

Financial Summary

Introduction

A budget is a plan that develops and allocates the City's financial resources to meet community needs, both immediate and for the longer term. The development and allocation of these resources is accomplished on the basis of policies, goals and objectives that address the requirements and needs of the City of Longview. While the other sections of this document present the budget in detail, this section provides an economic overview of the City and the challenges it faces. As such, this section focuses on the City's strategies to maintain its financial strength and the basis for the expectations for future revenues. Additional information about the City's financial outlook is detailed in the *Budget Message*.

The **first half** of the *Financial Summary* examines Longview's economy and includes the following topics:

- ◆ Longview's Economic Outlook
- ◆ Mint Farm Industrial Park
- ◆ Other Economic Contributors
- ◆ Meeting Needs and Improving the Quality of Life in Longview

The **second half** of the *Financial Summary* is the *Budget Summary* portion. It begins with detailed information about the City's budgetary accounting methods and systems as well as fund definitions. The remainder of this section includes details about and comparisons of various portions of the budget. It documents Revenues and Expenditures for 2015 and 2016, provides historical information about City departments over the past five years, and breaks down the budget by funds. This section also contains information about the City's debt management. This portion of the *Financial Summary* includes:

- ◆ General Governmental Functions
- ◆ Financial and Budgetary Controls
- ◆ Compliance with State Budgeting, Accounting and Reporting System (BARS)
- ◆ Fund Accounting
 - *Governmental Fund Types*
 - *Proprietary Fund Types*
 - *Fiduciary Fund Types*
- ◆ 2015 and 2016 Revenues
- ◆ City Revenue Sources
- ◆ 2015 and 2016 Expenditures
- ◆ Budget Fund Comparisons
- ◆ Five-Year Comparisons by Department
- ◆ Debt Limitations and Management

Detailed information about revenues and expenditures for each of the City's individual funds is captured in the Fund Summary on page 58, followed by the various accounting funds and the Capital Improvement Program.

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Longview's Economic Outlook

Local Economy

The City of Longview was developed as a planned community to support timber workers. The Depression slowed things down, but World War II brought an economic boom, including the construction of the Reynolds aluminum smelter.

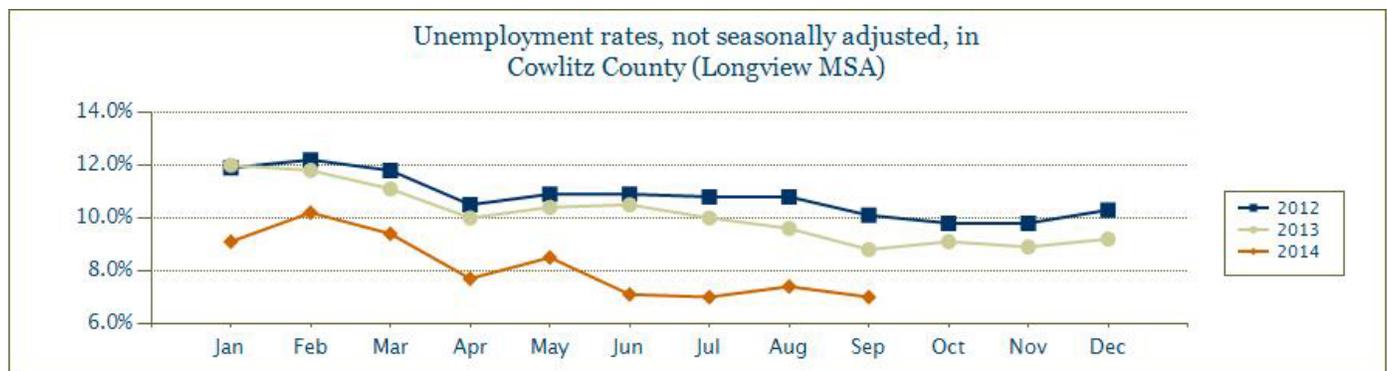
Much has changed in the intervening years. In the late 1970s, there were 6,400 timber jobs in the county, and a third of all jobs were in manufacturing. The county's per capita income was close to the state average and above the national average. Since then, timber and manufacturing employment has declined, and wages and income have not kept up with the rest of the nation. The county has had some success with diversification, but it has been a case of two steps forward, one step back.

During the Great Recession, Cowlitz County lost 8 percent of its nonfarm employment, more than the state or nation. Its unemployment rate hit 15 percent (not seasonally adjusted) at one point, before easing downward at the end of 2010. By fits and starts, employment growth turned positive in 2010, helped by construction projects on new investments: a new grain terminal, wine bottle manufacturing facility, a robust Pacific Rim wood products market, a new steel pipe plant and two new Wal-Marts. However, employment retrenched in 2011, stagnated in 2012 and then dipped again in 2013.

In 2014, one-sixth of Cowlitz County's employment base was in manufacturing, including two paper mills, several sawmills, as well as numerous smaller producers in machinery, fabricated metals, chemicals and other segments. The county has excellent transportation connections, including two active ports, rail connections and Interstate 5.

Employment Trends

Over the past two decades, Cowlitz County's unemployment rate has run about two percentage points higher than the national average during good times and three or four points higher during recessions. The average annual rate in the county topped 13 percent in 2009, before easing down a point a year through 2013. The improvement was illusory as the decline in the rate was due almost entirely to the workforce shrinking as discouraged workers dropped from the ranks of the unemployed. The already-low labor force participation rate was close to 52 percent in 2013, well below the national mark of 63 percent. Part of the difference was due to a higher percent of the local population claiming disability—5.2 percent in Cowlitz in 2012 vs. 2.9 percent statewide—but that did not explain the majority of the gap.



Source: Washington State Employment Security Department, Labor Market and Performance Analysis

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Among the benefits that are anticipated to result from this strategic infrastructure investment is a nearly 50 percent increase in employment opportunities by the year 2030. Vacant land along the corridor that could be converted to commercial, industrial, and residential use conservatively totals 1,078 acres. The strategic infrastructure investment envisioned by the SR 432 Project would create the necessary conditions to attract new businesses while helping existing businesses expand. The potential number of new jobs that could be generated by investments to improve the

local transportation system and maximize the use of vacant lands is 3,390. Existing jobs in the SR 432 Corridor Study area, estimated at 7,110 in 2010, could grow to 10,500 by 2030 (Cowlitz-Wahkiakum Council of Governments, 2009) if we invest in our transportation infrastructure.

Despite proximity to a deep river channel, major rail lines, and an interstate freeway, our region has traditionally suffered unemployment rates higher than state and national averages. Improving the SR 432 rail and highway corridor alone will not solve all our economic challenges. But, this strategic investment will build the infrastructure improvements necessary to bring more business, industry, and jobs to our area while improving the SR 432 Corridor for all user modes.

Regional Economic Development

The City of Longview also prides itself in being a proactive, business friendly partner and is actively supporting economic development, recruitment, and assisting existing businesses in Longview. The City partners with the Cowlitz Economic Development Council; local property owners; and developers of residential, commercial, and industrial property throughout Longview to attract economic opportunity for the city.

Together with Cowlitz County, Longview has advanced in the area of industrial site development which has attracted the attention of our governor, various state agencies, and economic development professionals throughout the region. Participation in county and statewide economic development organizations, coupled with an ongoing partnership with Weyerhaeuser Real Estate Development Company at the City's Mint Farm Industrial Park has resulted in Longview's continued position as a prime location for industrial/ manufacturing, transportation/trade, and warehouse/distribution companies.

In addition to the City's Mint Farm Industrial Park, the County boasts the following industrial development opportunities:

- ◆ The Port of Longview developed its West and East Park industrial sites consisting of nearly 300 acres of rail served property. In 2010, the Port of Longview purchased an additional 280 acres west of Millennium (formerly Longview Aluminum) site for industrial development.
- ◆ The Port of Kalama's Kalama River Industrial Park is comprised of 75 fully serviced industrial acres in addition to its already developed 148 acres.
- ◆ A partnership with the federal government, the states of Oregon and Washington, and the ports along the Columbia River resulted in completion of a river channel deepening project that has expanded the capacity of shipping to accommodate large panamex ships that have made the region a significant competitor in Pacific Rim trade, for both the import and export markets.
- ◆ The Port of Woodland Industrial Park and surrounding sites offer nearly 180 acres of industrial land in close proximity to the Portland/Vancouver metro area.

All of these sites have attracted attention in recent years, as is demonstrated by ongoing economic development recruitment efforts and the location of business and industry.

Mint Farm Industrial Park

In 1996, the City initiated development of the Mint Farm Industrial Park on 125.6 acres of industrial land purchased from the Weyerhaeuser Real Estate Development Company (WREDCo). Phase I included the development of 88.2 acres for industrial sites fully serviced by road and utility infrastructure. Based on the City of Longview's success with Phase I, WREDCo began development of Phase II, the remaining 300+ acres of the Mint Farm.

The economic downturns in 2000/2001, followed by the Great Recession, resulted in successes and disappointment at the Mint Farm Industrial Park for over a decade. In the last several years, however, new development is beginning to take shape.

During 2013 and 2014, developments at the Mint Farm included completion of the City's new ground water supply and water treatment plant located in the Mint Farm Industrial Park. A wood products home manufacturing facility was repurposed by Pacific Northwest Metal Recycling to salvage metal, process it for reuse, and ship via rail and marine to other destinations in the United States and the Pacific Rim.



A new emerging industry in Washington State with the passage of Initiative 502, the production and sale of marijuana, will result in the construction of over 400,000 square feet of manufacturing facilities at the Mint Farm Industrial Park with an estimated 45 million capital investment and employment of over 200 employees.

Other Economic Successes

Downtown and central business core development has shown significant activity in 2014. The City has several infrastructure initiatives underway including a \$2.1 million streetscape project on Commerce Avenue that was completed in December, 2014. A \$1.5 million pedestrian and bicycle safety and mobility project initiative is underway that will provide improved access along the Washington Way and 15th Avenue corridors that are major transportation corridors into the business district. These investments are being made to encourage to provide better connectivity from Lower Columbia Community College and other adjoining commercial/office districts to the Downtown Commerce district.



