



**Lewiston City Council
SPECIAL MEETING
BUDGET SESSION #6 AGENDA
June 29, 2023 - 5:15 PM
Bell Building – Second Floor Conference Room – 215 D Street
Lewiston, Idaho 83501**

Seating will be available on a first-come, first-served basis. All others who wish to observe this meeting may watch and listen to the livestream on their own device(s) by visiting the City of Lewiston's Facebook page or the City's website at cityoflewiston.org.

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

III. CITIZEN COMMENTS

This is an opportunity for citizens to address the Council on agenda items or other items they wish to bring to the attention of the Council. Citizens are encouraged to discuss operational issues in advance with the Mayor. In consideration of others wishing to speak, please limit your remarks to three (3) minutes.

IV. BUDGET ITEMS

- A. **PARKS (INCLUDING CAPITAL); RECREATION; FACILITIES:** - Presentation (Tim Barker)
- B. **FINANCE:** - Presentation (Aimee Gordon)
- C. **BUDGET WRAP-UP:** - Presentation (Aimee Gordon)
- D. **REVIEW SCHEDULE OF BUDGET DOCUMENTS, PUBLIC HEARING NOTICES, PUBLIC HEARING AND ORDINANCE READINGS :** - Presentation (Aimee Gordon)
- E. **CLOSING COMMENTS:** - Presentation (Dan Johnson)

V. UNFINISHED AND NEW BUSINESS

- A. **CITY COUNCILOR COMMENTS:** Comments shall not be related to an item currently before the City Council or an item that may come before the City Council in the foreseeable future, and shall be limited to comments, not discussion
- B. **MAYOR COMMENTS**

VI. ADJOURNMENT - Action Item

The City of Lewiston is committed to providing access and reasonable accommodation in its services, programs, and activities and encourages qualified persons with disabilities to participate. If you anticipate needing any type of accommodation or have questions about the physical access provided at this meeting, please contact City Clerk Kari Ravencroft at least forty-eight (48) hours in advance of the meeting at 208-746-3671, ext. 6203.



P&R Department

BUDGET PRESENTATION

**Golf, Parks, Urban Forestry, Recreation, Senior Nutrition,
Aquatics, Facilities and Capital**

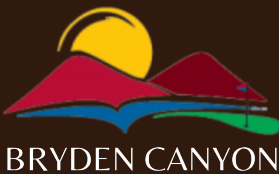
FY 23 GOLF DIVISION UPDATE

- Change in operation from a LEASE agreement to a MANAGEMENT contract at the beginning of the fiscal year.
- All equipment was purchased at the course from the previous operator and became city assets. The purchase agreement was for \$241,000.
- Numerous projects have been completed at the site this year including the following
 - New carpets throughout the clubhouse
 - New flooring in the kitchen
 - Upgraded electrical to code throughout the clubhouse
 - Upgraded the electrical system in the cart storage areas
 - Installing sand/oil separators for washdown areas
 - Removed old fuel tanks and replacing with double wall tanks
 - Paving of the entry driveway down to the parking lot
- Increase in program offerings for lessons and Junior Camps for the summer
- Decrease in tournaments for the summer due to concerns with the water restrictions

FY 24 GOLF DIVISION PROPOSAL

- FY 23-24 Bryden Canyon Annual Plan *(separate document)*

FY 23 Projections		FY 24 Proposal	
Rounds	23,943	Rounds	25,210
Revenue	799,606	Revenue	1,002,627
Expenses	747,046	Expenses	936,084
Net Income	52,560	Net Income	66,523



- FY 24 Highlights...
 - Projecting paid rounds to increase by 7.3%
 - Projected greens fees and cart fees increasing 6.1%
 - Projected member rounds anticipated to increase 3%
 - Merchandise costs increase 5.6%
 - Driving range increase of \$0.25
 - Food and Beverage increase in costs by 15.2%

GOLF DIVISION CAPITAL NEEDS

Capital and Equipment requests based on CourseCo evaluations...

- Projects

○ Driving range poles and netting	\$36,688
○ Fuel Tanks (FY 23)	
○ Install 2 wash bays (FY 23)	
○ New cart barn	\$132,000
○ Leveling of tee boxes and new sod	\$15,000/yr over 4 years
○ Driveway asphalt (FY 23)	
○ Bunker Refurbishment	<u>\$25,000/yr over 4 years</u>
FY '24 Project Total=	\$208,688

- Maintenance Equipment

○ Tractor	\$63,340
○ Top Dresser	\$15,074
○ Greens Mower	\$45,718
○ Surrounds Mower	<u>\$46,591</u>
FY '24 Equipment Total=	\$170,723

BRYDEN CANYON GOLF COURSE FY 23-24 ANNUAL PLAN

Bryden Canyon Golf Course FY 2023-2024 Annual Plan

May 1, 2023



FY 23 PARKS DIVISION HIGHLIGHTS

- Renovated Little Clearwater and Pepsi Park fields with artificial turf
- New backstops at Airport Park Ballfields 1-4
- NiMiiPuu Energy potential solar projects and partnership
- 80 new rose bushes planted at the Rose Garden
- Sweeper purchased from streets that was to be surplus
- Hired a city Arborist
- Plow purchased for the Kubota tractor
- Removal of the Annabel Osborne House at Modie Park
- Wetland Restoration Project at Modie Park
- Assisted with planning and labor for Rotary Purchased amenities at Rotary Peace Park
- Sunset Park Pickleball Courts remodel project
- Irrigation mainline repairs at Locomotive Park and East End Park
- Tiny Mobile Robot donation by P1FCU
- Safety netting and posts on the #4 tee box at Bryden Canyon GC



FY 24 PARKS DIVISION PROPOSAL

1X Capital Project Requests

- | | |
|--|------------------|
| ● Jewett Park Irrigation Replacement | \$10,000 |
| ● Ballfield Fencing Replacement and Addition | \$20,000 |
| ○ Chain link backstops to netting | |
| ○ Sunset Park outfield fence replacement | |
| ○ New Fence at Hereth from 1st base to right field | |
| ○ Kiwanis Park Skatepark Turf | \$5,000 |
| ○ Ballfield Improvements at Airport Park | \$20,000 |
| ○ Playground Equipment and bark replacement | |
| | <u>\$45,000</u> |
| | Total= \$100,000 |

**Funded through Park Capital Account*

- Pioneer Park Shelter (NEW) \$60,000
**Funded through Park Reservation Account*
- No changes or additional requests from the budget. All other needs will be met by adjusting funds within the 051 (Parks), the 055 (Urban Forestry) budgets.
 - Areas where additional funding were needed are in fuel, utilities, operating supplies and chemicals.

FY 23 RECREATION DIVISION HIGHLIGHTS

- Launched CivicRec online registration software
- Partnerships with P1FCU, ICCU and Sparklight along with 13 others that provide funding to offset our operating costs for programs and special events
- Fenton Gym was used by our own programs and by outside organizations 168/182 days between October-March.
- Ballfields had activities by our own program and external programs 106/122 days between March-June. Most days at least 5 fields were in use.
- Senior Nutrition continues to provide both on-site and home delivered meals to many of our community members
- Participation continues to grow in our programs. 5 of 7 adult sports programs increased while the other 2 sustained their numbers.
- All but 1 of our 10 senior trips filled up this year.
- We hit our maximum participants for the following special events Dinner with the Grinch, Mother Daughter Tea, Daddy Daughter Dance and Youth T-ball
- Additional swim lesson sessions and new times for lessons were added for the summer

FY 24 RECREATION DIVISION PROPOSAL



1X Capital Project Request (highest priorities)

- | | |
|--|------------------|
| • Bert Lipps Pool Liner | \$100,000 |
| • Bert Lipps Pool General Repair/Maintenance | \$TBD |
| • Orchards Pool Liner | \$150,000 |
| • Fenton Gym Floor Replacement | <u>\$125,000</u> |
| | Total= \$375,000 |
- No changes or additional requests from the budget. All other needs will be met by adjusting funds within the 126 (recreation), the 127 (Senior Nutrition) and the 056 (Aquatics) budgets or offset through an increase in projected revenues and sponsorships.

FY 23 FACILITIES DIVISION HIGHLIGHTS

- Bryden Canyon Golf Course up to code
- Updated chiller control board at city hall
- Updated some of Sunset ball field lights
- Custodians moved to a regular floor cleaning schedule both hard surface and carpet
- Applied for several grants to support projects
- Updated electrical at Fire station 1 for better generator coverage
- Implemented yearlong safety training program with certifications for custodians
- Completed new roof at Community Center
- Completed floor restoration and bathroom updates at the Community Center
- Awarded new Vendor custodial contract at the Library
- Installed new ADA ramp and updated gate at Orchards pool
- Zero injuries within the division



FY 24 FACILITIES DIVISION PROPOSAL

1X Facility Capital Project Request (highest priorities)

- | | |
|---|------------------|
| • Roofs at Traffic Control, Police Training Center, Fenton Gym and Fire Station 4 | \$950,000 |
| • Carnegie Library boiler replacement | \$100,000 |
| • Lewiston City Library restroom repair, window trim repair and lighting | \$75,000 |
| • Fenton Gym repair leak damage, electrical and abatement after roof replacement | \$10,000 |
| • Fire Station 2 restroom and dorm remodel due to mold | <u>\$200,000</u> |
| Total= | \$1,335,000 |

General Budget Comments...

- | | |
|--|-----------|
| • Continue funding the Property Improvement line for assisting with addressing deferred maintenance projects | \$250,000 |
| • Carnegie Library boiler replacement | \$100,000 |
| • | |

STRATEGIC PLANNING CHECK IN...

2023

- Community Park Planning Process
 - Create Community Park Design ✓
 - Initiate LWCF Conversion Process ✓
 - Bond Election
- Develop a Citizen Involvement Strategy for the Community Park Project
 - Develop a Focus Group ✓
 - Create a Park Foundation ✓
- Have Safe, Well Maintained City Facilities
 - Address Deficiencies ✓
 - Develop an Ongoing Method of Identifying Needs for Public Facilities ✓
- Implement Normal Hill Master Plan Recommendations and Strategy
 - Address Known Needs in the Cemetery Division

2024

- Have Safe, Well Maintained City Facilities
 - Evaluate Needs for Aquatic Facilities
 - Develop a Facility Master Plan
- Implement Normal Hill Master Plan Recommendations and Strategy
 - Address Known Needs in the Cemetery Division
- Create a Plan to Address Long Term Outdoor Opportunities
 - Address Deficiencies and Possible Consolidation
 - Align the 7 Neighborhoods with the Park and Open Space Master Plan
- Involve the Community in Creating Recreation Leisure Services
 - Educate Community About Program Opportunities
 - Work with Community Members to Create Desired Programs
- Align with National Standards
 - Modernize to Comply with CAPRA Standards

Bryden Canyon Golf Course FY 2023-2024 Annual Plan

May 1, 2023



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EXECUTIVE SUMMARY

Built in 1974, Bryden Canyon is an 18-hole public golf course in Lewiston, Idaho that offers excellent views of the scenic Lewis-Clark Valley and is complete with practice facilities. These facilities include a grass driving range and the best short-game practice area in the region. The Course has the perfect blend of risk and reward. Many holes offer a chance at birdie, but wayward shots can lead to strokes quickly adding up. For those who find themselves covered in snow, our location and climate make us the perfect winter golf destination in the Lewis-Clark Valley. The facility also includes a full-service restaurant with a complete menu open for breakfast, lunch and dinner offering a wide variety of food and drinks.

Contract History

In October of 2022, the City of Lewiston and CourseCo entered into a short-term agreement to manage the golf course until a Request for Proposal (RFP) could be issued by the city. At the conclusion of that competitive RFP, CourseCo was chosen to be the new operator at Bryden Canyon. The City of Lewiston and CourseCo entered into a three-year management agreement, with seven one-year renewals, beginning on April 1, 2023. We are excited to have been chosen as your operator and look forward to a long partnership with the City of Lewiston and surrounding communities.

FY 2022-2023 Forecasted Financial Overview

FY 2022-2023	Rounds	Revenue	Expenses*	NOI
Forecasted plus Actuals	23,934	\$799,606	\$747,046	\$52,560
FY 2022-2023 Budget	23,554	\$820,927	\$ 778,322	\$ 42,605

*Includes Cost of Goods Sold (COGS)

Rounds: Projection is to exceed budget by 1.6%.

