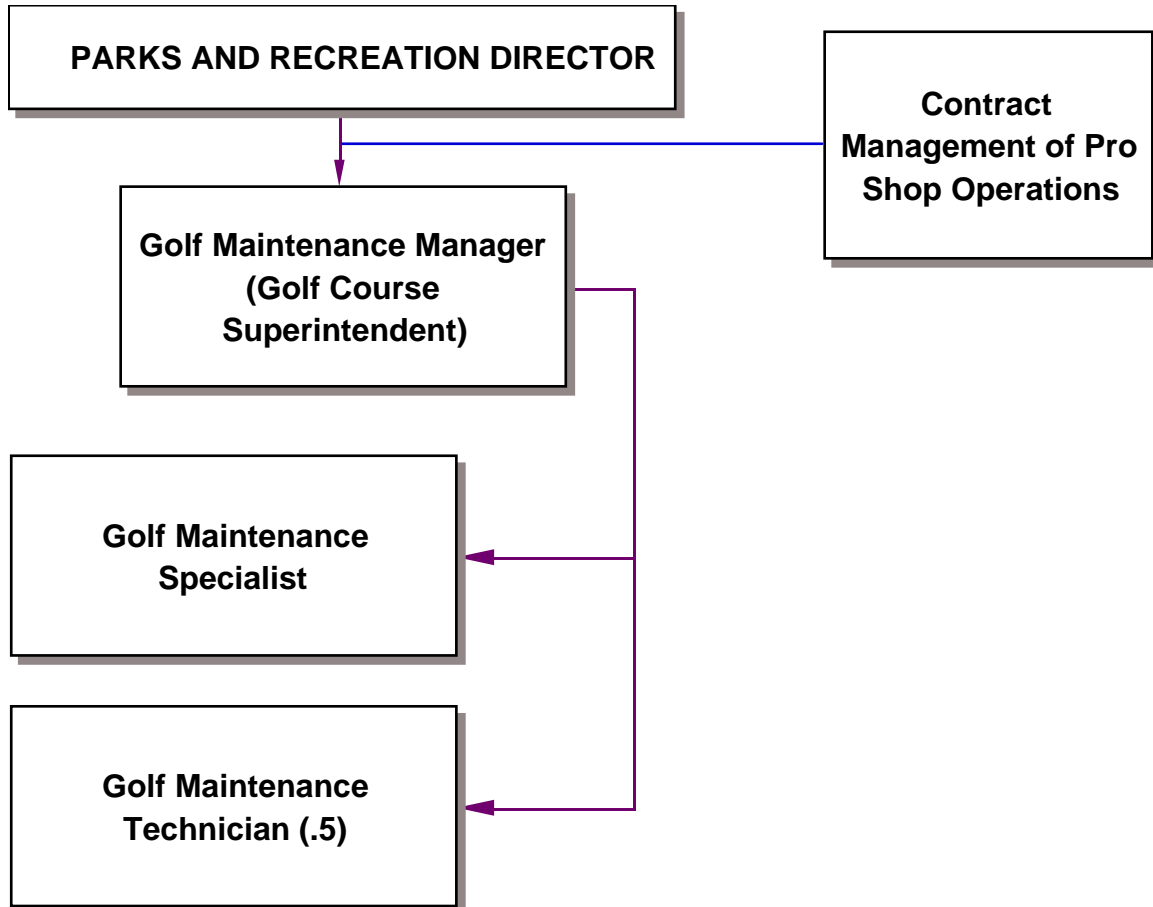
TOTAL FOR ALL PROGRAMS \$7,123,610



Enterprise Funds

Organization Chart

Mint Valley Golf



Enterprise Funds

Revenue Summary

FUND SUMMARY		Mint Valley Golf							
Enterprise Fund Title Mint Valley Golf	Department Head Responsible Rich Bemm	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
		By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$50,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$1,365,640	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 2011/2012 Revenue	\$1,365,340	Charges for Services	\$679,330	\$660,990	\$637,730	-3.5%	\$653,110	2.4%	\$1,290,840
2011/2012 Estimated Expenditures	\$1,365,340	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$33,210	\$35,900	\$35,900	0.0%	\$38,900	8.4%	\$74,800
Total 2011/2012 Expenditures	\$1,365,340	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$50,000	Other Financing Sources	\$1,100	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$713,640	\$696,890	\$673,630	-3.3%	\$692,010	2.7%	\$1,365,640