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In addition to these infrastructure improvements, the downtown has seen significant retail and commercial investment including the opening of two microbreweries, several new restaurants, and the creation of a “Vintage District” to coordinate and promote the 18 stores that offer collectibles and bargains on prime used merchandise.

The arts have also become a major advance in the downtown. The Longview Outdoor Gallery is a collection of 8 permanent and 7 exhibit sculptures throughout the downtown. This gallery complements a variety of outdoor art that is displayed at City parks and buildings. The downtown also boasts the Columbia Theatre for the Performing Arts and Stageworks Northwest, 2 premier performing arts theatres that bring incredible musicals, drama’s, and community theatre. Collectively, the arts are increasingly becoming a significant attraction to bringing visitors to downtown Longview.

Lower Columbia College

Lower Columbia College (LCC) is a growing asset to Cowlitz County and the region’s economic base. LCC was established in 1934 as Lower Columbia Junior College. In 1961 it was elevated to a community college. In 1967 it joined the state-supported community college system. Total enrollment in 2012/13 exceeded 7,000 students and the top six areas of study include nursing, business management, welding, medical assisting, early childhood education, and criminal justice.

There are several exciting new initiatives underway at LCC, making LCC a key player in the County’s economic development. These initiatives include:

- ◆ The opening of the Lower Columbia Regional University Center, more to staff and faculty from five respected universities, City University of Seattle, Concordia University, Eastern Washington University, Washington State University Vancouver and Warner Pacific College. In 2015, local residents will be able to enroll in 11 advanced degree programs through the Center.
- ◆ Growth at our region’s international ports in Longview and Kalama reflects the globalization of our economy and world. Lower Columbia College is committed to building a strong International Student Program that will bring a more global dimension to student, staff, and faculty experiences across campus. Both the campus and community will share the benefits of greater cultural knowledge and understanding and of a more international perspective in teaching, learning and student engagement.
- ◆ A concentrated focus on economic development is critical at this time as our community seeks to recover from the recession and to bring more diversity to the region’s business and industrial base. Through a new Business and Industry Center, LCC increasing contract training agreements with local industries while continuing to provide both credit and non-credit courses to prepare current and future workers for jobs of the 21st century. The College is also forming strategic partnerships with industry to move in close synchronization with them to support economic development.



- ◆ Washington could add 110,000 new jobs by 2017 by closing skill gaps. Out of 25,000 jobs vacant for more than 90 days due to a shortage of qualified applicants, 80 percent are in high demand STEM and healthcare fields. LCC has been working hard for the past decade to prepare a greater number of adults for jobs in healthcare and science, technology, engineering and math (STEM) fields to help meet that demand. The new LCC Health & Science Building, which opened this fall, is the most visible symbol of increased focus on STEM and healthcare careers. Employers need workers with multiple levels of healthcare and STEM education, including short-term training certificates, associate degrees and bachelor's degrees. LCC produces talented graduates to succeed at all of these levels.

The most recent developments in Longview and the balance of the county are evidence of Cowlitz County's strength as a leader in job creation and capital investment in the Northwest. Proximity to Portland and easy accessibility to a beautiful scenic environment give Longview a unique advantage. The Columbia River, gateway to the Pacific Ocean, abundant natural resources, and a productive labor force all attest to the reason Longview continues to be one of business and industry's top choices for location or expansion.

Meeting Community and Service Needs

During 2013 and 2014, the City of Longview planned and implemented several major Council initiatives designed to meet the need for services and improve the overall quality of life in the city.

Provide sustainable water quality & environmental infrastructure

- ◆ **Utility issues** - The most significant infrastructure challenges the City has faced recently are utility issues. The City is working to complete two of the most noteworthy infrastructure projects in the City's history — development of a new water supply and closure of the City's West Longview Lagoons Wastewater Treatment Plant.
 - ◆ **Mint Farm Regional Water Treatment Plant**—Due to the deteriorated condition of the Fishers Lane water treatment plant, a lack of capacity to meet future demand, and sediment buildup in the Cowlitz River continuing many years after the eruption of Mt. St. Helens, the City Council decided to build a new water treatment plant supplied by groundwater wells tapping into a deep aquifer at the Mint Farm Industrial Park. After nearly four years of study and water quality testing, the new groundwater supply was determined to provide the highest level of reliability and the lowest long-term cost for providing safe, abundant drinking water to our community. The new water supply began serving customers on January 31, 2013, at a cost \$33.2 million (estimated cost was \$38.7 million). After several months of operation, the change in water chemistry from treated Cowlitz River water to treated groundwater began to dissolve iron and manganese scale built up over decades in the City's water mains. Although safe to drink, significant aesthetic water quality problems were experienced by a number of customers. After months of testing and adjusting treatment processes at the Mint Farm Regional Water Treatment Plant, water quality has stabilized in the distribution system. However, many customers remain dissatisfied with the new water supply, and the City Council has hired a firm to review options for improving the groundwater supply or obtaining a new source of drinking water. This study is expected to be completed in May 2015.
 - ◆ **West Longview Lagoons Revitalization**—After the operating permit for the West Longview Lagoons Wastewater Treatment Plant could not be renewed due to higher state water quality standards, the City constructed a project to divert all west Longview sewage to the Three Rivers Regional Wastewater Treatment Plant. Sewage treatment at the Lagoons was discontinued and all sewage diverted to the Three Rivers Regional Wastewater Treatment Plant as of March 2012. During 2013 and 2014, the City completed a project to remove and beneficially reuse approximately 4,500 dry tons of biosolids accumulated in the Lagoons. With the biosolids removed from the property, the City Council will review re-development options for the site.

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- ◆ **Lake Sacajawea Flushing project** – Since the early 1980s, water quality has been improved in Lake Sacajawea by flushing the lake during the summer with untreated Cowlitz River water from the Fishers Lane water treatment plant intake. This flushing source is no longer feasible on a long term basis since the water treatment plant was decommissioned. After evaluating a number of alternatives, the City Council decided to modify the existing intake structure to continue flushing the lake with Cowlitz River water. Design and permitting for this project are in progress, and flushing will continue using the existing unmodified intake until permits are obtained. The March 2010 listing of smelt as a threatened species has significantly increased the difficulty, time, and cost of the project. The modified intake and new pump station have been delayed due to permitting and is now projected to be completed in 2015, at an estimated cost of \$1.8 million.
- ◆ **Sewer Pump Stations Rehabilitation** – Many of the City’s sewer pump stations have reached the end of their useful life and must be replaced or upgraded to maintain reliability and safety. The City Council has authorized a multi-year program to rehabilitate all of the City’s sewer pump stations. During 2013 and 2014, the five most deteriorated pump stations were replaced at a project cost of \$8.4 million dollars, including a new forcemain to eliminate sewer overflows during heavy rainfall events. Design and construction to replace the next five sewer pump stations will begin in 2015 at an estimated cost of \$6.5 million.

Improve transportation systems

- ◆ **Signal and intersection improvements** - Pedestrian signal and bulb-out improvements were completed at the 15th Avenue and Douglas Street intersection, and improvements are near completion at the 14th Avenue and Broadway intersection. Additional pedestrian signal and bulb-out improvements are scheduled for 2015 and 2016 along the 15th Avenue and Washington Way corridors.
- ◆ **RiverCities Transit** - The City and the Cowlitz Transit Authority recently re-branded the public transit system, which now operates as RiverCities Transit. In addition to the new identity, RiverCities Transit hired additional drivers, purchased additional buses, and expanded fixed route services, all part of the effort to implement the Transit Enhancement Plan developed after voters approved additional sales taxes to increase funding for public transit. Service expansion has included revised routes and stop locations, an express route across town, new schedules, and elimination of the Transit Center as the only location for transfers between routes. Due to the expanded service, RiverCities Transit has outgrown its facilities at the City Shop and is in the process of completing a master plan and environmental review for construction of new facilities adjacent to the City Shop site.
- ◆ **Street Maintenance** – A significant challenge facing the City is providing adequate maintenance of its roadway system. At the current level of street maintenance funding, the overall condition of the City’s streets is projected to drop from “good” to “fair” by 2016, according to a report prepared by Infrastructure Management Services in January 2012. The City currently spends about \$560,000 per year (about \$15 per capita) for street maintenance, the same amount as a decade ago. During that time, material costs have doubled and street maintenance staffing has been cut due to shrinking City revenue. The City’s general fund (the source of most street maintenance dollars) has experienced shrinking revenue since 2000 due to the recession, voter initiatives, and state legislative actions; however, the costs for street maintenance and essential public services such as police and fire protection continue to increase. Further, without additional funding, about \$140,000 per year in street maintenance revenue must be diverted to finance the local matching funds required for the Washington Way Bridge Replacement project.

- ◆ **Washington Way Bridge project** - The City of Longview contracted with Carter and Company, Inc. from Salem, Oregon, to construct the new Washington Way Bridge. The work includes demolition of the existing bridge, installation of piles for the bridge foundation, and construction of the new concrete bridge, including sidewalks, street lighting and landscaping. The contractor began construction on November 17, 2014.



- ◆ **Bus shelter signs** - Longview Police Department, River Cities Transit and Sign Shop worked together to increase safety by putting up no trespassing signs to post on the bus shelters at the transit center. LPD has also increased the frequency they patrol the bus shelters at the transit center to deal with vagrancy issues.

Continue effective financial management

- ◆ **Sound financial management** – The City has received a clean financial statement audit by accounting for things appropriately and accurately, resulting in the City receiving the Government Finance Officer’s Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting Award for more than 18 years.
- ◆ **WellCity Award** – The City has received this award for an eighth consecutive year from the Association of Washington Cities Trust Benefit, resulting in a 2% reduction in insurance premiums.
- ◆ **Insurance reductions** –Reduction from 28 accidents in the first 8 months of 2014 to 22 accidents through 8-31-14 = 21% reduction.
- ◆ **Successful bargaining agreements** – Negotiations for all five bargaining units are scheduled to begin in September. On-going labor/management meeting continue in preparation for effective and mutually beneficial bargaining sessions. Negotiation compensation comparables have been established and parameters have been approved for the 2015/16 biennium.
- ◆ **Stimulus funding** - Effective and responsible financial management of the City continues to be a top goal of the Longview City Council. Receiving over \$4.5 million in federal economic stimulus funding has helped the City to achieve that goal. City staff has been very diligent in searching out and applying for funding wherever and whenever possible.
- ◆ **Grants, contributions and donations** - The City has received over \$10 million in grants, contributions, or donations in 2013/2014, with over \$8.7 million garnered in public works projects alone.