Total Revenue: Projecting to miss budget by 3.6% due to the early and lingering snow in November and December as well as the kitchen being closed for renovations for two months.

Net Operating Income (NOI): Projecting to exceed budgeted NOI by 23.4%.

FY 2023-2024 Budget

FY 2023-2024	Paid Rounds	Revenue	Expenses*	NOI
Budget	25,210	\$1,002,627	\$936,084	\$66,523

*Includes Cost of Goods Sold (COGS)

Given the short time frame between submittal of the FY 2022-2023 budget and the FY 2023-2024 budget, minimal actual financial data was gained. However, we are confident in the methodology we used to develop the FY 2023-2024 budget. Our budgeted increases in daily fees and yearly membership dues track with inflation, historical increases and our competitive market analysis. Additionally, membership and players card revenue will see a significant increase. These fees are amortized over the calendar year for which they were purchased, and we had no membership or players card revenue in the first quarter of FY 2022-2023 as it was collected by the previous operator.

Below highlight some specifics for both revenues and expenses for the FY 2023-2024 budget.

Paid Rounds

Open Play Rounds are budgeted at 14,010. This represents a 7.3% increase over our FY 2022-2023 forecast with normalized weather in November and December and improved customer experience, amenities and golf course conditions.

Green Fees and Cart Fees

Average per Round (APR) is \$26.69. This is an increase of 6.1% over our FY 2022-2023 forecasted APR of \$25.16 driven by an increase in fees ranging from \$1.00 to \$2.00.

Membership

Member Rounds are budgeted at 11,200. This is a slight increase of about 3% to the forecasted FY 2022-2023 ending numbers. Historically, member rounds were not tracked prior FY 2022-2023.

Merchandise

APR of \$2.53 is based on a 5.6% increase to our FY 2022-2023 forecast to keep pace with inflation and ensure we maintain industry standard margins.

Driving Range

APR is budgeted at \$1.15. This is an increase of \$0.25 over the FY 2022-2023 forecasted APR as we are proposing a \$1 increase to the large range bucket for 2024.

Food & Beverage

We are budgeting an increase of 15.2% over our FY 2022-2023 forecasted APR to keep pace with inflation and ensure we maintain industry standard margins. Additionally, the restaurant was closed for two months in FY 2022-2023 for construction.

Operating Expenses

Notable increases for the fiscal year include:

- Addition of a Head Golf Professional.
- Full fiscal year with new cart lease.
- Full fiscal year of operating utilizing the head-levels in maintenance required to provide excellent course conditions.
- Restaurant open for the full fiscal year.
- Insurance expenses are budgeted to increase by 10%.

Capital Plan

As we become more and more familiar with the property, we will continue to develop and modify a five-year capital plan together with the City. We do have a few suggestions we have already identified to improve guest experience and build infrastructure.

Projects

- Driving Range Netting

- Add Poles and Netting to the Driving Range
- Install Fuel Tanks
- Install Wash Bay
- New Cart Barn
- Tee Leveling
- Bunker Refurbishment

Maintenance Equipment

- Tractor
- Top Dresser
- Greens Mower
- Surrounds Mower

Environmental

In 2023, we will begin the process of becoming a certified member of the Audubon Cooperative Sanctuary Program for golf. This program is an award-winning education and certification program that helps golf courses protect our environment and preserve the natural heritage of the game of golf. By helping people enhance the valuable natural areas and wildlife habitats that golf courses provide, improve efficiency, and minimize potentially harmful impacts of golf course operations, the program serves an important environmental role worldwide.

In 2023 we will host a First Green event. These events are done in partnership with the Golf Course Superintendent Association of America (GCSAA). First Green is an innovative environmental and STEM (Science, Technology, Engineering and Math) education outreach program using golf courses as environmental learning labs. Golf Course Superintendents and local golf course representatives host students on field trips where they test water quality, collect soil samples, identify plants, design plantings, assist in stream bed restoration and are involved in the ecology and environmental aspects of the golf course. We plan to host this event again in FY 2023-2024.

Community Outreach

We believe that a municipal golf course must serve the community in which it lies. This includes the golfer and non-golfer alike. This belief is reflected in our extensive calendar of events. We have already held our first community event at Bryden Canyon hosting a cookie decorating event which had 18 children and twice as many family members in attendance. In FY 2023-2024, we will have golf-centric programming including club fitting days, in-house monthly tournaments, free junior golf clinics and other fun events. Additionally, to welcome non-golfers, we will host community events such as blood drives, food drives and other family-based programming. Everything will be marketed via Facebook, Instagram, our website and email database. We are excited to host these events and grow the size and number over time as the community begins to embrace our programming more and more each year.

Next 2 Years

What we began at Bryden Canyon in FY 2022-2023, will continue into FY 2023-2024. We will consistently look for new opportunities to meet our shared goals. Over the next two operating years, these goals include:

- Establish the golf facility as best in class in our market.
- Continue to work on capital and other projects that enhance curb appeal and playability.
- Continue to use our customer service programs SWEAT (Smile, Welcome, Enthusiasm, Ask and Thank) to ensure excellent customer service.
- Improve and expand our environmental sustainability standards.
- Increase the financial health of the facility.
- Find new and creative ways to embrace the community at large and not just the golfers.

Conclusion

While our Annual Plan does provide the foundational footprint for success, a key learning for us coming out of the “Covid” era is the necessity to adapt and pivot as needed when unforeseen circumstances present themselves. Our proven history provides us with the confidence and ability to overcome prospective challenges, knowing we have the expertise and talent to enable Bryden Canyon to shine amongst all the golf courses in the Lewis-Clark Valley. It is our comprehensive understanding of our position in the golf market and surrounding community that provides confidence in our ability to achieve the desired goals and objectives as outlined within this plan. We also understand we must be nimble and prepared to adjust as needed to ensure that we always provide our guests with the best possible experience and continue to grow the legacy and reputation of Bryden Canyon Golf Course.



BUDGET SUMMARY

Bryden Canyon Golf Course
2023-2024 Budget - Summary of Operations

	TOTAL	October	November	December	January	February	March	April	May	June	July	August	September
Open Play & Tournament Rounds	14,010	1,136	499	432	432	456	1,578	1,703	1,430	1,778	1,863	1,631	1,072
Member Rounds	11,200	912	418	67	588	507	996	826	1,110	1,165	1,696	1,830	1,086
TOTAL PAID ROUNDS	25,210	2,048	917	499	1,021	963	2,573	2,529	2,540	2,943	3,559	3,460	2,158
REVENUE													
Green Fees	\$ 278,676	\$ 20,812	\$ 8,305	\$ 7,056	\$ 7,026	\$ 7,476	\$ 30,691	\$ 34,787	\$ 29,724	\$ 36,990	\$ 39,300	\$ 34,390	\$ 22,119
<i>Average per Round</i>	<i>19.89</i>	<i>18.32</i>	<i>16.66</i>	<i>16.32</i>	<i>16.25</i>	<i>16.38</i>	<i>19.46</i>	<i>20.43</i>	<i>20.78</i>	<i>20.81</i>	<i>21.09</i>	<i>21.09</i>	<i>20.64</i>
Membership Dues / Fees	186,525	15,270	15,270	15,270	15,635	15,635	15,635	15,635	15,635	15,635	15,635	15,635	15,635
<i>Average per Round</i>	<i>16.65</i>	<i>16.74</i>	<i>36.54</i>	<i>227.64</i>	<i>26.58</i>	<i>30.86</i>	<i>15.70</i>	<i>18.94</i>	<i>14.08</i>	<i>13.42</i>	<i>9.22</i>	<i>8.55</i>	<i>14.40</i>
Card Program	17,953	1,333	1,333	1,333	1,250	1,250	1,458	1,666	1,666	1,666	1,666	1,666	1,666
<i>Average per Round</i>	<i>1.28</i>	<i>1.17</i>	<i>2.67</i>	<i>3.08</i>	<i>2.89</i>	<i>2.74</i>	<i>0.92</i>	<i>0.98</i>	<i>1.16</i>	<i>0.94</i>	<i>0.89</i>	<i>1.02</i>	<i>1.55</i>
Carts	171,428	13,928	6,233	3,396	6,940	6,549	17,499	17,194	17,275	20,013	24,200	23,530	14,671
<i>Average per Round</i>	<i>6.80</i>	<i>6.80</i>	<i>6.80</i>	<i>6.80</i>	<i>6.80</i>	<i>6.80</i>	<i>6.80</i>	<i>6.80</i>	<i>6.80</i>	<i>6.80</i>	<i>6.80</i>	<i>6.80</i>	<i>6.80</i>
Merchandise Sales	63,828	5,237	2,365	1,373	2,807	2,648	6,702	6,234	6,057	6,354	9,247	9,141	5,663
<i>Average per Round</i>	<i>2.53</i>	<i>2.56</i>	<i>2.58</i>	<i>2.75</i>	<i>2.75</i>	<i>2.75</i>	<i>2.60</i>	<i>2.47</i>	<i>2.38</i>	<i>2.16</i>	<i>2.60</i>	<i>2.64</i>	<i>2.62</i>
Food & Beverage	191,192	16,027	7,061	3,381	6,909	6,520	19,297	20,718	23,949	22,624	25,593	24,506	14,606
<i>Average per Round</i>	<i>7.58</i>	<i>7.82</i>	<i>7.70</i>	<i>6.77</i>	<i>6.77</i>	<i>6.77</i>	<i>7.50</i>	<i>8.19</i>	<i>9.43</i>	<i>7.69</i>	<i>7.19</i>	<i>7.08</i>	<i>6.77</i>
Driving Range	28,992	2,355	1,054	574	1,174	1,108	2,959	2,908	2,922	3,384	4,093	3,979	2,481
<i>Average per Round</i>	<i>1.15</i>	<i>1.15</i>	<i>1.15</i>	<i>1.15</i>	<i>1.15</i>	<i>1.15</i>	<i>1.15</i>	<i>1.15</i>	<i>1.15</i>	<i>1.15</i>	<i>1.15</i>	<i>1.15</i>	<i>1.15</i>
Lessons	12,750	800	500	500	500	500	750	1,000	1,500	1,500	2,000	2,000	1,200
<i>Average per Round</i>	<i>0.51</i>	<i>0.39</i>	<i>0.55</i>	<i>1.00</i>	<i>0.49</i>	<i>0.52</i>	<i>0.29</i>	<i>0.40</i>	<i>0.59</i>	<i>0.51</i>	<i>0.56</i>	<i>0.58</i>	<i>0.56</i>
Other Miscellaneous Rev	51,264	4,131	2,117	1,500	2,269	2,199	5,222	5,237	5,137	5,537	6,913	6,657	4,345
GROSS OPERATING REVENUE	1,002,607	79,893	44,238	34,384	44,509	43,885	100,213	105,378	103,864	113,704	128,647	121,505	82,388
<i>Revenue per Round</i>	<i>39.77</i>	<i>39.01</i>	<i>48.26</i>	<i>68.85</i>	<i>43.61</i>	<i>45.57</i>	<i>38.94</i>	<i>41.68</i>	<i>40.88</i>	<i>38.64</i>	<i>36.15</i>	<i>35.11</i>	<i>38.19</i>
COST OF GOODS SOLD													
Merchandise	44,679	3,666	1,655	961	1,965	1,854	4,691	4,364	4,240	4,448	6,473	6,399	3,964
Lessons	11,475	720	450	450	450	450	675	900	1,350	1,350	1,800	1,800	1,080
Food & Beverage	66,975	5,630	2,477	1,172	2,394	2,259	6,753	7,306	8,536	7,935	8,922	8,530	5,062
Total Cost of Goods Sold	123,129	10,015	4,582	2,583	4,809	4,563	12,119	12,570	14,126	13,733	17,194	16,729	10,106
NET OPERATING REVENUE	\$ 879,478	\$ 69,877	\$ 39,656	\$ 31,801	\$ 39,700	\$ 39,321	\$ 88,094	\$ 92,808	\$ 89,738	\$ 99,971	\$ 111,452	\$ 104,776	\$ 72,282