Expenditure Summary

Mint Valley Golf							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012
By Object	2009	2010	2011	Variance	2012	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$240,580	\$228,570	\$212,160	-7.2%	\$217,570	2.5%	\$429,730
Personnel Benefits	\$85,660	\$93,870	\$83,070	-11.5%	\$91,620	10.3%	\$174,690
Supplies	\$83,810	\$95,070	\$95,070	0.0%	\$95,070	0.0%	\$190,140
Other Services & Charges	\$287,440	\$245,790	\$252,470	2.7%	\$256,160	1.5%	\$508,630
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$20,150	\$20,260	\$19,510	-3.7%	\$20,240	3.7%	\$39,750
Interfund Transfers	\$13,240	\$13,330	\$11,350	-14.9%	\$11,350	0.0%	\$22,700
TOTAL EXPENDITURES	\$730,880	\$696,890	\$673,630	-3.3%	\$692,010	2.7%	\$1,365,640

Program Descriptions - Initiatives - Performance Measures

Required Course Maintenance \$1,249,320

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 acceptable, playable standard
- B Perform leaf removal
- C Apply pesticides and fertilizers only when needed to keep turf thick 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	2009 <u>Actual</u>	2010 <u>Target</u>	2011 <u>Target</u>	2012 <u>Target</u>
A Percent of course mowed in a day	60%	65%	66%	68%
B Percent of leaves picked up daily in the fall	42%	50%	50%	52%
C Number of pesticide applications in a year	12	12	10	9
D Number of pieces of equipment rebuilt in a year	12	10	10	10
E Number of old equipment pieces replaced annually	3-4	8	4	3
F Number of trees trimmed annually	56	64	63	60
G Number of rounds played each year	44,380	42,800	43,000	44,500
H Dollar amount of gross sales each year	\$713,628	\$710,000	\$709,330	\$729,040
H Dollar amount of sales tax earned for the City	\$6,523	\$6,500	\$6,500	\$6,691

Irrigation System \$70,170

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 Efficient and proper usage of water
- B Keep the 36 year-old system automated
- C Stop wet areas from forming from leaky heads, pipes, valves, and tubing
- D Replace and rebuild irrigation heads

continued



2011/2012 Budget _____
Enterprise Funds

Irrigation System - continued

	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Water cost reductions realized	\$4,600	\$4,700	\$4,750	\$4,800
B Percent of time course is automated	99%	99%	99%	99%
C Number of wet areas fixed yearly	4	4	4	4
D Number of heads rebuilt or replaced	35	36	37	39

Golf Course Sanding \$46,150

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 drainage

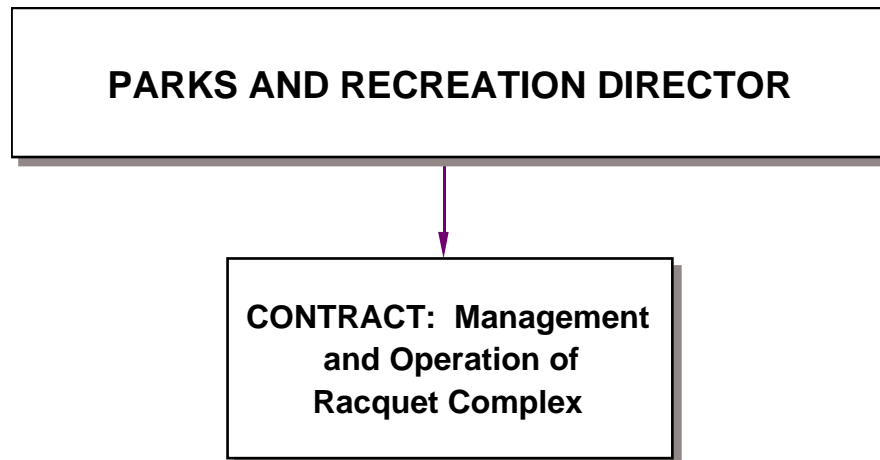
	2009	2010	2011	2012
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of days fairways can be mowed	92%	93%	96%	96%
B Yards of sand added to course per year	700	650	600	800
D Increase in linear feet of drain tile	500	600	650	700



TOTAL FOR ALL PROGRAMS \$1,365,640

Organization Chart

Mint Valley Racquet and Fitness Complex



2011/2012 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	2011-2012
Mint Valley Racquet Complex	Rich Benm	By Source	2009	2010	2011	Variance	2012	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Revenue	\$20,270	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 2011/2012 Revenue	\$20,270	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2011/2012 Estimated Expenditures	\$20,270	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 2011/2012 Expenditures	\$20,270	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$4,460	\$14,750	\$10,130	-31.3%	\$10,140	0.1%	\$20,270
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$4,460	\$14,750	\$10,130	-31.3%	\$10,140	0.1%	\$20,270

Expenditure Summary

Mint Valley Racquet Complex								
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2011-2012	
By Object	2009	2010	2011	Variance	2012	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	\$25,240	\$14,750	\$10,130	-31.3%	\$10,140	0.1%	\$20,270	
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	\$25,240	\$14,750	\$10,130	-31.3%	\$10,140	0.1%	\$20,270	

Program Descriptions - Initiatives - Performance Measures

Mint Valley Racquet & Fitness Complex \$20,270

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 \$20,270