Strengthen economic conditions & create new opportunities

- ◆ **Improving the Vitality of Downtown** - Re-energizing and revitalizing Downtown Longview has been identified as an important step in helping our community to increase economic development opportunities. A community vision session in 2011 helped determine the best approach to obtaining greater economic vitality in downtown Longview. Improving the vitality of downtown Longview continues to progress.
 - ◆ Great strides were made in 2011 and 2012, including the Longview Downtowners Association “Friday Night Live” event that included promotions and entertainment encouraging residents to visit the downtown and explore the variety of retail and restaurant establishments that exist. These events were successful through the generous support of many community volunteers and sponsors. In June 2011, the City of

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Longview adopted a Downtown Action Plan that included many recommendations to help increase the health and vitality of downtown Longview. Among the actions recommended, the City is working on the following:

- ◆ Adoption of parking changes – A new parking scheme ordinance was approved and implemented. In 2011, Longview City Council modified several of the existing on- and off-street parking regulations in downtown Longview. These changes were based upon recommendations included in the City’s new downtown action agenda, which was developed with the input of many downtown businesses, employees, customers, residents, and others interested in the revitalization of downtown. The changes took effective January 1, 2012 and have been implemented on a two-year trial basis.
- ◆ Increased police presence by foot, bike, and patrol cars
- ◆ In 2012, the City completed a public design process for streetscape improvements in the Downtown Commerce District, with the initial phases focused on Commerce Avenue. Subsequently, the City received a \$500,000 grant from the State Legislature, a \$630,000 federal Transportation Alternatives Program grant, three Rural Economic Development grants totaling \$570,000 from Cowlitz County, and other funding to complete three blocks of the Commerce Avenue improvements. Construction is underway on Commerce Avenue from Broadway to Washington Way, with completion expected by the end of 2014. Additionally, the City has been recommended to receive \$600,000 in federal Surface Transportation Program funding to complete a fourth block on Commerce Avenue in 2015. This project will provide pedestrian friendly street lighting, expanded sidewalk and gathering space, locations for public art, new street trees and landscaping, and pervious concrete crosswalks and biofiltration planters to manage storm water runoff.
- ◆ **Streetscape workshop for Tennant Way entryway** - The City of Longview held a public design workshop to develop streetscape improvement ideas for the “gateway” to Longview that stretches along Tennant Way from 7th Avenue to its intersection with 15th near Lake Sacajawea. Initial design work for this project started in February 2012 and included a meeting with the Project Longview Committee to discuss coordination of the streetscape design with work underway to build a Longview gateway sign near the interchange with SR 411, just east of 7th Ave. Over the next six months, City staff and streetscape design contractors worked with local residents, businesses, and property owners to create a conceptual design. Final design, engineering, and construction will come later as the City acquires funds to make the improvements. The conceptual design of the gateway vision includes ways to manage storm water runoff with low impact development (LID) techniques while enhancing the appearance of the streetscape. This plan includes using some curbside parking and median areas for attractive landscaping that can capture and treat storm water. In addition, the design offers ideas for improved street lighting and enhanced pedestrian crossings. The City has received a \$225,000 grant from the Washington State Department of Ecology and will begin the first phase of construction of the LID improvements in 2015.



- ◆ **Beech Street Streetscape Improvement Project** - Work to improve storm water drainage beneath the Beech Street median between 21st and 28th Avenues will replace an aging culvert, improve the management of storm water runoff in the area, and improve public use of the 60-foot-wide median. The project also includes the development of conceptual streetscape designs for Beech Street and 30th Avenue between Oregon Way and Washington Way. The Highlands Neighborhood Revitalization Plan was the origin of many of the design elements that are being considered. Design and construction of the recommended improvements will begin in 2013/14.
- ◆ **Façade improvement grants** - The City of Longview has awarded two façade improvement grants totaling \$13,440 to two different applicants for exterior building improvements in the downtown area. The Downtown Façade Improvement Program Design Review Committee selected Longview Stageworks to receive a matching grant of \$10,000 for a project to paint, renovate and improve the front façade of the former movie theater at 1433 Commerce Ave. Mark Purcell, owner of a commercial building at 1118 14th Avenue has also been selected to receive up to \$3,440 in matching funds for a project to paint, repair and refurbish the exterior of the building. The façade improvement program provides grants for making visible changes to commercial building facades and to restore buildings as close to their original exterior appearances as is reasonably possible. The primary focus area is along Commerce Avenue.



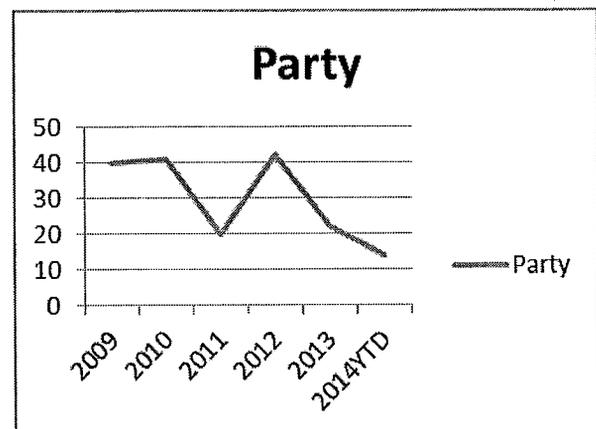
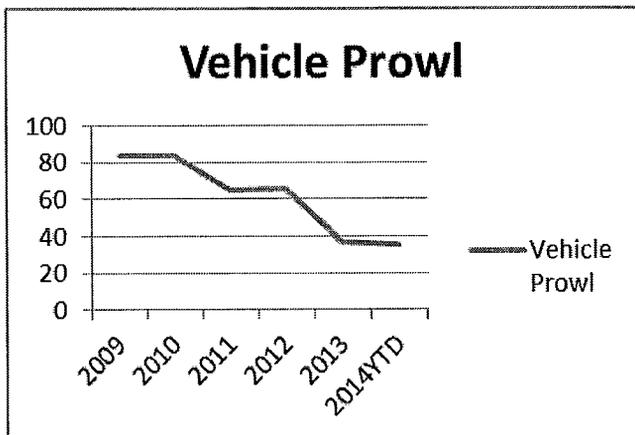
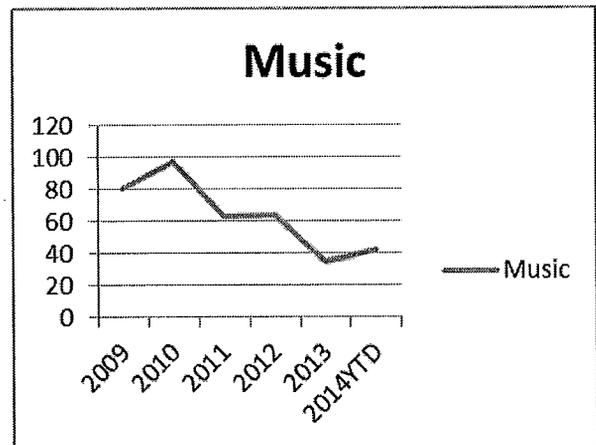
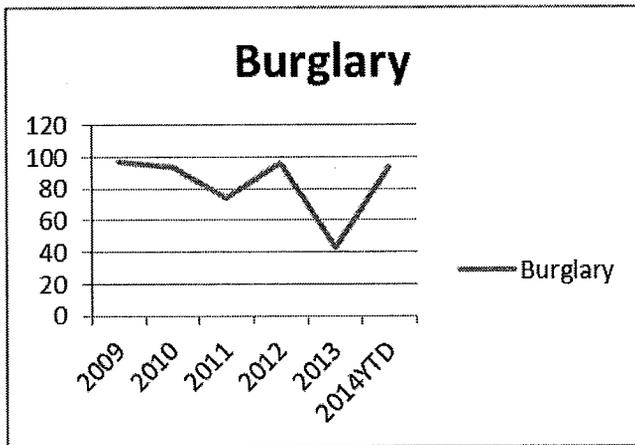
Enhance public safety and emergency response

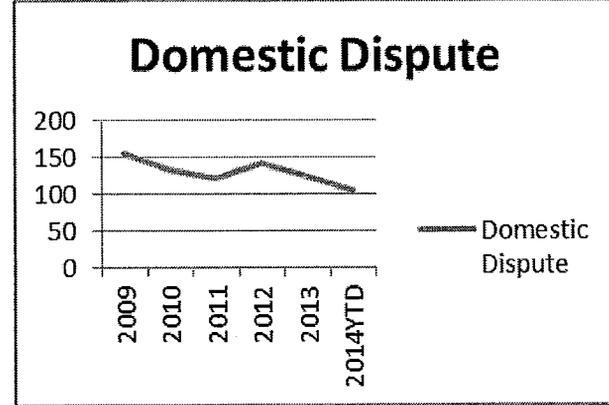
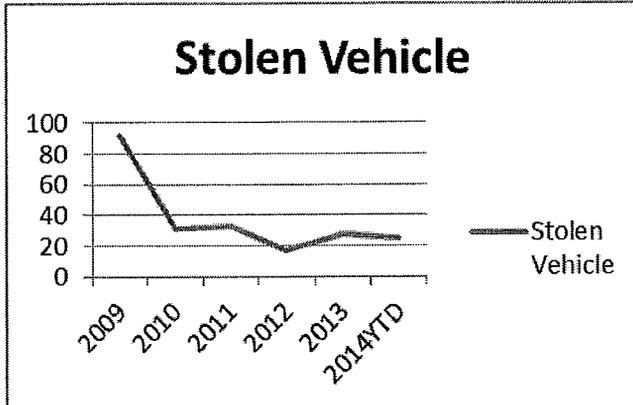
- ◆ **Public safety** - Public safety continued to be a priority among the Council’s strategic initiatives in 2013 and 2014. The Council stays committed to its ultimate goal of reducing crime to or below the crime rates for comparable cities in Washington state.
- ◆ **Code Enforcement** - In conjunction with traditional crime reduction efforts, the City continues its nuisance code enforcement to improve the safety and quality of life in our neighborhoods. Due to budget cuts, the division was reduced by one full-time staff person in 2012. As part of its strategic plan, Code Compliance continues to focus on the Highlands area and is working with owners and residents to bring their properties into compliance.
- ◆ **Downtown presence** - Based on recommendations from the HyattPalma Downtown Action Plan, Longview Police Department has increased its presence in downtown Longview by beefing up police foot patrols and bike patrols. According to the action plan, a greater police presence downtown can help to deter crime and create a greater sense of safety.
- ◆ **PERF recommendations** – A crime-reduction report commissioned from the Police Executive Research Forum (PERF) in 2008 made many recommendations to help police combat crime. Police resources are being used to continue to tackle drugs, alcohol-related crimes, thefts and domestic violence. According to PERF’s experts, if the rates of those four crimes drop, crime in other areas falls, too. Another recommendation by PERF resulted in LPD changing the color of patrol cars to black and white in 2011.
- ◆ **Drug Take-Back Events** – The Longview Police Department, along with other local law enforcement agencies, has conducted four different drug “take-back” events since 2011, giving the public another opportunity to prevent pill abuse and theft by ridding their homes of potentially dangerous expired, unused, and unwanted prescription drugs. The service is free and anonymous, no questions asked, and addresses a vital public safety and health issue. Several law enforcement agencies in Cowlitz County now offer permanent pill-disposal bins to keep unwanted prescription drugs out of the hands of drug abusers and the water supply.