Bryden Canyon Golf Course
2023-2024 Budget - Summary of Operations

	TOTAL	October	November	December	January	February	March	April	May	June	July	August	September
NET OPERATING REVENUE	\$ 879,478	\$ 69,877	\$ 39,656	\$ 31,801	\$ 39,700	\$ 39,321	\$ 88,094	\$ 92,808	\$ 89,738	\$ 99,971	\$ 111,452	\$ 104,776	\$ 72,282
OPERATING EXPENSES													
<u>General & Administrative</u>													
Non Labor Costs	89,094	7,431	5,490	7,835	4,649	4,779	7,826	8,186	7,139	9,894	9,357	9,686	6,823
Equipment Lease	2,200	250	150	150	250	150	150	250	150	150	250	150	150
Accounting Fee	15,204	1,267	1,267	1,267	1,267	1,267	1,267	1,267	1,267	1,267	1,267	1,267	1,267
Management Fee	88,704	7,392	7,392	7,392	7,392	7,392	7,392	7,392	7,392	7,392	7,392	7,392	7,392
Subtotal	195,202	16,340	14,299	16,644	13,558	13,588	16,635	17,095	15,948	18,703	18,266	18,495	15,632
<u>Golf Operations</u>													
Labor Wages/Salaries	121,800	11,588	9,736	4,822	5,732	5,310	13,254	11,170	10,756	10,980	11,730	15,966	10,756
Personnel Expenses - Taxes, Benefits, etc.	27,279	2,448	2,130	1,393	1,530	1,466	2,692	2,413	2,418	2,452	2,632	3,267	2,438
Non Labor Costs	32,510	2,380	1,330	2,330	980	5,130	4,780	1,305	3,405	2,355	4,605	2,205	1,705
Equipment/Vehicle Lease	42,900	3,575	3,575	3,575	3,575	3,575	3,575	3,575	3,575	3,575	3,575	3,575	3,575
Subtotal	224,489	19,991	16,771	12,120	11,817	15,481	24,301	18,463	20,154	19,362	22,542	25,013	18,474
<u>Course Maintenance</u>													
Labor Wages/Salaries	187,828	16,361	13,945	10,105	11,153	10,201	19,509	17,751	16,999	16,999	17,999	19,807	16,999
Personnel Expenses - Taxes, Benefits, etc.	36,316	3,056	2,694	2,118	2,275	2,132	3,529	3,265	3,152	3,152	3,302	4,427	3,212
Non Labor Costs	70,615	4,520	1,445	2,845	1,495	2,495	8,145	9,820	11,620	12,370	3,970	5,720	6,170
Subtotal	294,759	23,937	18,084	15,068	14,923	14,828	31,183	30,836	31,772	32,522	25,272	29,954	26,382
<u>Food & Beverage</u>													
Labor Wages/Salaries	66,743	5,433	4,353	3,066	3,066	3,066	6,631	5,209	6,647	6,719	6,833	10,231	5,490
Personnel Expenses - Taxes, Benefits, etc.	10,012	815	653	460	460	460	995	781	997	1,008	1,025	1,535	824
Non Labor Costs	21,750	2,350	1,950	1,625	1,425	1,275	900	2,450	2,100	2,125	2,750	1,700	1,100
Subtotal	98,505	8,598	6,956	5,151	4,951	4,801	8,526	8,440	9,744	9,851	10,607	13,466	7,414
Total Operating Expense	812,955	68,866	56,110	48,982	45,248	48,699	80,644	74,834	77,618	80,437	76,687	86,928	67,901
NET OPERATING INCOME	\$ 66,523	\$ 1,011	\$ (16,454)	\$ (17,182)	\$ (5,548)	\$ (9,377)	\$ 7,450	\$ 17,974	\$ 12,120	\$ 19,534	\$ 34,766	\$ 17,848	\$ 4,381

MARKETING PLAN

Four Core Tenets

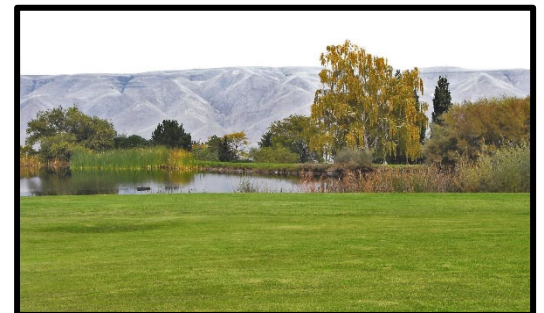
Since our inception, CourseCo has operated using four core tenets to guide the company. These values will also be demonstrated through the creation and execution of this Marketing Plan.

1. **Financial Performance** – Achieving our client’s financial objectives is always our first priority.
2. **Community Inclusion** – We believe that a municipal golf course must serve the community in which it lies. This includes the golfer and non-golfer alike and this belief is reflected in our robust calendar of events at all our facilities.
3. **Environmental Stewardship** – As a community partner, we have always stressed that a golf course can provide optimal golf course conditions while employing sustainable methods of turfgrass maintenance. CourseCo is the most honored golf management firm in the country for its environmental practices including having won the President’s Award from the Golf Course Superintendent’s Association of America in back-to-back years.
4. **Stakeholder Communication** – We have always believed in thorough, consistent and transparent communication with the golfing public, our clients, employees and all other stakeholders in the enterprise. Through this communication, we build relationships that contribute to the ongoing success and stability of the golf course and entire facility.

Approach

CourseCo is committed to creating marketing plans specific to the individual needs of our clients. We understand that a golf course is much more than just a place to play the sport. Often, the course represents a key and central community amenity that should service the sporting, social and recreational needs of as many residents as possible. One-way CourseCo differentiates itself from other golf course management companies is our philosophy. While all 43 properties in our portfolio share the same core values, they have different plans, areas of focus and marketing strategies based on the needs of the specific client and community.

Our approach with the marketing initiatives at Bryden Canyon follows the path of research, design, review and execution. We consider the Lewiston/Clarkston golf marketplace to be an 8-month market. While open unless there is snow, we believe the prime golf months are March through October. As such, there is seasonality in our marketing budget and level of activity. We expect our efforts to be varied, cost effective and deliver a return on marketing investment that is acceptable. Our focus for Bryden Canyon in advertising and marketing will be digital distribution. We will leverage technology and social media for maximum effectiveness utilizing limited print ads.



Research

CourseCo believes in the power of information and research. It is impossible to draft and deliver a specific marketing plan without the necessary information critical to the process of development. Data and information shape our strategies and marketing philosophy at every course we manage.

CourseCo has proven experience and continued success in identifying and establishing golf courses in their markets, targeting market segments both geographically and demographically, and attracting potential patrons to the property. Every golf course has its own distinct personality, competitive advantages and opportunities. We employ a hands-on approach to researching the historical performance of the golf course.

Our sales and marketing efforts are designed to not only position the golf course to capture as much market share as possible within our targeted demographic profile, but also to create general awareness and alignment with the City of Lewiston and the key community groups and organizations that we represent.

Our local market knowledge includes:

- Comprehensive understanding of the competition in this market
- Expert knowledge in local golf rates and membership types and cost
- Very strong relationships with the existing groups, clubs, leagues and community leaders
- Experience with digital marketing strategies to best reach potential customers

Continuous Review

A marketing plan is a business necessity, outlining the goals and objectives of the business while further articulating the specific actions necessary to accomplish those goals. It is the glue that connects everything together and ensures that the right activity is taking place, at the right time, to the right audience and through the right channels. The Marketing Plan is the link between our strategies and the results. This plan sets the expectations for revenue success each year. However, as unexpected trends, competitive pricing pressures and unforeseen conditions all emerge, modifications may be required. These changes and adjustments to our plan create a living document that serves as our roadmap and source of historical information needed for future planning and success.



Digital Marketing Team

We recognize the constantly evolving state of today's world, and our Digital Marketing Team is a dedicated CourseCo resource managing our online presence and sales campaigns. We utilize the power of technology to drive golf demand, programing, sales and community engagement.

Our Digital Marketing Team manages the following for Bryden Canyon Golf Course.



- Email Marketing** – As you will see throughout this plan, email marketing is one of the essential ways in which we communicate with our customers and the community at large. Our marketing team will design campaigns to drive rounds, instruction and merchandise and F&B sales. Individualized campaigns will also be created to increase participation in both golf and community events. Another key task this team accomplishes is to continuously update the email database and monitor open rates. This ensures that our emails continue to be effective and that they reach the right customer segmentation.
- Search Engine Optimization (SEO)** - Understanding how Google ranks and sorts search results is a critical component in today's online environment. CourseCo uses several techniques to ensure our websites are top of page and easily found by online inquiries.
- Digital Advertising Campaign Marketing** - Our online advertising campaigns are crafted to deliver maximum results with a keen eye on return on investment. Our advertising outlets include Google, Yelp, Facebook, Instagram and other regional partners. We will continue to craft custom and unique digital campaigns. These highly targeted and specific campaigns track website traffic, keyword inquiries online, and place our digital advertisements in front of golfers all year long.
- Social Media** - We have a weekly social media schedule and utilize Hootsuite to share relevant golf news and stories across all CourseCo courses in addition to content directly from the course. Hootsuite allows us to easily integrate stories, regional events, pictures from tournaments and industry events into our Facebook and Instagram feeds seamlessly. Meanwhile, content from the course allows customers to feel connected to the property strengthening our relationship, loyalty and driving revenue.



BRYDEN CANYON GOLF COURSE FY 2023-2024 MARKETING PLAN**Strengths, Weaknesses, Opportunities and Threats*****Strengths***

- Full golf facility, with all desired amenities serving the needs of our patrons.
- Strong presence of local home clubs.
- Course layout is perfect for new players but still challenging from the back tees.
- Strong customer base, with a solid and loyal membership being a key element to long term success.
- Involved community that appreciates a professionally run golf course.
- Relaxed fun and friendly space to enjoy after a round of golf.

Weaknesses

- A marketplace that has many golf courses and good choices for avid players.
- Infrastructure that requires updating.

Opportunities

- Partnerships with local schools to get field trips to the golf course and allowing our teaching professionals to visit the schools and set up golf instructional clinics.
- Partner with the Lewiston Parks and Recreation Department to identify ways the golf course and restaurant can help serve their various programs and initiatives for resident programming.
- Continue to build our email database, with a strong focus on improved data capture for database growth.
- Implement a digital marketing campaign that drives advanced visibility, web traffic and online tee time sales with digital campaigns and Pay per Click models.
- Continue to utilize social media channels, with specific utility of Facebook and Instagram to help reach current and potential new golfers and communicate our continued improvement.

Threats

- Uncertainty of water expense.
- Road construction due to housing construction.
- Threat of a downturn in the economy.
- Potential discounting by competition as we move out of the Covid highs.

Target Market & Our Customers

The customer base at Bryden Canyon Golf Course consists of:

Daily Fee Golfers

- Senior Golfers – Weekday emphasis for rounds volume.
- Local Golfers – Lewiston/Clarkston residents.
- Value Golfers – Afternoon/Twilight golfers looking for a good golf experience at a high perceived value relative to cost.
- Weekend Golfers – Both casual and avid weekend golfers looking for morning tee times and willing to spend a higher average green fee than other customer segments.
- Junior Golfers – Afternoon and weekend emphasis for entry into the game.
- Women Golfers – Continue our emphasis on social and unintimidating golf for women.

Tournaments

- This includes small traveling clubs as well as larger social and competitive clubs, corporate groups and fundraising tournaments.

Leagues

- This includes external corporate and group weekday leagues to attract 9-hole rounds of golf after work or on weekend afternoons.

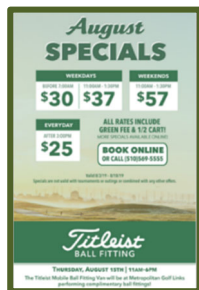
Property Objectives

The following are the goals for rounds, revenue, player development, social media marketing, guest experience and community inclusion.