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- ◆ **Community Outreach and Partnership building** – Members of the department participate in shop with a cop each year, sit on many local community boards including the Anti-fraud coalition, Anti-Drug Coalition, Community House, Cowlitz Chaplaincy, Head Start, Emergency Support Shelter, United Way, Housing First Coalition, Crime Stoppers and others.
- ◆ **Traffic Safety Emphasis** – Work with Cowlitz County and other law enforcement agencies to increase traffic patrols on selected dates targeting DUI, seat belt violations and texting and driving distractions. School resource officers participate and help coordinate the Every 15 minutes program at both local high schools.
- ◆ **Highlands Crime Reduction Successes** – Extra efforts have been made to help reduce crime in the City’s Highlands neighborhoods. Significant reductions in crime have been observed as a result of these additional efforts and police presence.

Call Type	2009	2010	2011	2012	2013	% change 2009-2013
Burglary	97	94	74	96	43	-56%
Vehicle Prowl	84	84	65	66	37	-68%
Stolen Vehicle	92	31	33	17	27	-71%
Abandoned Vehicle	312	206	139	142	101	-68%
Music	81	97	63	64	35	-57%
Party	40	41	20	42	22	-45%
Domestic Violence	255	201	169	150	90	-65%
Domestic Dispute	154	133	122	141	123	-20%





- ◆ **Photo Traffic Enforcement Pilot Program** -- Because the City of Longview is committed to the safety of the community, it recognized that speeding in a school zone is a clear threat to public safety. The goal of Longview's traffic safety photo enforcement program is to modify dangerous driver behavior and improve safety in school zones for our children. Speed cameras are currently in 6 of the school zones in the city limits of Longview. In 2013 there were a total of 2,754 violations.
- ◆ **Online reporting** -Citizens are encouraged to file online reports for minor incidents that have no suspects. Citizens may file online reports for hit-and-run accidents with no injuries, identity theft, lost property, theft, theft from a vehicle, vandalism, and vandalism of a vehicle. Besides freeing up officers to respond to and follow up on more serious crimes, the online reporting system is convenient for citizens because they can file such reports at any time of the day, and they don't have to wait for an officer to arrive or call. In addition, citizens who use the online reporting system may print out their own reports. In 2013, 745 online reports were filed an estimated saving of \$29,800. The web-based crime reporting service is available 24/7 through the City's web site.
- ◆ **Criminal Analysis** - Longview Police are using "hot spot policing" as an approach to combat crime. The method takes a focused approach to crime "hot spots" in the city limits by using computer data that identifies those high crime areas. As we learn more about the capabilities of our new CAD system, the collected data can be analyzed to better deploy officers into those "hot spot" areas for extra emphasis and crime reduction.
- ◆ **Business Focus** – staff continue to meet with downtown groups to problem solve community issues. The area of the Triangle Mall was identified as a "hot spot" and focused on in 2014. A meeting of the businesses and the police was called, problems were identified and solutions were developed. Some of the possible solutions included a review of crime prevention through environmental design for the area, business staff being better educated about violations of the law and how to best convey that information to dispatch, locking dumpsters, developing a list of all the businesses and working together to share information, a broader interpretation of current laws and how they are enforced.
- ◆ **\$800,000 computer aided dispatch system (CAD) grant** - The Longview Fire Department and Cowlitz County 9-1-1 Center received a grant award in the amount of \$800,000 from the Federal Emergency Management Agency (FEMA) which significantly reduces the local funding required to support the 9-1-1 Center's CAD upgrade. The new system embraces the latest in communications technology and enhances interoperability throughout Washington State's Homeland Security Region IV which encompasses Cowlitz, Clark, Skamania, and Wahkiakum counties. The CAD project provided for the purchase of an Intergraph CAD system and software that enables users to access and visualize complex data, provide real-time interaction, and create intelligent maps. Implementation of the new CAD system occurred in September 2013.
- ◆ **Fire suppression highlights - Council adopted fire suppression standard of coverage;** response time is 6 minutes or less 90% of time to structure fires; the department received a new fire pumper in 2012, replacing its 1985 pumper; and, SAFER grant-funded positions have increased independent response capability for west Longview station 80% of time.

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- ◆ **Fire & EMS enhancement highlights** - Council adopted EMS standard of coverage; response time is 6 minutes or less 90% of time to provide basic emergency medical care; Longview Fire Department’s addition of six firefighter/paramedics, and engines staffed with paramedics are making a difference in patient outcome; transport ability to be launched in the near future to provide backup when private provider is not available; and, average 19 “level zero” occurrences per month, cumulative of 10 hours per month.

Address quality of place issues

- ◆ **Community events** - Longview residents continue to take pride in the community by supporting and participating in annual events such as Squirrel Fest (fourth year), and the Cardboard Boat Regatta (sixth year). Other annual events include Go 4th, the Christmas Parade and tree lighting, Unique Tin Car Cruise, the summer concert series at Lake Sacajawea, Longview Soccer Club’s Kickoff Classic, numerous health and fitness walks and runs, and assorted sporting events like this year’s Babe Ruth World Series and Cowlitz Black Bears baseball.
- ◆ **Fire Department Open House** - Each year the Longview Fire Department invites area pre-school, kindergarteners, and 1st graders, to tour the station during Fire Prevention Week. In 2014 we had over 700 children, teachers and parents visit. A few highlights included Smokey Bear, Sparky the Fire Dog, Life Flight, Cowlitz County Search and Rescue, and St Johns Trauma unit.
- ◆ **WCC Host City** – Longview served as the base of operations for the WCC crew to work on three-week projects for other western Washington cities. The Parks Dept. provided a storage area for tools and vehicles and an office area for meetings and training. In return, Longview was provided an entire month of WCC crew labor toward the maintenance of young trees in our urban forest.
- ◆ **WA State Dept. of Natural Resources Urban Forestry Restoration Project** – Longview Parks Dept. applied for and was awarded three weeks of Washington Conservation Corps team labor. The WCC crew performed structural pruning of young street and park trees planted throughout the City to help the trees adapt to their environment and to develop strong scaffold branch structure thus improving future public safety. A stable and healthy urban forest contributes significantly to the reduction of air and water pollutants, controls storm water runoff, reduces the heat island effect of our urban setting, and promotes the health and well-being of our citizens.
- ◆ **Birch Tree Removal Project** – For decades, the citizens of Longview have been struggling with issues directly related to the infestation of aphids on the birch trees of our urban forest. The Parks & Recreation Board recommended to Council a plan to try “thinning” the species over a period of two years to see if it would effectively reduce the overwhelming aphid population. The Parks Dept. removed 102 in 2013 and 93 in 2014.
- ◆ **Tree City USA designation** – The National Arbor Day Foundation once again named Longview a Tree City USA. 2014 is Longview’s 30th year as an official Tree City. The designation of Tree City USA gives Longview access to special Federal & State grant opportunities relating to the care, management, and replacement of trees in our beautiful urban forest.
- ◆ **Tree City USA Tree Planting Grant** – Longview Parks Dept. applied for and was awarded \$10,000 in funds provided by the USDA Forest Service through WA State DNR for the purchase of replacement trees. 100 trees were purchased and planted in the urban



forest. Most of these trees were planted in the vacant spots left from the birch removal project.

- ◆ **The Historic Shay Locomotive** – The restored Shay locomotive has been returned to the site next to the Longview Public Library in the Civic Center District. A new shelter was constructed through volunteer efforts to provide long term weather protection and ensure preservation of this historic memorial to our industrial past for future generations to enjoy. The 2015/2016 Budget cover proudly displays a photo of the Shay Locomotive.
- ◆ **Facilities joint use agreement** - A renewed facilities joint use agreement and collaboration with the Longview School District continues to be a positive relationship that benefits students and community residents.
- ◆ **Longview Outdoor Gallery** – This all-volunteer, non-profit organization has embarked on a mission to provide a rotating exhibit of outdoor sculptures in the downtown area and acquire new pieces for the City’s permanent art collection. The first sculptures were installed in September of 2011, and the second show was unveiled in September of 2013. Six of the eleven pieces included in the first show were retained and are still on public display in the community through a combination of donations from individuals, grants, and private purchases. It is the vision of this program to increase community involvement through volunteer programs, student education, tours, festivals, and other activities while enhancing the beauty of our community and attracting more visitors and citizens to the downtown area.
- ◆ **Project Longview Community Assessment Team** - The City created a citizen-led community assessment team to develop a city-wide action plan to promote economic growth and tourism in Longview. Recent accomplishments of the task force include successful advocacy of a façade improvement program for downtown buildings and renovating RA Long Park, and identifying locations and developing designs for large “Welcome to Longview” signs at three different gateways into the City. The first such sign was constructed and installed in 2014 as a result of a generous donation from the JH Kelly Corporation. During the next two years Project Longview is planning to turn its attention to a system of wayfinding signage.
- ◆ **Neighborhood Park Grants** – This long-standing program administered by the Parks and Recreation Department continues to leverage volunteer hours and financial contributions from a variety of organization to upgrade existing facilities and install new ones throughout the City’s parks system. An exciting example of that is a new disc golf course at Roy Morse Park.
- ◆ **Internet and City Services** - The City of Longview continues to implement online applications in an effort to meet the growing demands of our citizens for information and web services. Citizens are currently able to pay utility bills, view and apply for various permits and print plans, reserve parks buildings and register for recreation classes, check out books from the Library, apply for jobs, review the City budget, check on boards and commissions (including minutes and agendas), and access the Council agenda and minutes at www.mylongview.com.
- ◆ **Community videos**-Worked with CGI to produce several videos that feature the City of Longview.
- ◆ **Interactive Voice Response (IVR) system** - Residents can process utility payments via the telephone through the IVR system and use credit cards to pay for utility bills.
- ◆ **Builder’s Exchange of Washington (www.bxwa.com)** - The City is now utilizing this website as our electronic plan center. Our projects can be viewed online and printed directly from the site free of charge.
- ◆ **New Library programs** - The Longview Public Library has added two programs for adults with the Fire it Up! Adult Winter Reading program and the Culture Card. Fire it Up! encourages and rewards adult readers with prizes not unlike the summer reading program for youth and is a county-wide program that involves all of the public libraries in Cowlitz County. The Culture Card is a partnership between the Library and cultural institutions such as the SW Symphony, Stageworks NW, the Columbia Theatre, and LCC to provide tickets to cultural



Financial Summary

events that can be “checked out” using a library card.

- ◆ The Library now has an automated computer reservation and print management software program for the Library’s Internet access computers and now offers over 20,000 eBooks and eAudiobooks through the Washington Anytime Library and use continues to nearly double each year.
- ◆ The Marion J. Otteraaen Early Learning Room has been completed through the generous donations of the Longview Library Foundation, the Friends of the Longview Library, and Noon Rotary. The room is designed to encourage learning and literacy in pre-K youth.

Preserve and enhance neighborhoods

- ◆ **Highlands Neighborhood Association (HNA)** - With the formation of the HNA back in 2008, a revitalization plan was developed that focuses on crime prevention, housing, economic development, and public facilities and services. This program continues strong with the completion of projects such as the Highlands Neighborhood Trail and the Highlands Community Center/Library.
 - ◆ **Highlands Community Center Library** - In October of 2014 the Highlands Community Center completed a \$100,000 remodel using CDBG funds in conjunction with volunteer efforts.
 - ◆ **Tubs-to-carts program** - Improving neighborhoods, especially in the Highlands area, is another of the Council’s goals. A key element to improving the quality of life in the Highlands area was to remove the large 300-gallon garbage and recycling tubs that were located in the alleys and to provide residents with individual 90-gallon carts. This “tubs-to-carts” program helps reduce illegal dumping, allows better accountability and control for residents, and provides the City with the ability to identify the source of (recycling) contamination.
- ◆ **Cleaner Neighborhoods** – Several projects and programs within the City are valuable resources for making our community a better place to live.
 - ◆ **City Beautiful** - The fourth annual City Beautiful Month this past September gave residents an opportunity to get rid of items around the house, and the City also viewed this as an opportunity to remind those residents with alley access to keep these areas clean, including such items as cutting overgrown grass, weeds and other vegetation. In four years this event has redeemed 3,649 free disposal coupons, while disposing of over 1,054 tons of garbage at a cost of \$42,360.
 - ◆ **Code Compliance brochure** - A new brochure has been produced to help residents understand code compliance issues. It includes the top ten most common code violations and how to avoid them.
 - ◆ **Efforts to reduce recycling contamination**– Educational efforts by the Solid Waste and Recycling Division resulted in the recycling contamination rate dropping from 45% in 2006 to 23.1% in 2014. The City is now starting to receive revenues on recyclable materials, and the reduced sorting charges have helped to hold down rates. In addition, a new recycling website and Facebook page were developed in July 2011 to help educate residents about the advantages of recycling.
 - ◆ **Make Longview Beautiful** – As host city to the 2014 Babe Ruth World Series, an effort was made to work with numerous businesses to spruce up their frontage areas and improve their curb appeal to potential customers and local residents. To help promote this effort, the public outreach included the development of a “Make Longview Beautiful” Facebook page, where currently a total of 435 “Likes” have been posted. The Facebook page invited people to nominate a business that they felt made the biggest curb appeal improvement – with the winner being the one with the most recorded “Likes.” At the conclusion of the event in August 2014, a total of five businesses were nominated with the winner being the YMCA of Southwest Washington with 108 “Likes.” Banda’s Boutique’s came in second with 107 “Likes.”





- ◆ **ASK Longview mobile apps** – The City continues to promote the new mobile app for its ASK Longview program that helps improve problem resolution on issues such as potholes, junk vehicles, etc. Android or iPhone users simply open the application, select an issue, take a picture, and submit. The application picks up the exact location and sends the issue directly to the Longview staff member who can fix it. The GPS and camera features built into devices make it simple to alert City of Longview officials about a variety of issues instantly. Residents will know their issue went to the right person without ever going to an office or sitting down at a computer, and they can also receive status updates on those issues. This improvement in customer service allows previous time-consuming visits or phone calls to be handled on the go (mobile) or via the web.
- ◆ **Zoning Code Update** – Staff continues to update the Longview City Zoning Code to facilitate highest and best use of properties, preserve neighborhoods, encourage economic growth and activity, and provide a quality sense of place.
- ◆ **Shorelines Master Program Update** – After a two year effort, the updated shorelines regulations to protect, preserve and enhance Longview’s shorelines are scheduled for adoption in early to middle of 2015.
- ◆ **Historic Preservation** – Inventory of the Old West Side homes was completed October of 2014. Over 650 homes have been reviewed and categorized in preparation for inclusion on the local historic register should property owners desire to do so. Efforts are planned for 2015 to facilitate creation of an Old West Side Historic District.

Financial Summary

Budget Summary

General Governmental Functions

General Governmental Functions relate to the types of services that are customarily provided by local government in Washington State. These services are administered through the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, and Fiduciary Funds. These funds account for the major portion of the City's operating revenues and expenditures. The General Governmental Functions provide the greatest opportunity for discretionary decision-making by the City Council and thus become the primary focus of the City's budgetary decision-making.

Financial and Budgetary Controls

Financial and budgetary controls are derived from the City's accounting system that is based on a *fund* structure. Funds are independent fiscal and accounting entities containing a self-balancing set of accounts segregated for the purpose of carrying out basic functions in accordance with special regulations, restrictions or limitations. The funds may be further broken down internally into departmental or other purposes for better budgetary control and performance monitoring.

Longview uses the same system of accounts and funds for budgeting, financial control and reporting. These funds and their account groups are summarized into the standard fund types and account groups in accordance with the standards set forth by the *Governmental Accounting Standards Board*.

In addition to being the basis for the accounting system, the funds also provide the legal budgetary control level for all expenditures. The City Council approves appropriations for all budgeted funds. The department heads are responsible to the City Manager for monitoring individual budgets.

Compliance with State Budgeting, Accounting and Reporting System (BARS)

The City of Longview is required by the State of Washington to comply with the *Budgeting, Accounting and Reporting System (BARS)* prescribed by the Washington State Auditor as authorized under the Revised Code of Washington (RCW) 43.09.200 and 43.09.230. The RCW also provides for annual independent audits by representatives of the Office of the State Auditor and requires the submission of annual financial reports to their office for review.

The financial system used incorporates many financial and administrative controls that ensure the safeguarding of City assets and the reliability of financial reports. These controls are carefully designed to provide some reasonable assurance that all transactions are executed in accordance with management authorization and recorded in conformity with *Generally Accepted Accounting Principles (GAAP)*. These controls also provide for the accountability of and control over City assets and obligations. For these reasons, a high priority is placed on internal control systems.

The City of Longview maintains tight budgetary controls. The objective of these budgetary controls is to ensure compliance with the requirements included in the biennial appropriated budget approved by the City Council. Project-length financial plans and programs are approved by the Council for the projects and goals of the various capital improvement funds of the Capital Projects and Enterprise fund types. The level of budgetary control (the level at which expenditures cannot legally exceed appropriations) is established at the fund level and authorized by the City Council. Therefore, a budget increase or decrease must be authorized by the City Council. The City of Longview continues to meet its responsibility for sound financial management.

Fund Accounting

The accounts of the City of Longview are organized on the basis of funds, each of which is considered a separate accounting entity. Each fund is accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate. The City of Longview's resources are allocated to and accounted for individual funds depending on what they are to be spent for and how they are controlled. The individual funds are summarized by fund type in the financial statements. The following are the fund types and account groups used by the City of Longview.

Governmental Fund Types

All governmental funds are accounted for on a "flow of current financial resources" measurement focus. This means that only current assets and current liabilities are generally included on balance sheets. Their reported fund balance is considered a measure of "available expendable resources." Governmental fund operating statements focus on measuring changes in financial position, rather than net income; they present increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in spendable resources.

- ◆ General Fund - The General fund is the general operating fund of the City of Longview. It is used to account for all financial resources and transactions of the City, except those required to be accounted for in another fund.
- ◆ Special Revenue Funds - Special Revenue funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes as required by law or administrative regulation.
- ◆ Debt Service Funds - Debt Service funds are used to account for the accumulation of resources for, and the payment of long-term debt principal, interest and related costs.
- ◆ Capital Projects Funds - Capital Projects funds are used to account for financial resources which are designated for the acquisition or construction of general governmental capital improvements.
- ◆ Permanent Funds - Permanent funds are used to report resources that are legally restricted where only earnings, and not principal, may be used to support government programs.