- 25,210 Paid Rounds
- 2,000 Tournament Rounds (Included in Paid Rounds)
- Membership Revenue of \$186,525
- Card Program Revenue of \$17,953
- Driving Range Revenue of \$28,992
- Merchandise Sales of \$63,828
- Instruction revenue of \$12,750
- Food and Beverage Revenue of \$191,192
- Grow and Develop New Golfers, Women Golfers and Junior Golfers
- Increase Social Media Marketing Presence
- Manage Email Database Monthly and Open Rates
- Enhance Customer Experience
- Enhance Community Outreach

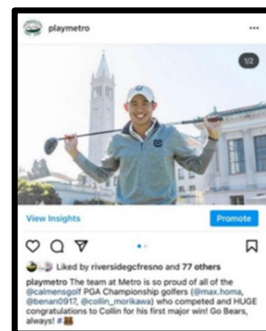
Action Plans for Achieving Property Objectives in FY 2023-2024

25,210 Paid Rounds



ACTION 1 - Email communication and occasional offers as needed. We will send out communications to our guests in a strategy that focuses on relevancy of message. Emails will be sent promoting golf specials, upcoming golf events, free community events and community fundraisers taking place at Bryden Canyon. General awareness emails may be more common at first. However, if we begin to observe periods of lower utilization or overall demand declines, emails with discount specials may be sent. Emails are sent up to once per week and a minimum of one per month.

ACTION 2 - Brand Awareness Advertising – These non-price announcements and advertisements will focus on the accolades received by the course and reinforce the value and quality of the Bryden Canyon golf experience. These messages will not be price specific. Examples of advertisement placements are celebrity appearances and social media postings.



2,000 Tournament Rounds

ACTION 1 - Head Pro will contact and rebook groups from 2022 and 2023.

ACTION 2 - Reconnect with past groups that did not play in 2021 or 2022. The Head Pro will contact each group personally to invite them back and coordinate re-booking.

ACTION 3 - Invite Idaho Golf Association and WA Golf affiliate groups to play Bryden Canyon to encourage booking their tournament outings.

ACTION 4 - Contact local organizations and schools seeking to raise funds and support the community and invite them to host their event at Bryden Canyon emphasizing our experience in executing charity events.

Membership Revenue of \$186,525

ACTION 1 - Increase membership pricing in line with increases to public weekday and weekend greens fee pricing.

ACTION 2 - Promote Member referral program to leverage relationships with existing Members.

ACTION 3 - Promote benefit of access to advanced tee times through our online tee sheet.

Card Program Revenue of \$17,953

ACTION 1 - Post tracking sheet in back office for golf shop assistants showing starting number and target. Update daily with growth towards target.

ACTION 2 - Review upsell verbiage with golf shop assistants to use at check in with all weekday golfers. "Are you going to play 7 times this year?"

ACTION 3 - Staff commissions for enrolling new members.

ACTION 4 - Actively promote programing on all social media social media, emails and collateral posted throughout the facility.

Driving Range Revenue of \$28,992

ACTION 1 - Promote the all-grass driving range to golfers as it is one of the few in the area.

ACTION 2 - Bundle a bucket of range balls with a 12oz draft beer during the low demand periods in the summer or fall if we see periods of low demand.



ACTION 3 - Offer discounted range cards throughout the year with a special offer on Black Friday.

Merchandise Sales of \$63,828

ACTION 1 - Increase prices for quick turning items including golf balls, gloves and headwear.

ACTION 2 - Host Demo and Fitting Days to promote sales of golf equipment throughout the peak golf season (April to October) as well as promote Bryden Canyon as a one-stop shop for golf equipment.

ACTION 3 - Sale areas and rack to move slow moving product as well as any closeout purchases to improve margins.



ACTION 4 - Bundling merchandise (buy a dozen balls receive a glove for \$5, etc.) to promote higher per purchase sales particularly around holidays including Father's Day, Black Friday and Christmas.

Instruction revenue of \$12,750

ACTION 1 - Offer free clinics and other similar activities to home clubs to build awareness of our lesson programs.

ACTION 2 - Offer monthly group clinics for beginner, intermediate and accomplished players.

ACTION 3 - Utilize e-mail and social media to build awareness of instruction programs, junior camps group lessons, etc.

Food and Beverage Revenue of \$191,192

ACTION 1 - Increase prices in the grill due to the rising food costs.

ACTION 2 - Promote "meal deals" for example bundle a burger, fries and drink to promote sales.

Grow and Develop New Golfers, Women Golfers and Junior Golfers

ACTION 1 - Utilize email marketing to promote Bryden Canyon and events, fitting days, discount golf specials, new and beginner golf clinics, and late afternoon and weekend play for entry into the game.

ACTION 2 - Target women golfers via social media to promote clinics, late afternoon 9-hole league play, fitting days and family discount opportunities for weekday afternoons in the summer.

ACTION 3 - Continue to offer Youth on Course discount rates at Twilight to attract local junior golfers.

ACTION 4 - Offer free junior golf clinics.



Increase Social Media Marketing Presence

POSTING STRATEGY FOR GOLF AND COMMUNITY

- Two to Five posts per week on Instagram/Facebook
- Share images and videos of the course and how good it looks. Highlight golfers out playing and having fun and the F&B and merchandise they are buying. Emphasize improvements that are being made while reinforcing the course is a community asset.
- Share stories and events with a tone of being proud of what we are doing. Invite fans and followers to participate in what is happening at the facility.

FY 2023-2024 SOCIAL MEDIA GOALS

- @playbrydencanton Instagram followers: 500
- Bryden Canyon Facebook followers: 500

TRACKING AND ANALYZING CONTENT PERFORMANCE

While there are multiple ways to track, measure, and analyze our content performance, we are going to focus on three major areas: growth, engagement and click-through rate. This data is tracked in our month-end FLASH report.

- **Growth** - We will be tracking our stats at the end of each month to see our growth and be able to compare what content led to increased followers. We will track how fast we

are growing by calculating: $\text{Net New Followers in the month} / \text{Total Audience} \times 100 = \text{Growth Rate Percentage}$.

- **Engagement** - We will record how our followers are interacting with our content monthly to be able to see what type of content is most appealing to our followers (videos, photos, links, and contests). We will record how many accounts were reached and how many content interactions we had.
- **Click-Through Rate** - We will record how often people click on the call-to-action in posts (when applicable) to see if our offers are compelling to our followers. Tracking will be calculated by taking the $\text{Total Clicks} / \text{Total Impressions} \times 100 = \text{Click-Through Rate Percentage}$.

Manage Email Database and Open Rates

Our Digital Marketing Team will update the email database monthly. Additionally, we will frequently monitor open rates. This ensures that our emails continue to be effective and that they reach the right customer segmentation.

Enhance Customer Experience

SWEAT TRAINING



CourseCo has developed our proprietary approach to customer service, (SWEAT), allowing for standardized expectations in customer service. Taking inspiration from the hospitality industry and recognized leaders in guest service in other markets, we developed a simple way to provide

direction and expectations for all staff members during every interaction with a guest during their visit. Our SWEAT program is outlined as follows:

SMILE	Greet each customer with a positive and upbeat attitude, wearing a smile.
WELCOME	Welcome each guest to the property, every time you meet them for the first time that visit.
ENTHUSIASM	Have a sincere enthusiasm in interactions with our guests.
ASK	Engage our guests in conversation by asking them a question. All staff members should ask questions appropriate for their role.
THANK	Staff members are directed to thank our customers for their visit at the conclusion of their interaction.

CourseCo's philosophy is that while upfront training is crucial to setting employees up for success, the ongoing training is what ultimately produces excellence. Depending on the employee group and department, regular training is scheduled anywhere between monthly and quarterly. The pro shop staff will be trained in CourseCo's proprietary customer service philosophy as well as up-selling techniques. The food and beverage staff will have the same training with emphasis on service for clients visiting our facility and their guests. Our maintenance and outside services staff

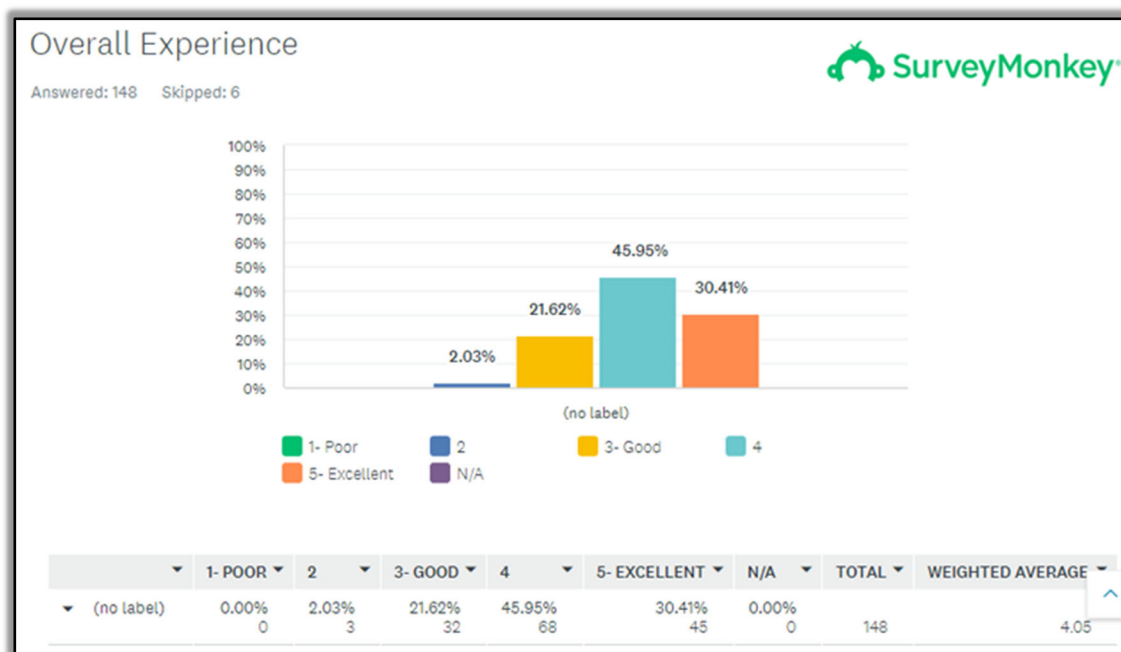
will be trained in the same program to deliver the consistent message of being friendly, service-oriented and appreciative members of the team at Bryden Canyon.

PERFORMANCE MEASUREMENT

To ensure that we are meeting and exceeding guests' expectations at Bryden Canyon, it is critical that we collect data. Utilizing different sources and tools, we can accurately measure our level of service, quality of food, perception of course conditions and identify opportunities for improvement.

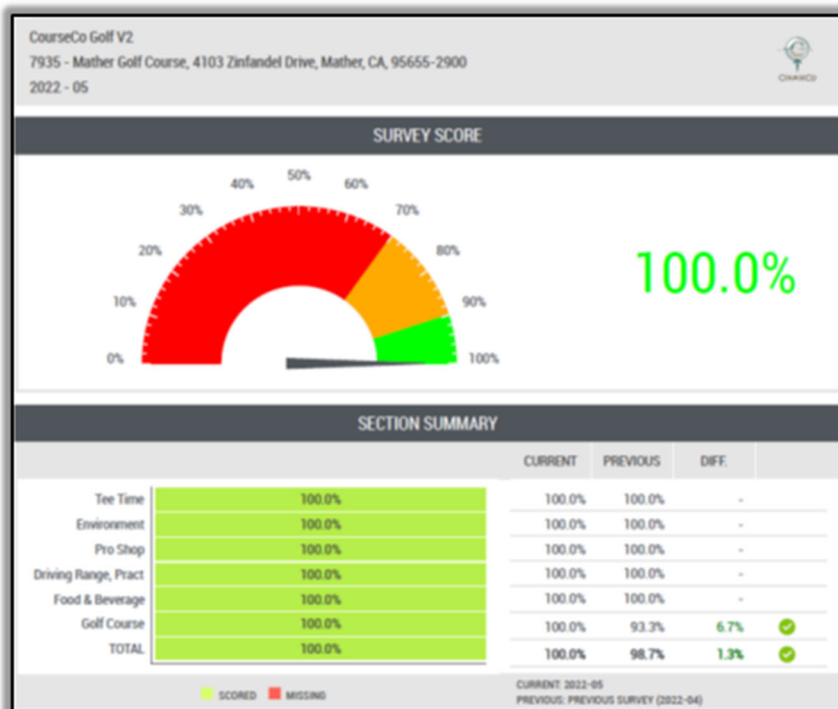
MONTHLY ONLINE SURVEY

- In season, we will begin to collect monthly surveys via "Thank you for Playing" emails utilizing Survey Monkey. These surveys will have our guests rank:
 - ◆ Golf Course Design & Playability
 - ◆ Golf Course Maintenance/Conditions
 - ◆ Practice Facility
 - ◆ Pro Shop Quality of Service
 - ◆ Merchandise Selection
 - ◆ Helpfulness of Golf Shop Personnel, Starters, Cart Personnel & On Course Personnel
 - ◆ Food & Beverage: Quality of Service and Food
 - ◆ Overall Experience
 - ◆ Collection of any additional comments
- Our goal for the minimum average score in each category is 3.5 on a scale where 1 is "Poor" and 5 is "Excellent".