Proprietary Fund Types

Proprietary funds are accounted for on a "flow of economic resources" measurement focus. All activities where net income and capital maintenance are measured are reported in proprietary funds. This means that all assets and all liabilities (whether current or non-current) associated with their activity are reported on their balance sheet. Their reported fund equity (net total assets) is segregated into contributed capital and retained earnings components. Proprietary fund operating statements report all increases (revenues) and decreases (expenses) in economic activities toward the determination of net income.

- ◆ Enterprise Funds - Enterprise funds are used to account for operations (a) that are financed and operated in a manner similar to private enterprise where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy management control accountability or other purposes.
- ◆ Internal Service Funds - Internal Service funds are used to account for the financing of goods or services provided to other departments or funds of the City of Longview or to other governmental units on a cost-reimbursement basis.

Fiduciary Fund Types

Fiduciary funds account for assets held by the City of Longview on behalf of individuals, private organizations, other governments and other funds.

Financial Summary

Revenue Sources for the City of Longview

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2016 Budget
<u>Taxes</u>	\$24,034,850	\$24,799,610	\$24,918,770	\$26,040,610	\$26,570,350
	<p>Taxes are assessments levied to support a wide variety of governmental services. Major General Fund tax sources for the City of Longview include property taxes, retail sales and use taxes, business and occupation taxes, and utility taxes. Combined, these resources account for 79% of General Fund revenue. Overall tax revenue estimates for the upcoming biennium reflect a 4.5% increase in 2015 and a 2% increase in 2016. These estimates provide for modest growth in virtually all sources of tax revenue. Property tax revenue estimates provide for a 1% increase in addition to new construction. Sales and B&O tax estimates provide for modest growth reflecting a healthier local economy. Anticipated growth in 2015-16 utility tax revenue estimates are due to projected utility rate hikes. Estimates are based upon historical trends, statistical analysis, and a general awareness of trends in the local economy.</p>				
<u>Licenses & Permits</u>	\$851,950	\$797,530	\$837,280	\$759,050	\$794,850
	<p>Licenses are required for certain trades, occupations or activities for regulatory purposes. Permits are issued to aid in regulation of new business activity. Major license and permit revenue sources are business licenses and building-related permits. While business license revenue estimates are expected to improve slightly over the next biennium, building permit revenues are anticipated to remain relatively flat for much of 2015 with some signs of improvement slated for 2016.</p>				
<u>Intergovernmental</u>	\$2,801,680	\$1,542,530	\$1,504,680	\$1,422,500	\$1,444,150
	<p>Intergovernmental revenues consist of grants and other payments to the City from other governmental units. Federal grants, state-shared and interlocal revenues are primary sources of intergovernmental revenue. The decrease in 2015-16 intergovernmental revenue reflects the loss of revenue from Cowlitz County as a result of the City reassigning one its detectives to the Longview Street Crimes Unit and away from the Cowlitz-Wahkiakum Narcotics Task Force. Prior to the reassignment, Cowlitz County would reimburse the City for the wages and benefits of an LPD detective assigned to the Task Force.</p>				
<u>Charges for Services</u>	\$3,341,670	\$3,616,140	\$3,484,500	\$3,806,950	\$3,900,680
	<p>Charges for Services represent revenues received by the City for various programs/ services provided to the community. Examples are recreational programs, engineering fees and library user fees. In addition, the City of Longview fire department provides industries just outside Longview with fire protection services. The increase in 2015-16 charges for services reflect modest cost-of-living increases on revenues collected from outside fire service contracts and rising engineering fee revenue due to the hiring of additional engineering staff assigned to the City's capital projects.</p>				

	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Budget</u>	<u>2015</u> <u>Budget</u>	<u>2016</u> <u>Budget</u>
<u>Fines & Forfeits</u>	\$731,850	\$681,450	\$624,700	\$650,750	\$655,800
	<p>Fines and forfeits are terms used to describe a source of general revenue that is perhaps more properly described as penalties. Primary sources of revenue received from penalties include municipal court fines and library fines. Although down from previous years, the City's 2015 estimate for fines and forfeits provides for a 4% increase. In 2016 fines and forfeit revenues are projected to increase 1%.</p>				
<u>Miscellaneous</u>	\$195,520	\$231,380	\$140,610	\$184,900	\$192,340
	<p>Miscellaneous revenue is received from sources not provided for elsewhere within the BARS revenue account structure. Interest earned on investments, income from rentals and leases of City-owned property and contributions are the primary sources of revenue in this category. The 2015-16 miscellaneous revenue estimate accounts for increases in rental revenue received from City-owned facilities. In addition, steady inflows of private contributions dedicated toward a variety of the City's recreational programs have helped to boost this source of revenue. In recent years, historic lows in interest rates have deemed investment interest income to be negligible.</p>				
<u>Other Financing Sources</u>	\$1,800	\$3,060	\$0	\$178,030	\$188,660
	<p>Other Financing Sources represent general revenue received from proceeds derived from the sale of fixed assets and inter-fund transfers received from other funds. The Other Financing Sources amounts displayed for 2015-16 reflect transfers from the Enterprise funds for their respective share of the energy conservation improvements to Enterprise Fund facilities and a transfer from the Public Safety Fund for the General Fund's share of costs associated with the traffic engineer .</p>				
<u>TOTAL REVENUES</u>	\$31,959,320	\$31,671,700	\$31,510,540	\$33,042,790	\$33,746,830
	<p>In total, General Fund revenue estimates are projected to increase 4.9% in 2015 and 2.1% in 2016. Throughout 2013 and 2014, Longview witnessed modest growth in its retail trade activity. Although some of the increase can be attributed to one-time construction projects, the remainder lends itself to an overall improving general economy. In conjunction with the Downtown Streetscape project currently underway, there appears to be a simultaneous interest among entrepreneurs to become a part of the exciting transition taking part in the downtown as new restaurants and businesses continue to establish themselves. This public-private investment in the downtown bodes well for the local economy and sets the stage for growing optimism as we look into the future.</p>				

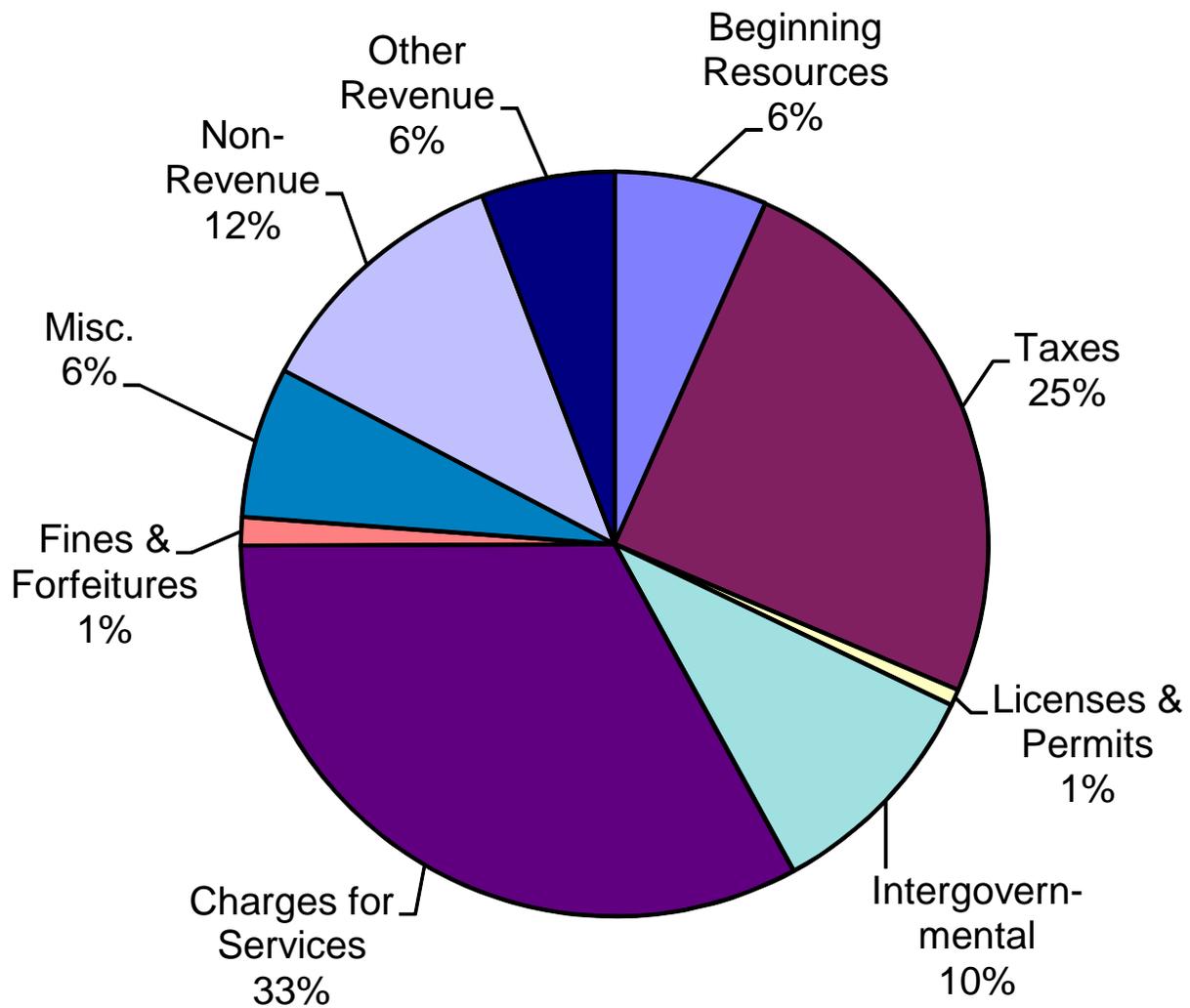
Financial Summary

Revenue Summary for 2015 By BARS Revenue Source

B.A.R.S. ID. Revenue Type	308 Beg. Res.	310 Taxes	320 Lic. & Permits	330 Intergov.	340 Chg. For Ser.	350 Fines & Forf.	360 Misc.	380 Non-Rev.	390 Other Rev.	Total Revenue
GENERAL FUND:										
General Fund	\$1,255,160	\$26,040,610	\$759,050	\$1,422,500	\$3,806,950	\$650,750	\$184,900	\$0	\$178,030	\$34,297,950
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	\$329,160	\$0	\$0	\$5,983,730	\$2,500	\$0	\$0	\$0	\$1,120,000	\$7,435,390
Downtown Parking Fund	\$26,260	\$0	\$0	\$0	\$0	\$21,200	\$19,550	\$0	\$0	\$67,010
Economic Development Fund	\$453,120	\$469,000	\$0	\$0	\$7,500	\$0	\$2,730	\$0	\$0	\$932,350
HOME Fund	\$0	\$0	\$0	\$517,500	\$32,500	\$0	\$0	\$0	\$0	\$550,000
CDBG Entitlement Fund	\$0	\$0	\$0	\$385,000	\$0	\$0	\$0	\$0	\$0	\$385,000
Library Grant Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Criminal Justice Assistance Fund	\$7,380	\$0	\$0	\$477,080	\$0	\$0	\$24,300	\$0	\$0	\$508,760
Public Safety Fund	\$232,260	\$0	\$0	\$327,000	\$0	\$663,600	\$300	\$0	\$0	\$1,223,160
Tourism Special Revenue Fund	\$13,640	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$53,640
Parks & Rec. Memorial Trust Fund	\$88,400	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$89,400
Northwest Health Foundation	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$50,000
DEBT SERVICE FUNDS:										
2007 L.T.G.O. Bond Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$228,830	\$145,000	\$252,030	\$625,860
Special Assessment Bond Red. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$100,000
Special Assessment Guaranty Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,500	\$12,500
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	\$0	\$175,000	\$0	\$3,900	\$0	\$0	\$40,100	\$0	\$0	\$219,000
L.I.D. Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,350,000	\$3,350,000
Building Replacement Fund	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
PERMANENT FUNDS:										
Library Memorial Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300	\$0	\$0	\$1,300
ENTERPRISE FUNDS:										
Water Operations Fund	\$0	\$0	\$0	\$0	\$5,442,430	\$0	\$6,250	\$0	\$0	\$5,448,680
Water Construction Fund	\$3,758,970	\$0	\$0	\$0	\$1,506,580	\$0	\$1,500	\$35,000	\$0	\$5,302,050
Water Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Operations Fund	\$0	\$0	\$0	\$0	\$10,907,590	\$0	\$13,000	\$95,000	\$0	\$11,015,590
Sewer Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$8,110,000	\$0	\$8,115,000
Sewer Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Filter Plant Operations Fund	\$0	\$0	\$0	\$0	\$1,167,990	\$0	\$0	\$0	\$0	\$1,167,990
Filter Plant Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$232,750	\$427,250	\$660,000
Sanitary/ Recycling Fund	\$64,570	\$0	\$0	\$45,000	\$4,860,800	\$0	\$6,000	\$0	\$0	\$4,976,370
Storm Water Fund	\$601,330	\$0	\$0	\$294,500	\$3,301,120	\$0	\$750	\$3,793,000	\$0	\$7,990,700
Transit Operations Fund	\$0	\$0	\$0	\$1,175,510	\$3,663,900	\$0	\$38,490	\$0	\$0	\$4,877,900
Mint Valley Golf Fund	\$0	\$0	\$0	\$0	\$550,000	\$0	\$52,000	\$0	\$0	\$602,000
Mint Valley Racquet Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,350	\$9,350
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,427,200	\$0	\$0	\$1,427,200
Office Equipment Reserve Fund	\$97,980	\$0	\$0	\$9,000	\$71,870	\$0	\$991,150	\$0	\$0	\$1,170,000
Equipment Rental Operations Fund	\$0	\$0	\$0	\$0	\$110,720	\$0	\$1,936,300	\$0	\$0	\$2,047,020
Equipment Rental Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,113,350	\$0	\$110,000	\$1,223,350
Facility Maintenance Fund	\$13,750	\$0	\$0	\$0	\$0	\$0	\$582,030	\$0	\$0	\$595,780
Unemployment Compensation Fund	\$39,800	\$0	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$40,000
Employee Benefits Reserve Fund	\$133,000	\$0	\$0	\$0	\$0	\$0	\$222,000	\$0	\$0	\$355,000
FIDUCIARY FUNDS:										
Firemen's Pension Fund	\$0	\$0	\$0	\$49,500	\$0	\$0	\$850	\$0	\$754,190	\$804,540
TOTALS	\$7,124,780	\$26,724,610	\$759,050	\$10,690,220	\$35,432,450	\$1,335,550	\$7,049,080	\$12,410,750	\$6,213,350	\$107,739,840