SECRET SHOPPER

Conducted during the peak season, these professional assessments give valuable feedback to management on the quality of the course, cleanliness of the facility as well as measuring customer service against our SWEAT standards.

ANNUAL GOLFSAT SURVEY

Conducted via the National Golf Foundation, this survey is done electronically once a year to measure how the course is performing relative to prior-year and relative to similar courses across the country. This survey provides valuable information including where our customers are playing locally and specific feedback on the course, service levels and overall satisfaction.



At CourseCo, we have long believed that golf courses are unique assets in their respective communities. This is why one of CourseCo's four key values is Community Inclusion. This value is clearly demonstrated by our focus on events. We provide significant golf programming at Bryden Canyon. However, we understand that if only 10% of the population is playing golf, then we must be diligent in serving the other 90% of the population in unique and creative ways. Each year, our golf courses are required to host community-oriented events that include blood drives, food bank drives, Toys for Tots, Charitable Fund Raisers and much more.

Fall 2023

Oct 28th – Trick or Treat Tournament
Nov 19th – Turkey Open
Nov 24th to 30th – Black Friday Sale
Dec 9th – Holiday Goose Tournament
Dec 16th – Cookie Decorating
Dec 20th – Sip and Shop
Dec 18th to 25th – Holiday Golf Shop Sale

Winter 2024

January 1st – New Year's Day Golf Shop Sale
February 25th – Polar Bear Open
March 17th – Shamrock Scramble
March 24th – Callaway, Taylor Made DemoDay
March 30th – Egg Hunt

Spring 2024

April 7th – Spring Shamble
May 4th – Cinco De Mayo Scramble
May 10th – First Green Community Event
June 10th to 16th – Father's Day Golf Shop Sale
June 13th to 16th – US Open Range Promotion

Summer 2024

July 6th – Red White and Blue Tournament
July 15th – Red Cross Blood Drive
August 1st to August 31st School Supply Drive
August 10th – Summer Rewind
August 23rd – Demo Day
September 7th – Blind Draw Tournament

Bryden Canyon Golf Course - More than Just a Place to Play Golf

A FEW OF OUR COMMUNITY EVENTS

Holiday Cookie Decorating – In December 2022, we hosted a holiday cookie decorating party. Kids were able to decorate their own cookies in whatever festive manner they chose. We had 18 children, as well as many parents and grandparents, attending this event.



First Green Field Trip – Partnering with local schools and the Golf Course Superintendent Association of America, we will host an interactive field trip. First Green is an innovative environmental and STEM (Science, Technology, Engineering and Math) education outreach program using golf courses as environmental learning labs. These field trips include stations that can include figuring out the area of a tee box, water and soil testing, putting or chipping, etc.



Conclusion

This Marketing Plan provides a summary of our position in the market, how our products are segmented and identifies target audiences. It includes specific and measurable objectives and activities. It will serve as a blueprint for achieving financial goals, service standards and activities that ensure that Bryden Canyon Golf Course is an asset to the entire community of both golfers and non-golfers alike.

MAINTENANCE PLAN

Overview

The overall infrastructure of the golf course is adequate and enables us to provide the excellent course conditions that our members and guests have come to expect. Drainage is adequate and complements the overall shaping and grading of the golf course. However, the bunkers and irrigation water are the most pressing issues and will need to be addressed in the future.

Staffing

The golf course maintenance department will be led by Golf Course Superintendent Rob Hays. Below is a brief recap of the FY 2023-24 Staffing Plan:

- Golf Course Superintendent
- Assistant Golf Course Superintendent
- Irrigation Technician
- 2 Course Workers
- 2 Seasonal Course Workers for 6 months a year



Putting Surfaces

Profiles: Bent grass/POA; California style sand base greens.

Cultural

Mowing frequency is six times a week depending on tournament schedules.

Verticutting, brushing monthly during growing season.

Aerification

Spring- HydroJect

- Diameter – 5/8" hole
- Depth - 4"
- Spacing - 1.5"
- Gypsum and Humic acid in areas that accumulate salts

Summer

- Diameter – 1/4", 3/8" solid tine
- Depth - 5"
- Spacing - 1.5"

Fall

- Diameter - 1/4" sold tine
- Depth - 4"
- Spacing - 1.5" hollow

Irrigation

Greens sprinklers are spaced well, and we have the advantage of heads that specifically water the greens and heads that point out and water the greens surround. However, an irrigation audit needs to be done to assure that we are watering efficiently. The Irrigation Heads around the green need to be raised and leveled for maximum efficiency.

Fertility

Greens are treated with .25lbs/m NPK with macro-nutrients monthly in the growing season and .25lbs N .2lbs PK with a wetting agent to help water move through the profile.

Tees, Fairways and Rough

Mowing frequency is twice a week for tees, two times week for fairways and once a week for the rough.

Tee Cultural**Aerification**

Spring and Fall

- Diameter - 1/2" solid tine
- Depth - 4"
- Spacing - 2"

Tee Irrigation

The irrigation audit will dictate any needed improvements.

Tee Fertility

Tees are treated with .5lbs/m of NPK every month with macro-nutrients and a wetting agent (during the growing season).

Fairway Cultural

High traffic areas will be aerified as needed.

Fairway and Rough Irrigation

An irrigation audit is required here as well. Once that is completed, it is likely that adjustments will be needed relative to spacing and trimming off areas that we do not irrigate anymore.

Fairway and Rough Fertility

Fairways are treated with .3lbs/m NPK yearly. Struggling spots in the roughs are sprayed with remaining supplies from tee and fairway treatments.

Bunkers

Bunkers will be raked at least three times a week during the growing season. The bunkers have had minimal disruption over the years resulting in acceptable drainage and overall functionality. However, they are still not ideal, and we will need to address renovation options in the future. In the meantime, we will continue to supplement sand as needed to ensure proper playability.

Environmental

Our environmental practices are sound. We continue to focus on employing sustainable methods of turfgrass maintenance and create an environment that will support plants, wildlife and humans alike.

We follow our Integrated Pest Management (IPM) program. This includes rotating the pesticides we use so that the pests being treated do not develop a resistance. Over time, this allows us to use fewer pesticides which is both good for the environment and our budget.

Conclusion

The staff here at Bryden Canyon Golf Course is committed to providing a quality golf product for residents and visitors. We will continue to be a driving force in a greener environment with support from CourseCo, the City and other environmental entities. We understand that the golf course serves as a recreational asset and assists in providing a healthy environment for all. We will use all our available resources to deliver a consistent, quality product each and every day. We look forward to the upcoming season and are committed to continuing to provide a high-quality product for all our members and guests.



FIVE-YEAR CAPITAL PLAN**Capital Projects**

Project Name	Scope of Project	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028
Wash Bay	Place to wash equipment.	TBD				
New Cart Barn	Replace sheds with pole barn.	\$ 132,000				
Fuel Tanks	Add permanent fuel and diesel tanks.	\$ 36,180				
Range	Installation of 3 new poles to protect new road.	\$ 26,688				
Range Netting	Replace netting on back and right side of driving range.	\$ 10,100				
Wash Bay	Create area to safely wash equipment					
Tee Leveling	Level and sod		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Bunker Refurbishment	New sand and repair drainage where needed.		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Event Center	Add possible Event Center		TBD			

Capital Equipment

Equipment Piece	Brand	Description	New or Used	New Piece or Replacement	FY 2023-2024	FY 2024-2025	FY 2025-2026	FY 2026-2027	FY 2027-2028
Tractor	John Deere	Compact utility 52 PTO HP	New	New	\$ 63,340				
3500 D	Toro	Surrounds Mower	New	Replacement	\$ 46,591				
Greens 3150	Toro	Greens Mower x 2	New	Replacement	\$ 45,718	\$ 45,718			
Top Dresser	Toro	Pro Pass 200	New	New	\$ 15,074				
4500 D	Toro	Rough Mower	New	Replacement			\$ 97,682		
Fairway	Toro	Toro Fairway	New	Replacement				\$ 97,682	
Blower	Toro	Buffalo style blower	New	Replacement					\$ 11,274

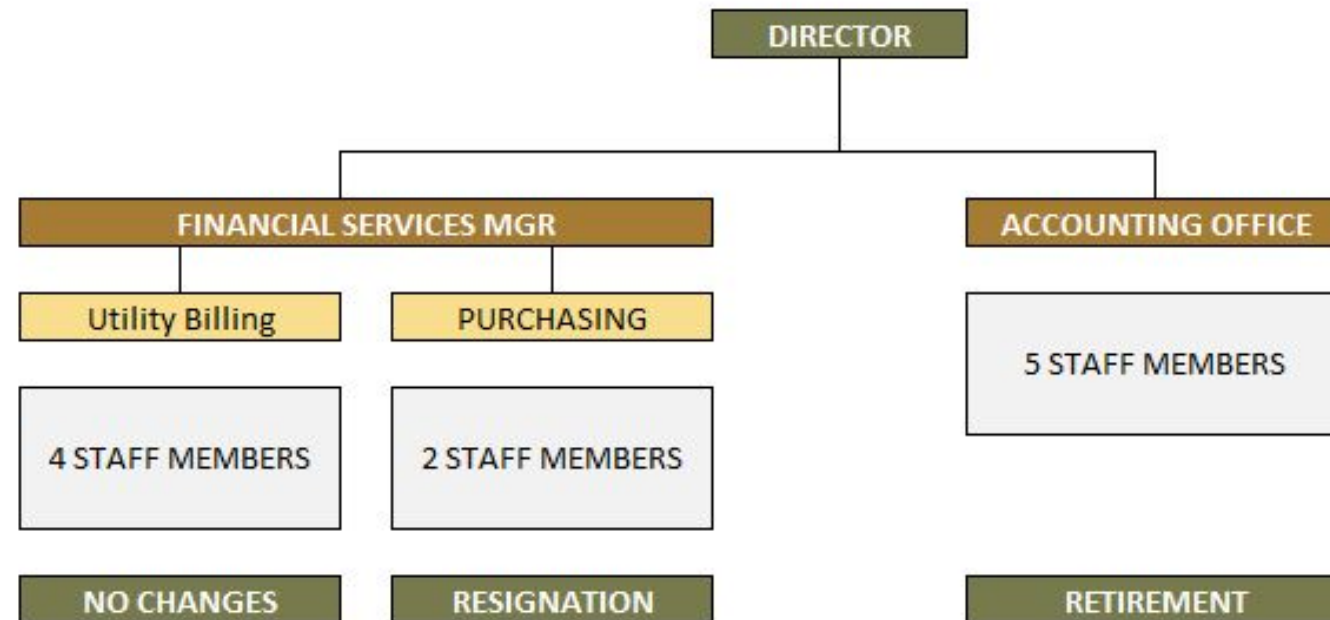


FY24 FINAL BUDGET WORK SESSION

FINANCE

1. GENERAL ACCOUNTING
2. PURCHASING
3. UTILITY BILLING
4. FLEET SERVICES - INTERNAL SERVICE FUND





BUDGET REQUESTS



AUDIT

\$15,000



POSTAGE

\$5,000



**PROCUREMENT
SOFTWARE**

\$20,000

BUDGET ORDINANCES AND RESOLUTIONS

1. FY23 AMENDING ORDINANCE
2. FY24 APPROPRIATIONS ORDINANCE
3. FY24 PROPERTY TAX CERTIFICATION ORDINANCE
4. FY24 FOREGONE RESOLUTION



Budget

☒	
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GENERAL FUND REVENUES



LIQUOR APPORTIONMENT

2022	2023	2024
Actual	Projected	Budget
768,010	740,000	757,500



ADMIN SERVICE FEES

2022	2023	2024
Actual	Projected	Budget
1,524,690	1,500,090	1,510,500



STATE REVENUE SHARING

2022	2023	2024
Actual	Projected	Budget
3,842,650	4,139,000	4,260,600



PROPERTY TAXES

2022	2023	2024
Actual	Projected	Budget
18,325,800	17,937,680	18,187,600

INVESTMENT INCOME

	2021 Actual	2022 Actual	2023 Budget	2023 Projected	2024 Budget
General Fund	60,040.00	113,100.00	120,500.00	550,500.00	400,500.00
Parks Capital	50.00	2,500.00	100.00	20,000.00	10,000.00
Streets Capital	1,910.00	17,290.00	900.00	150,000.00	100,000.00
Library Capital	-	200.00	-	2,000.00	2,000.00
Workers Comp	23,700.00	25,850.00	22,000.00	55,000.00	55,000.00
Water	610.00	20,970.00	900.00	230,000.00	190,000.00
Wastewater	33,740.00	81,500.00	20,000.00	500,000.00	425,000.00
Sanitation	37,460.00	21,470.00	11,240.00	120,000.00	105,000.00
Cemetery	20.00	650.00	30.00	12,000.00	7,500.00
Econ Development	670.00	32,380.00	30.00	220,000.00	90,000.00
Transportation	670.00	3,070.00	1,000.00	60,000.00	35,000.00
Library	710.00	2,380.00	200.00	30,000.00	20,000.00
Fleet	70.00	3,440.00	1,000.00	50,000.00	35,000.00
Information Systems	30.00	1,270.00	-	12,500.00	9,550.00
Public Transit	40.00	1,190.00	-	20,000.00	14,000.00
	159,720.00	327,260.00	177,900.00	2,032,000.00	1,498,550.00

GEMT - IDAHO
(EMS REVENUE)

\$525,000

PROPERTY TAXES

	L-2 Form 2022	Final L-2 2023	Proposed Budget 2024	
Property Tax Base:	\$ 22,836,152	\$ 23,432,493	\$ 23,606,787	
Budget Base Growth (allowed up to 3%)	435,081	(393)		
Percentage Increase	1.91%	-0.002%	0%	
Rounding	-			
New Construction	128,835	162,971	142,250	*
New Annexations	32,425	11,716	26,700	*
Total Property Tax Budget	\$ 23,432,493	\$ 23,606,787	\$ 23,775,737	
Rounding				
Less: State personal property tax replacement	294,493	298,767	298,767	
Total Property Tax Levy	\$ 23,138,000	\$ 23,308,020	\$ 23,476,970	
			tax certification	
ALLOCATION:				Change
General Fund *	\$ 16,334,770	\$ 16,287,680	\$ 16,688,050	\$ 400,370
General Fund Building Reserve Fund:	1,900,000	1,650,000	1,650,000	-
Capital Fund (See details below)	1,562,000	1,510,500	1,372,680	(137,820)
Library Fund	1,318,000	1,375,500	1,473,500	98,000
Cemetery Fund	160,000	150,000	150,000	-
Transportation Fund	1,860,000	2,314,600	2,123,000	(191,600)
Public Transportation	325,000	318,500	318,500	-
Police Retirement	-	-	-	-
Budgeted Amounts	\$ 23,459,770	\$ 23,606,780	\$ 23,775,730	\$ 168,950
Budget vs Actual	(27,277)	-	-	
	\$ 23,432,493	\$ 23,606,780	\$ 23,775,730	
CAPITAL FUND SUMMARY:				
Parks	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
Transportation	1,375,500	1,375,500	1,131,000	(244,500)
Library	51,500	-	-	-
Public Transportation (Transit)	35,000	35,000	141,680	106,680
Budgeted for Capital	\$ 1,562,000	\$ 1,510,500	\$ 1,372,680	\$(137,820)



What's Included

- Includes 2.5% COLA for all Pay Groups
- Includes current pay scales for all Pay Groups
- Includes 0% health premium increase
- Updated PERSI Rates
- Additional Facility Funding
- Airport Funding
- Most Department Requests
- Use of Reserves



RESERVE SPENDING

Use of Reserves:

Utility Assistance Program	\$ 65,000.00
Legal Fees	100,000.00
Deferred Maintenance	250,000.00
Boys & Girls Club	18,000.00
Valley Vision	40,000.00
Beautiful Downtown Lewiston	30,000.00
Civic Theatre	30,000.00
Idaho North Central Health Dist	10,000.00
Airport - Operations	350,000.00
Airport - Capital	200,000.00
Unassigned Reserves	<u>\$ 1,093,000.00</u>
Carryforward Funds	<u>\$ 150,000.00</u>
Opioid	\$ 150,000.00
583 Funds - Police Donation	40,770.00
Restricted Reserves	<u>\$ 190,770.00</u>
Total Reserve Spending	<u>\$ 1,433,770.00</u>

BUDGET ORDINANCES AND RESOLUTIONS

1. FY23 AMENDING ORDINANCE
2. FY24 APPROPRIATIONS ORDINANCE
3. FY24 PROPERTY TAX CERTIFICATION ORDINANCE
4. FY24 FOREGONE RESOLUTION



Budget

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BUDGET TIMELINE - PUBLIC HEARING & READINGS

Thursday, July 20, 2023	Public Hearing Notices Submitted to LMT for publication on July 30th and August 6th
Tuesday, July 25, 2023	Completion of Budget Guides
Monday, August, 14, 2023 6:00 PM Lewiston City Library	Public Hearing & 1st reading of the budget & amendments
Monday, August, 21, 2023 6:00 PM Lewiston City Library	2nd reading of the budget & amendments
Monday, August, 28, 2023 6:00 PM Lewiston City Library	3rd and final reading of the budget & amendments

GENERAL FUND REQUESTS

One-time Request	Ongoing Request
Unfunded	\$440,200 FUNDED

Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
Police	86040 - Structures & Improvements	\$150,000.00	Improvements at the LPD shooting range	General Fund Revenues - Existing	The shooting range has not received any type of improvements, maintenance, or upgrades in several years. There are numerous benefits to funding this project. The first goal is to properly pave the remaining section of the range. This would allow for updated training involving police vehicles for patrol and SWAT. Also with a flat smooth surface there is less likelihood of injury during movement drills instead of navigating over crushed rock. Next a second building is a need to enhance training. Having an indoor facility increases the training time during the year due to inclement weather. Moveable walls would be used inside to allow officers to practice room clearing techniques and the ability to reconfigure the space offers flexibility with scenarios and skill building. The electrical system should be upgraded to allow for improved lighting (in the building and on the range to permit for night shooting) and increased capacity for items such as heaters. The section of the range used for sniper and rifle training has very poor drainage and the middle section is consistently wet with pooled water that comes down from the surrounding hills. Having channels and drainage improvements is needed so all the land could be utilized. Lastly, overall general maintenance such as painting and replacing some boards and poles is needed. These improvement would allow officers to use the range more frequently, increase training opportunities (locally and regionally) and train at will without having to search out buildings in the community to practice techniques.	The range is currently functional but continued neglect will limit the facility and not allow for advanced training or fully utilize the capabilities of the space. Long term plumbing should be installed so officers will not have to rely upon a port a potty and would be able to wash their hands with soap and water after shooting to reduce lead exposure from shooting.	Yes, Goal 5-Equipment and Training necessary to protect the public and the police. The requested amount is only a rough estimate based on quotes that are old. The amount could be significantly higher and updated numbers would have to be obtained to achieve all the requested updates.
Police	83230 - Contracted Services	\$60,000.00	An independent audit of LPD. The function is performed by an objective consulting firm, The McGrath Group, to conduct an audit, provide an independent appraisal and review of operations within the department as a service to the senior leadership team.	General Fund Revenues - Existing	The objective of the audit process is to assist all members of management in the effective discharge of their responsibilities by furnishing them with analyses, appraisals, recommendations and pertinent comments concerning the activities reviewed. The criteria of effectiveness, efficiency and economy will be the standards against which the adequacy of all process, systems and procedures will be measured. By completing an audit, objective recommendations can be made to assist and focus long term goals and direction for LPD. The auditing firm will conduct an exhaustive independent audit, researching dozens of elements specific to the Lewiston community, including: staffing, stations, emergency data, response times, training, future needs, fiscal data, communications, human resource considerations, regulatory compliance, and more.	Having to create long term plans and goals in a vacuum is not ideal. Seeing where LPD is situated organizationally from a singular perspective makes it more difficult to innovate and compare ourselves to best practices nation wide. The growth and evolution of LPD will be slowed and be less objective since leadership is formulating plans mostly from one perspective. It is not truly known if the structure, function, and funding is adequate to keep LPD premier, growth centric, and competitive.	Goal 4-Succession Planning. There are several strategies that an audit would address, but the information gleaned from an audit would be a driver for the next strategic plan. Several tasks within goal 4 would be addressed such as staffing/manning/shift scheduling. Additionally, Strategy 4-1-4/task 2 states "to meet with finance and HR to determine salaries and benefits", which would be a function of the audit. Also Goal 1/Strategy 1-1-2 is to audit employee equipment and work environment. These are part of the audit plan from the consulting group. LPD is in need of a new police building and an audit would help with providing data and supporting information. A COPS grant was submitted and an approved usage is developing a department strategic plan so there may be some funds available to offset any city approved funds. The outcome of the application will not be known for a few months.

Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
Police	83235 - Software/Software Maintenance	\$25,000.00	Increase in Spillman yearly maintenance fees due to added modules	General Fund Revenues - Existing	The modules will allow for crime analytics to provide for better intelligence lead policing, patrol vehicle location/GPS on the mapping system (dispatch can see where the closet unit is located related to the call for service and send that unit. The caller can be provided updates as to the officers location as they respond), electronic forms, electronic jail booking documents, rapid notification to command leaders, improved city wide mapping system for patrol vehicles, enhanced evidence booking/inventory tools. Increased security and monitoring of the server and attached storage device.	Lack of crime analytics and mapping continues. This challenges the ability to identify and more intelligently/efficiently direct resources to known and/or identified crime and crash locations. Currently, there is a lack of efficiency in field report writing and booking paperwork. These modules will keep officers in the field longer without having to come off the road to report write or spend time handwriting booking paperwork. Part of the increase also provides for enhanced security and monitoring of the Spillman server. The mapping module increases officer safety by allowing dispatch to see exactly where the patrol car is located within the county. We currently do not have this ability and if there is an crisis or even medial emergency at least the vehicle location will be known to help locate the officer.	Yes, Goal 6/Objective 2/Strategy 2-Conduct cost analysis to upgrade Spillman software. Updated Spillman to newest software and modules is long overdue and has been identified within the LPD strategic plan to enhance services, analytics, capabilities, and officer safety.
Police	83235 - Software/Software Maintenance	\$30,000.00	ILETS Fee Schedule Increase	General Fund Revenues - Existing	Access to ILETS which is the portal switch for agencies to access the criminal/DMV records in the state and nationally. By funding the increased amount officers, detectives, and dispatchers can continue running checks during the course of their work assignments.	If the funding request is denied, LPD would have to limit the number of inquiries yearly and if exceeded the additional costs would have to be paid to the state at a rate that is unknown. The possibility is access could be denied if fees are not paid.	Yes under Goal 5 (Equipment and Training necessary to protect the public and the police. Objective 5-1/Strategy 1/Task 4 Work with finance on ways to find sustainable and necessary funds.

POLICE DEPARTMENT REQUESTS

\$265,000.00

ALL REQUESTS HAVE BEEN FUNDED

Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
Fire	83400 - Travel/Training	\$20,000	Requesting \$10,000 for overtime to cover all hands annual training as outlined in Goal 3, Objective 3-2-1, task 4 and \$10,000 for overtime to cover multi-company drills as per Goal 3, Objective 3-2-1, task 5.	General Fund - Existing Revenues	These dedicated overtime funds will allow adequate coverage for busy crews to complete necessary training. Training is an element that is addressed on many performance evaluations and this is a solution to our need.	Crews will continue to be interrupted during training and will not have the necessary training to be proficient and the department will be impacted during the next insurance survey and rating assessment in 3 years.	Yes, Goal 3, Objective 3-2-1, Tasks 4 and 5
Fire	82071 - Operating Supplies	\$25,000	Due to the AFFF firefighting foam we currently have in our apparatus and on the shelves that contain PFAs and due to the inherent danger to our environment and staff with the exposure of PFAs, we are requesting a one time expense to purchase new foam and to pay for proper disposal of the foam we have that contain PFAs.	General Fund - Existing Revenues	We eliminate the risk to our local environment, reduce a possible fine for having it and reduce the exposure to cancer causing agents for our employees.	We can negatively impact our local environment, we could see fines and we will continue to expose our employee and increase the risk of a presumptive illness that could impact the city self funded work comp plan in the future.	Yes, Goal 4 Objective 1reduce firefighters exposure to cancer causing agents
Fire	86030 - Special & Technical Equipment (Capital)	\$25,000	Due to the changes coming at Clearwater Paper and the lack of an emergency services agreement with them, we will not be able to rely upon them for confined space rescue responses. This will require LFD to provide some one time funding to obtain the necessary equipment and training for LFD staff. This is a place holder depending upon how things go with the changes at the mill.	General Fund - Existing Revenues	LFD will have adequate equipment and training at the operations level for confined space responses in our city, which many of the confined space entries are a result of our public works department conduction work.	We are not able to adequately rescue in a confined space. This may impact us going from a response to a body recovery. There could also be fines regarding OSHA and other regulatory agencies for confined spaces.	No

Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
Fire	86030 - Special & Technical Equipment (Capital)	\$50,000	This is a request to put \$30,000 each year into an account to replace SCBA's. The city has relied upon grants in the past but those are getting harder to find. This does meet a capital need by putting money back each year instead of having to fund a very large amount. This has not been funded the past 3 years as outlined in the strategic plan	General Fund - Existing Revenues	Replace aging SCBAs that are the lifeline to our firefighters. The request was made for an annual funding of \$30,000 but the Mayor and Treasurer funded it as \$50,000 and the funding is going into a reserve that is available to fund future equipment purchase for both Fire and Police. These would be purchases of equipment that require replacing all items at the same time, such as SCBAs, diffibilators, body cameras, tasers, etc.	Have old equipment that will require additional maintenance and repairs.	Yes, Goal 1, Objective 1-2-1, Task 1
Fire	83230 - Contracted Services	\$12,000	This is a request to increase the contract request for our EMS medical program director. His contact expires 9/30/2023 and this is his request. Each additional year I would propose a COLA of minimum of 1% to a max of 2% as figured like all city employees COLA.	Yes, the increase in EMS fees from our new ambulance billing will cover this expense.	Have a MPD, which is required for our Idaho agency license.	Without a MPD the fire department cannot respond on EMS calls, this will have an impact of over \$4,000,000 in lost revenue.	No
Fire	83230 - Contracted Services	\$3,200	These funds are to pay the monthly lease payments for the new fire radio repeaters. This is a new expense and the department does not have funds allocated for this expense.	General Fund - Existing Revenues	Allows adequate funding for communications and allows funds to not be deserted from other important fire operational needs.	Will require funds to be moved from other line items and this will negatively impact the operations of the fire department. We must have radio communications.	The new repeaters were part of Goal 6, Objective 6-2-3 Task 3.
Fire	82050 - Motor Fuel Fire Suppression	\$11,000	Requesting an increase in fuel due to the continued high cost of diesel. For two years in a row the department has had to move funds from operations to cover this overage. That is having an impact on operations and has delayed purchases that are needed for fire suppression. This could be a one time request if fuel prices drop but I don't see that happening anytime soon.	General Fund - Existing Revenues	We don't have to impact fire suppression operations, equipment and supplies	We will get farther behind on purchasing equipment and supplies for fire suppression	No
Fire	82050 - Motor Fuel EMS	\$7,000	Requesting an increase in fuel due to the continued high cost of diesel. For two years in a row the department has had to move funds from operations to cover this overage. That is having an impact on operations and has delayed purchases that are needed for EMS. This could be a one time request if fuel prices drop but I don't see that happening anytime soon.	Yes, there will be additional ambulance billing revenue that will cover this request.	We don't have to impact EMS operations, equipment and supplies	We will get farther behind on purchasing equipment and supplies for EMS	NO

FIRE DEPARTMENT REQUESTS

\$153,200.00

\$135,200 FUNDED - \$18,000 UNFUNDED

Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
140-145 - Purchasing	83235 - Software/Software Maintenance	\$20,000.00	Funds to purchase a procurement and contract management software	General Fund - Existing Revenues	This would enhance city procurement services, provide efficiencies, and tracking contract expiration dates to prevent identify contracts that should be cancelled, renegotiated, etc	Continue to burden staff with very manual processes and continued exposure to issues with contract renewals and expirations.	Yes, utilizing a procurement software has been a strategic goal for many years and is currently disrupted due to lack of funding.
Finance	83020- Auditing	\$15,000.00	Increase auditing services by 30%. I would expect our RFP to be at minimum 30% of current rate.	General Fund - Existing Revenues	We are obligated to have an audit performed and we have no choice but to fund the audit based on RFP results.	Idaho State could put a freeze on our property tax funding and we would be ineligible for grants if we were not compliant.	Yes, this helps to enhance trust with our financial reporting, integrity and best practices We have received price quotes in past RFPs in excess of the additional amount I am requesting. We have not had much interest in the current RFP and have had responses in regards to not having capacity due to staffing shortages.
140-143 - Utility Billing	82120 - Postage	\$5,000.00	Increase in postage to keep up with current postal rates and to allow for additional mailings. The last rate increase was absorbed into the existing budget.	General Fund - Existing Revenues	Provides sufficient funding which allows us to provide more communication options and to provide information via postal services and not just utilizing social media and city website.	We cannot avoid the cost and would have to utilize other funding such as training and equipment, but if we had any equipment failures or needs, we would hinder our quality of services.	It would impeded on our ability to provide responsive courteous service to customers as it would limit our communication options. We have citizens who rely on receiving information with their utility bill or by postal service. These citizens typically do not have access to social media or the internet.

FINANCE DEPARTMENT REQUESTS

\$40,000.00

ALL REQUESTS HAVE BEEN FUNDED

WATER FUND REQUESTS

One-time Request	Ongoing Request
Unfunded	\$3,176,720 FUNDED

Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
Water	91170 - Water System	\$5,000.00	Well 6 Standby Power Evaluation SS-3	Rates/Reserves	Resiliency	Less Resiliency	Yes - Provide Clean Water and per Master Plan
Water	91090 - Auto Equipment & Implements	\$42,000.00	Replace #213 4wd	Rates/Reserves	Reliable Fleet where most needed	Unreliable	Rolling Stock Replacement per Master Plan Move FY24 replacement from 212 to 213
Water	91170 - Water System	\$50,000.00	Reservoirs Evaluation and Planning	SRF (TBD)/Reserves	Planning for Reservoir Replacements, Public Health and Safety	Reservoir Degradation/Failure	Yes - Provide Clean Drinking Water
Water	91170 - Water System	\$2,000,000.00	Intake Rebuild SS-1e (DEQ-ARPA)	DEQ ARPA Grant	Water Quality, Public Health and Safety	Decreased Water Quality, Reliability	Yes - Provide Clean Drinking Water State DEQ ARPA Award
Water	91170 - Water System	\$936,000.00	South High Reservoir Recoating WS-4	Rates/Reserves	Water Quality, Corrosion Mitigation, Public Health and Safety	Decreased Water Quality, Structural Degredation	Yes - Provide Clean Water, also per Master Plan
Water	82071 - Operating Supplies	\$10,000.00	Increase Requested due to Market Conditions/costs	Rates	Have Supplies Needed for System Management	Supplies not available should they be needed	Yes - Provide Clean Drinking Water
Water	83230 - Contracted Services	\$20,000.00	New Service Contract for Pall Membranes, which are a new part of the WTP	From rates	Keeping membranes operational with 24/7 Tech Support and remote access	Water Plant shut downs for technical issues, loss of water production	Yes - Provide Clean Drinking Water
Water	82042 - Maintenance Supplies/Other	\$21,470.00	This should be for 08-210-213-82040 but was not available in dropdown; this is for main line parts to repair leaks and broken hydrants	Rates	Ability to perform repairs and maintenance	Inability to perform repairs; cause increased damage	Yes - Provide Clean Drinking Water
Water	82080 - Chemicals	\$92,250.00	Chemicals for the WTP	Rates	Clean Drinking Water	Not Compliant Drinking Water	Yes - Provide Clean Drinking Water FY23 Budget was based on 6 months of WTP operation, FY24 will have a full 12 months of WTP operation
Water	91170 - Water System	\$936,000.00	North Lewiston Reservoir Recoating WS-3	Rates/Reserves	Water Quality, Corrosion Mitigation, Public Health and Safety	Decreased Water Quality, Structural Degradation	Yes - Provide Clean Water, also per Master Plan
Water	91170 - Water System	\$1,495,000.00	Mayfair Water Main Replacement	Rates/Reserves	Mitigate Pipe Failure; Replace Approx. 4,270 ft at \$350/ft	Pipe Failure	Yes - Provide Clean Drinking Water

WATER REQUESTS

\$5,607,720.00

\$3,176,720 FUNDED - \$2,431,000 UNFUNDED

SANITATION FUND REQUESTS						One-time Request	Ongoing Request
						Unfunded	\$117,840 FUNDED
Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
Sanitation	83230 - Contracted Services	\$117,840.00	Increase	Existing User Fees - No rate increase	Continued level of sanitation services	Decrease in level of sanitation services which could be detrimental public quality of life and the environment.	Task 9-1-1-2 "Look for Additional Opportunities for Recycling" - due to our location, we are limited in contractors for recycling services at a reasonable cost. Public Works will continue to evaluate the fiscal feasibility of recycling. The current expense of Single Stream recycling services contracted with Sunshine Disposal Recycling is budgeted at \$125,000 which, if eliminated, would cover this requested increase.
Sanitation	82050 - Motor Fuel	\$500.00	Increase for fuel costs	User fees/rates	Fuel for equipment and vehicles	Inability to use equipment and vehicles	No
SANITATION REQUESTS		\$118,340.00	\$117,840 FUNDED - \$500 UNFUNDED				

TRANSPORTATION FUND REQUESTS						One-time Request	Ongoing Request
						Unfunded	\$125,710 FUNDED
Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
Transportation	83400 - Travel/Training	\$10,000.00	Salary range offered when hiring new employees has greatly reduced the pool of qualified candidates. Due to this we are forced to fill positions with staff that will require additional training. This additional training will impact our expected budget by approximately \$10,000. Some of the training required is Commercial Driver Licenses, IMSA signal technician levels I and II, Traffic Control flagger, Technician and Supervisor, Road scholar/Road master certifications. Unfortunately due to our geographic locations many of these training require travel and sharply increase the cost.	no	Ability to have staff that meet the minimum job qualifications posted on the application. Properly trained staff can work safely and efficiently thereby reducing City liability.	Potential liability is high by having staff working on tasks they may not be trained to do due to the need to keep operations going, this can be mitigated by using qualified vendors but this will come at a significant cost and a need to increase outside contracted services budget.	Goal 1 Within FY24 we will be losing a huge asset(Traffic Foreman) that will leave a big hole that only more training can fill.
Transportation	91090 - Auto Equipment & Implements (Capital)	\$18,500.00	Attachment to the skid steer that was purchased in FY23. This attachment will replace the almost 30 year old attachment that went with the old skid steer. This unit will be used for pavement grinding and smoothing of rough areas in the City limits.	no	This attachment is designed for the new skid steer and will adapt from the factory. Increased efficiency due nature of a new implement.	Potential for injury and accidents is high with equipment that is beyond its intended service life. Efficiency suffers when aged equipment breaks down. Old attachment may not be able to attach to the new skid steer.	Goal 1

Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
Transportation	82071 - Operating Supplies	\$24,000.00	This request is to upgrade the outdated Peak signal controllers in the downtown corridor to current technology. Currently there are 6 signals that have these outdated controllers on Main St. These units are old and could fail at any time. Replacement parts are no longer available and could render these signals useless. This request if approved, would allow the controllers to be updated to today's standard.	no	If approved, current signal operation will be maintained. Signals will continue to operate as intended.	If not funded and these signals can no longer operate due to a failed controller, we will be forced to dip into an already strained budget to replace them. The impact to the budget will reduce level of service in many other areas that are already suffering.	Goal 1 Traffic Foreman that has kept these units running past their expected service life will be retiring in this FY. This expertise will be walking out the door. Vendor options are limited to newer technology. Since these are close to 40 years old most, if not all, current signal techs have never seen them in use.
Transportation	82071 - Operating Supplies	\$15,000.00	Aged LED streetlights are at or near the end of their expected life cycle. Approximately 70 lights fall into this category. They are nearing 15 years old. Some of them have already failed. Others are showing signs of age. Additional funding will allow the replacement of these lights on a planned schedule instead of waiting for them to fail. Cost to replace all lights in this category is \$28,000. If we can budget \$10,000 for each of the next 3 years this will cover these replacements.	no	Proactive approach to maintaining public safety. Original request was for \$10,000 over 3 years. Request has been modified to \$15,000 as a one-time funding for FY24 and the request will be revisited in FY25 budget.	Outages will occur and replacement cost will have to compete with other areas of need and level of service will suffer.	Goal 1
Transportation	83400-Travel & Training	\$5,470.00	Inspector certifications	no	Staff reduced this item last year since extensive training and recertifications were not anticipated. This year an inspector's WAQTC certifications are expiring. These certifications are commonly required by the funding source of transportation projects. If these certifications expire, Engineering's ability to inspect "in-house" will be limited and the amount paid to consultants for inspection services will increase. \$5,470 will pay for approximately 37 hours of consultant services. A standard project lasts for a minimum of 8 weeks. The cost to certify an inspector save the City money on the first project inspected.	If this increase is not granted, we will not be able to recertify our WAQTC certified inspector. This will limit the projects we can do with in-house inspection, increasing consultant fees and reducing Engineering's hands-on involvement with projects.	Transportation and Wayfinding 5, 6; Municipal Services 4;
Transportation	83230 - Contracted Services	\$2,740.00	Development & scoping for capital improvement projects	Unknown	Engineering is primarily funded through enterprise funds and streets. This increase is being proposed to allow for a small contract to substantiate the development and scoping of capital improvement projects. The current amount does not provide enough funding to effectively enter into an agreement with enough substance to perform the necessary work. Engineering often needs some work done upfront in order to accurately scope a large scale project. This small increase will: -Make this line item more functional; -Increase the accuracy of capital project estimates; -Allow staff to more definitively scope capital projects; and -Serve to increase efficiency in moving projects from planning to construction.	The current amount is too small to enter into a contract to perform work with enough substance to inform the development of a project. Not funding this increase will continue to limit Engineering's ability to develop accurate project scopes prior to advertisements.	Strategic Plan: Transportation and Wayfinding 5, 6; Municipal Services 4; This is an increase of \$2,740 for a total amount of \$5,650
Transportation	82050 - Motor Fuel	\$20,000.00	Fuel usage has surpassed budget in FY22 and is on track to surpass FY23. This request is to bring the budgeted amount up by \$20,000 in an effort to combat the rising fuel costs and reduce the need for a budget amendment in FY24.	no	reduced need for additional budget amendments and to free up funding that could be used for other O&M price increases	Reduced level of service across all phases of Street/Traffic maintenance.	Goal 1, goal 3
Transportation	82071 - Operating Supplies	\$30,000.00	Paint for road markings/striping, glass beads, thermoplastic(long lasting pavement markings), and pothole patching materials have all increased in price by double digit percentages. Operating supplies budget has not increased. Higher costs force decisions to be made to lower level of service in other supplies to maintain our current level of service for the above categories. In addition to known expenses we have unforeseen expenses related uninsured motorists and are forced to accept these expenses while further lowering levels of service. Unpredictable weather patterns may increase the need for deicing and aggregate used for winter maintenance.	no	Ability to provide the level of service needed to maintain our infrastructure and not allow it to decline further.	Expected level of service will suffer and some roads may not get the pavement markings refreshed annually as they have been done in the past. Potholes may go unfilled increasing the liability to the City. In the case of an extreme winter roads may not get the treatments outline in out winter response plan.	Goal 1, Goal 3

Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
Transportation	83422 - Utilities	\$550.00	Zoom phones	unknown	Engineering has been told zoom phone must be utilized for calls and texts. This increase is to cover the additional cost of implementing zoom phone. We have limited this increase by eliminating a team member's cell phone and going to only zoom phone for that team member. (This does not work for the other members of the team.) However, the costs of the zoom phones exceed the savings.	If this increase is not granted, Engineering will be unable to comply with the requirement to utilize zoom phone for calls and texts.	Strategic Plan: Public Communication 2 This is an increase of \$550 for a total amount of \$3,500
Transportation	83422 - Utilities	\$1,200.00	Zoom phone + phone for new position	50% from MPO for new position's phone	This increase is being requested for two reason: 1) to cover the cost of zoom phones; and 2) GIS will have an additional person on the books for this budget. An increase to this line item will allow a cell phone to be provided for this person, enabling communication with the large number of City personnel this person will interact with daily. Cell phones are also essential for the function of our staff in the field and in the office with multiple tools tied to them. The cell phone is no longer only a means of communication, it is also a work station. The analyst's cell phone may be an eligible expense for the MPO to cover 50% of the amount but this is undetermined at this time.	If this increase is not funded: GIS will be unable to comply with the requirement to utilize zoom phone for calls and texts; The additional analyst will not be able to be provided a phone, limiting their ability to perform critical communications in performance of their job.	Strategic Plan: Community Development 3; Parks and Recreation 3; Quality of Place 3; Transportation and Wayfinding 2, 5, 6; Municipal Services 5; Public Communication 1 Increase of \$1,200 for a total of \$3,500

TRANSPORTATION REQUESTS

\$127,460.00

\$125,710 FUNDED - \$1,750 UNFUNDED

LIBRARY FUND REQUESTS	One-time Request	Ongoing Request
	Unfunded	\$49,280 FUNDED

Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
Library	86030 - Special & Technical Equipment (Capital)	\$44,830.00	In order to replace our public internet system, we have received a quote for equipment, licenses and installation in the amount of \$44,825.66 from an outside entity which would replace it with a system of the same make and quality. (This is in addition to the usual request of \$3,000.) We have also received a quote from out city IT department for a different system that is significantly lower, but there are other circumstances that will need discussed in how we move forward that impact other contracts and services.	If replacing the system with the Cisco equipment, licenses and installation as quoted by the outside entity, in the following fiscal year we would receive 50% reimbursement of the cost from the federal government through the Erate program. If replacing the system by equipment provided by our city IT department, we would receive no revenue and would rely on the city IT department for all future upkeep and replacement parts.	Continue to provide high quality, reliable public internet serviced through an outside third party (as part of a separate contract) vs relying on (and expanding responsibilities of city IT staff). If outside contract and Cisco equipment is not chosen as our replacement system, we will also have to request to be let out of our third party service contract as they only service and monitor Cisco equipment. City It would then be responsible for monitoring our system, along with library staff. We would request that library staff be provided training in management, upkeep and troubleshooting in order to lessen the impact to city IT.	Unable to provide public internet to library patrons and would default on contracts and USAC/Erate assurances.	Goal 5 - Library users will have a safe, well maintained, welcoming facility. Strategy 5 - 1 - 4 Complete second floor library spaces, including outdoor space, to allow for multi-use according to original architectural plan. Providing free public internet has been the standard for libraries for many years now. With students, those working online from the library, healthcare and educational providers all using our study and meeting spaces, the lack of free public internet would be a major disruption to our community members, their learning and economic well being.
Library	82071 - Operating Supplies	\$400.00	Cost of materials used to cover and prepare books for public use has increase significantly over the past two years.	no	Longevity of use of library collection.	Will need to decrease number of books and media made available to the public or utilize collection funds for material preparation.	Goal 2, the library will provide access to a comprehensive collection with content and format that supports creativity, innovation...this funding is directly related to the items we place on the shelf for patron access. For this account, an increase of \$400 is requested.

Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
Library	83400 - Travel/Training	\$1,000.00	I am requesting an increase of \$1000 to this account to address the increase in airline travel from our region for two staff members to attend national conferences. We also always apply for ICFL first time attendee grants if they are available to help offset costs.	No, although we always apply for ICFL (federal funds) for first time conference attendee funds when available.	In order to help staff stay abreast of national trends, programs, funding opportunities and ensure we are leaders in our area and the state in the library profession which all directly impact the services and materials we offer our community.	Less innovative programming and services provided to the community and less future planning and development of ideas for future programs.	Goal 1 - Obj. 1-1 - Strategy 1-1-5 - Task 3 - Intentionally seek out partnerships to provide divers programs for adults. & Goal 2 - Obj 2-2 - Strategy 2 - Task 4 - Dispatch outreach services vehicle with public wifi and devices and staff throughout the community to provide access and remove barriers for those facing transportation challenges. National conferences (ALA / PLA (Director) / YALSA (Youth Services Librarian) / Koha US (Technologies Librarian) / ABOS (Adult & Outreach Librarian) provide us opportunities to see, communicate and learn about other innovative services and programs other libraries are providing as well as learn about upcoming trends. This coming fiscal year, I would like to offer our new Adult & Outreach Librarian the opportunity to attend the Association of Bookmobile and Outreach Services conference to learn more about bookmobile operations in other communities. As a first time attendee, he would also qualify for ICFL grant funds to help offset costs.
Library	83422 - Utilities	\$3,050.00	Requesting an increase of \$3,050 to offset the expected 15% rate increase by Avista and an increase in our water / sewer / gas rates.	No, although I have reduced the amount expected to contribute towards our Verizon bill and we have reduced our CenturyLink line to one which is required by code for our elevator.	To cover basic utilities increases.	Must reduce another line item to cover costs, such as programming or collection (books/materials).	Goal 5 - Library users will have a safe, well maintained, welcoming facility. Covering these basic increased costs allows us to maintain the current status without taking funds from other accounts such as programming, staff training or the collection budget.

LIBRARY REQUESTS

\$49,280.00

ALL REQUESTS HAVE BEEN FUNDED

TRANSIT FUND REQUESTS	One-time Request	Ongoing Request
	Unfunded	\$68,440 FUNDED

Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
Transit	83235 - Software/Software Maintenance	\$66,640.00	New Transit Scheduling Software Local Match of \$66,640. We were awarded a grant for a total of \$333,200 with \$266,560 the Federal grant amount.. The PTBA is to also pay \$333,200 for their portion of the SW cost.	No, not at first. Possibly could in the future by providing services to the PTBA.	Provides FTA-required features that our current SW does not have and greatly improves customer service and reporting accuracy. In addition to scheduling features with an easier to use and learn user interface, new features include: automated payment integration, passenger portal, GTSF real-time feed, automatic annunciators, vehicle telematic monitoring, passenger notification system and a new passenger portal. It's not just scheduling software, it's true Intelligent Transportation System (ITS) software.	We won't be able to comply with some FTA requirements accurately, nor will we be able to add functionality that customers request. We have used RouteMatch for over 12 years for dial-a-ride, and 6 years for fixed route without adding new features. RM is now owned by TripSpark who raised our cost 11% in FY23 without providing any improvements. We feared that TripSpark will either end-of-life RouteMatch or continue to raise the price annually but provide no added functionality. So we applied for a grant through ITD, which has received initial approval and goes to the ITD Board for approval on 5/17/23.	Our overall goal in the strategic plan is to make Transit more convenient. The new ITS software assists by providing key customer features such as integrated payment (so riders can payonline and not in person), passenger notification and a passenger portal (where riders can request rides and see where the buses are). In addition, we will meet the new GTSF feed on demand requirements the FTA now requires in addition to automating announcements which will improve job satisifaction for the drivers. Note that this project includes the first year of operating support for the software so in essence the capital cost of the local match, is roughly equivalent to the would be operating cost of RouteMatch for FY24.

Department	Account	Amount requested:	Description of request:	Funding Source	Benefit of funding:	Consequence of not funding:	Will this budget increase support a strategic goal of your department? If yes, please provide a detailed explanation.
Transit	83422 - Utilities	\$1,800.00	For the leased cost of the tower to host our transmitter for Transit radio communications.	No	Improves the stability and resiliency of our radio communications	Transit does not have a choice	Not Applicable We were not sure where this cost would be added in so we requested it in utilities where our other communication costs are located.
TRANSIT REQUESTS		\$68,440.00	ALL REQUESTS HAVE BEEN FUNDED				