Revenue Summary for 2015

Pie Chart Breakdown



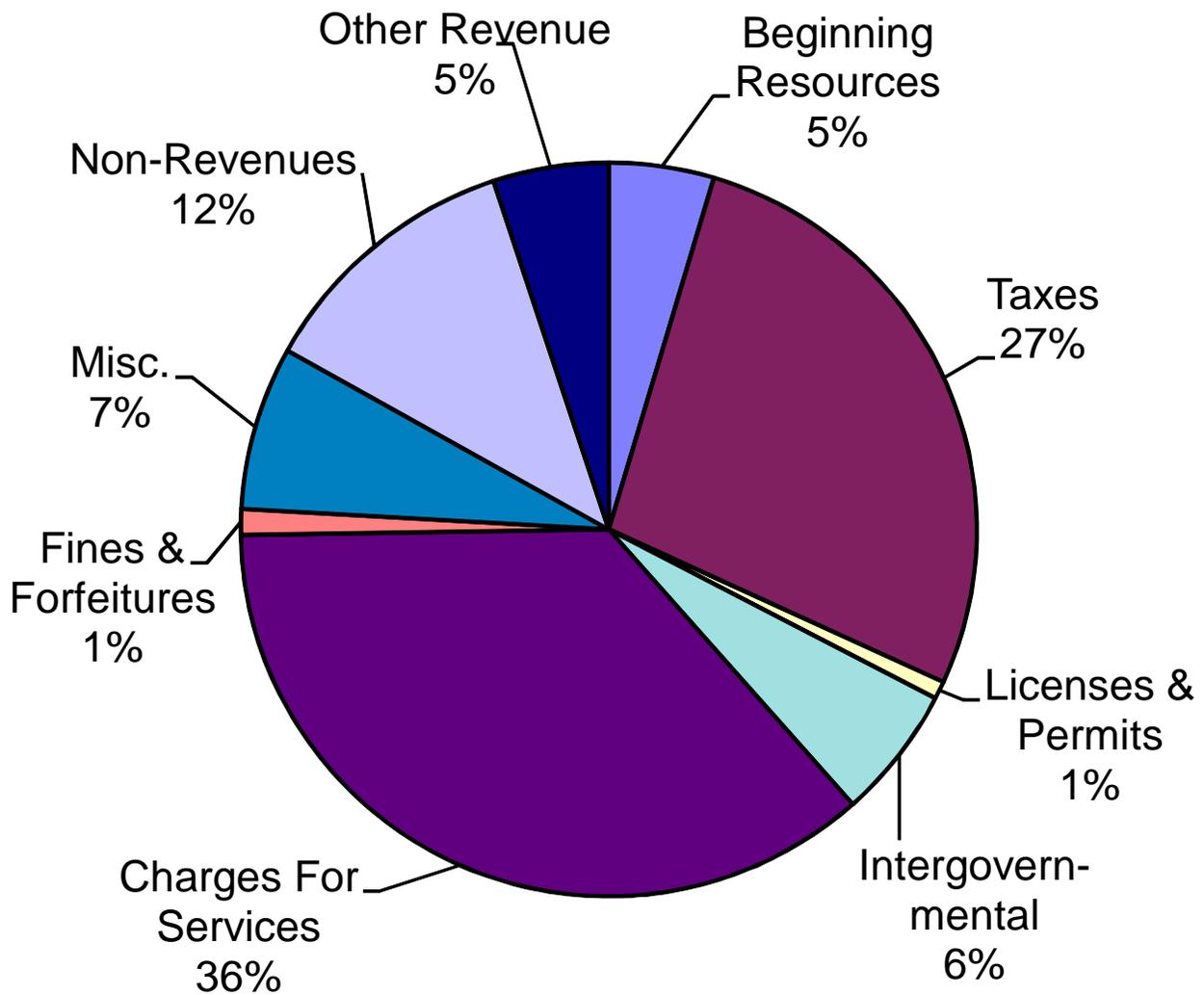
Financial Summary

Revenue Summary for 2016 By BARS Revenue Source

B.A.R.S. I.D. Revenue Type	308 Beg. Res.	310 Taxes	320 Lic. & Permits	330 Intergov.	340 Chg. For Ser.	350 Fines & Forf.	360 Misc.	380 Non-Rev.	390 Other Rev.	Total Revenue
GENERAL FUND:										
General Fund	\$1,741,420	\$26,570,350	\$794,850	\$1,444,150	\$3,900,680	\$655,800	\$192,340	\$0	\$188,660	\$35,488,250
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	\$0	\$0	\$0	\$530,530	\$2,500	\$0	\$0	\$0	\$491,200	\$1,024,230
Downtown Parking Fund	\$29,410	\$0	\$0	\$0	\$0	\$21,200	\$19,550	\$0	\$0	\$70,160
Economic Development Fund	\$285,300	\$477,000	\$0	\$0	\$7,500	\$0	\$2,730	\$0	\$0	\$772,530
HOME Fund	\$0	\$0	\$0	\$536,000	\$32,500	\$0	\$0	\$0	\$0	\$568,500
CDBG Entitlement Fund	\$0	\$0	\$0	\$397,500	\$0	\$0	\$0	\$0	\$0	\$397,500
Library Grant Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Criminal Justice Assistance Fund	\$37,950	\$0	\$0	\$302,000	\$0	\$0	\$24,300	\$0	\$0	\$364,250
Public Safety Fund	\$311,490	\$0	\$0	\$0	\$0	\$464,520	\$300	\$0	\$0	\$776,310
Tourism Special Revenue Fund	\$10,140	\$40,000	\$0	\$67,000	\$0	\$0	\$0	\$0	\$0	\$117,140
Parks & Rec. Memorial Trust Fund	\$79,920	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$80,920
Northwest Health Foundation	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$50,000
DEBT SERVICE FUNDS:										
2007 L.T.G.O. Bond Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$222,050	\$155,000	\$247,900	\$624,950
Special Assessment Bond Red. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$100,000
Special Assessment Guaranty Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000	\$15,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	\$0	\$175,000	\$0	\$3,900	\$0	\$0	\$40,100	\$0	\$0	\$219,000
L.I.D. Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,350,000	\$3,350,000
Building Replacement Fund	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000
PERMANENT FUNDS:										
Library Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300	\$0	\$0	\$1,300
ENTERPRISE FUNDS:										
Water Operations Fund	\$0	\$0	\$0	\$0	\$5,464,050	\$0	\$6,250	\$0	\$0	\$5,470,300
Water Construction Fund	\$942,270	\$0	\$0	\$0	\$1,535,190	\$0	\$1,500	\$2,704,150	\$0	\$5,183,110
Water Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Operations Fund	\$0	\$0	\$0	\$0	\$11,019,660	\$0	\$13,000	\$95,000	\$0	\$11,127,660
Sewer Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$5,346,000	\$0	\$5,351,000
Sewer Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Filter Plant Operations Fund	\$0	\$0	\$0	\$0	\$1,311,480	\$0	\$0	\$0	\$0	\$1,311,480
Filter Plant Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$840,000	\$0	\$840,000
Sanitary/ Recycling Fund	\$15,870	\$0	\$0	\$45,000	\$5,006,400	\$0	\$6,000	\$0	\$0	\$5,073,270
Storm Water Fund	\$265,150	\$0	\$0	\$0	\$3,763,280	\$0	\$750	\$2,696,000	\$0	\$6,725,180
Transit Operations Fund	\$0	\$0	\$0	\$2,477,950	\$3,559,860	\$0	\$38,590	\$0	\$0	\$6,076,400
Mint Valley Golf Fund	\$0	\$0	\$0	\$0	\$564,500	\$0	\$53,000	\$0	\$0	\$617,500
Mint Valley Racquet Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,550	\$9,550
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,472,520	\$0	\$0	\$1,472,520
Office Equipment Reserve Fund	\$234,060	\$0	\$0	\$9,000	\$71,870	\$0	\$991,150	\$0	\$0	\$1,306,080
Equipment Rental Operations Fund	\$0	\$0	\$0	\$0	\$113,950	\$0	\$1,994,600	\$0	\$0	\$2,108,550
Equipment Rental Reserve Fund	\$386,050	\$0	\$0	\$0	\$0	\$0	\$1,156,780	\$0	\$0	\$1,542,830
Facility Maintenance Fund	\$22,240	\$0	\$0	\$0	\$0	\$0	\$600,550	\$0	\$0	\$622,790
Unemployment Compensation Fund	\$42,300	\$0	\$0	\$0	\$0	\$0	\$200	\$0	\$0	\$42,500
Employee Benefits Reserve Fund	\$205,500	\$0	\$0	\$0	\$0	\$0	\$224,500	\$0	\$0	\$430,000
FIDUCIARY FUNDS:										
Fremen's Pension Fund	\$0	\$0	\$0	\$50,250	\$0	\$0	\$850	\$0	\$784,000	\$835,100
TOTALS	\$4,619,070	\$27,262,350	\$794,850	\$5,863,280	\$36,353,420	\$1,141,520	\$7,218,910	\$11,836,150	\$5,086,310	\$100,175,860

Revenue Summary for 2016

Pie Chart Breakdown

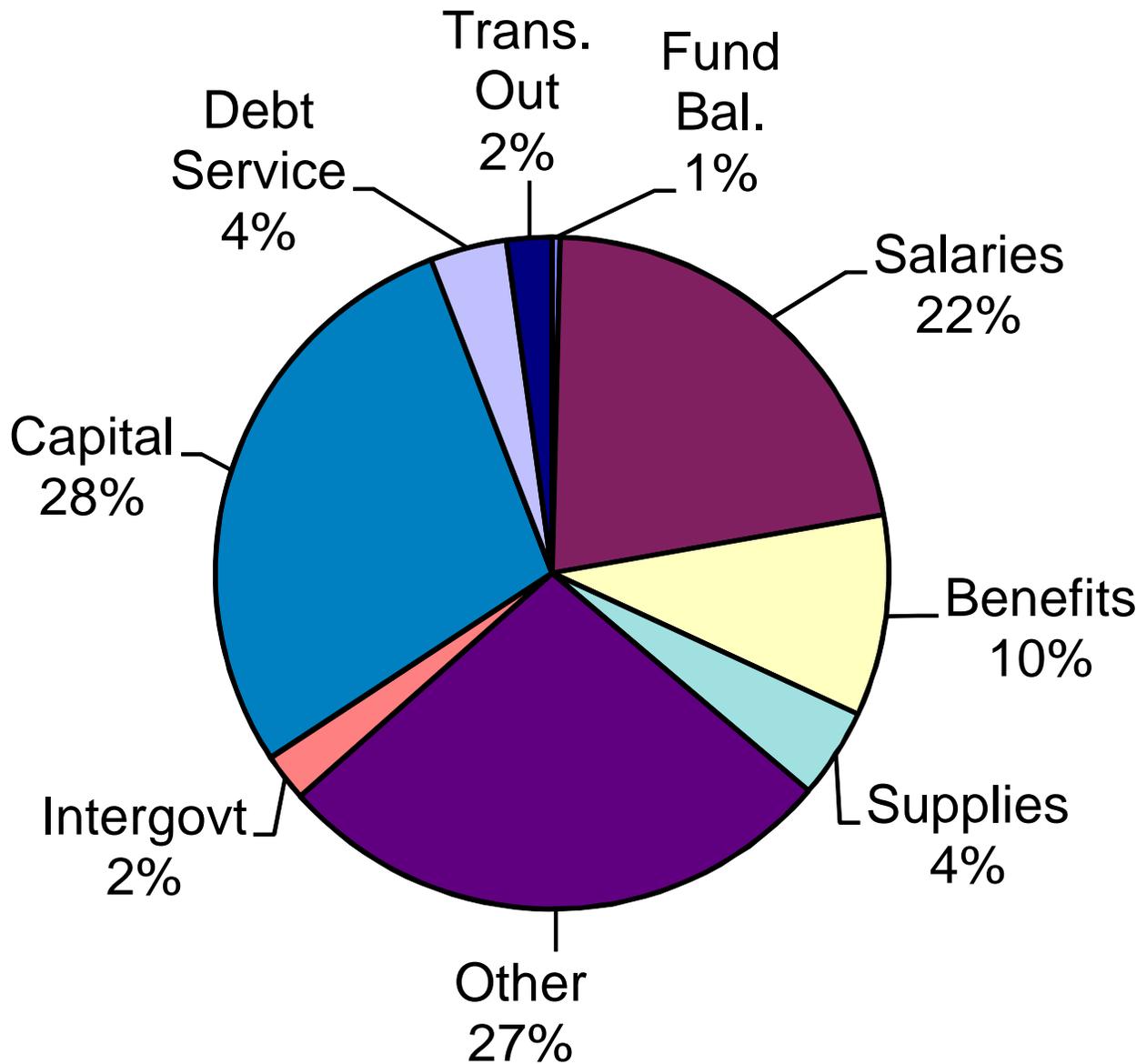


Financial Summary

Expenditure Summary for 2015 By BARS Expenditure Object

B.A.R.S. I.D. Type of Expenditure	508 Fund Bal.	510 Salaries	520 Benefits	530 Supplies	540 Other	550 Intergovt.	560 Capital	570 Debt Service	590 Trans. Out	Total Expenditure
GENERAL FUND:										
General Fund	\$0	\$16,959,930	\$6,288,630	\$941,870	\$6,054,140	\$2,473,310	\$82,120	\$376,310	\$1,121,640	\$34,297,950
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	\$0	\$0	\$0	\$0	\$33,000	\$0	\$7,142,390	\$110,000	\$150,000	\$7,435,390
Downtown Parking Fund	\$0	\$33,480	\$15,780	\$1,050	\$16,700	\$0	\$0	\$0	\$0	\$67,010
Economic Development Fund	\$0	\$138,670	\$38,250	\$1,000	\$70,980	\$0	\$0	\$683,450	\$0	\$932,350
HOME Fund	\$0	\$0	\$0	\$0	\$550,000	\$0	\$0	\$0	\$0	\$550,000
CDBG Entitlement Fund	\$0	\$0	\$0	\$0	\$385,000	\$0	\$0	\$0	\$0	\$385,000
Library Grant Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Criminal Justice Assistance Fund	\$0	\$303,010	\$94,960	\$28,480	\$82,310	\$0	\$0	\$0	\$0	\$508,760
Public Safety Fund	\$0	\$30,690	\$15,780	\$0	\$603,120	\$0	\$458,570	\$0	\$115,000	\$1,223,160
Tourism Special Revenue Fund	\$0	\$0	\$0	\$0	\$53,640	\$0	\$0	\$0	\$0	\$53,640
Parks & Rec. Memorial Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$89,400	\$0	\$0	\$89,400
Northwest Health Foundation	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
DEBT SERVICE FUNDS:										
2007 G.O. Bond Fund	\$0	\$0	\$0	\$0	\$500	\$0	\$0	\$625,360	\$0	\$625,860
Special Assessment Bond Red. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000	\$10,000	\$100,000
Special Assessment Guaranty Fund	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$11,500	\$12,500
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	\$0	\$0	\$0	\$40,000	\$28,600	\$0	\$150,400	\$0	\$0	\$219,000
L.I.D. Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$3,350,000	\$0	\$0	\$3,350,000
Building Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$10,000
PERMANENT FUNDS:										
Library Memorial Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300	\$1,300
ENTERPRISE FUNDS:										
Water Operations Fund	\$0	\$1,189,340	\$515,580	\$1,456,180	\$1,892,580	\$0	\$395,000	\$0	\$0	\$5,448,680
Water Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$3,300,000	\$1,865,330	\$136,720	\$5,302,050
Water Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Operations Fund	\$0	\$1,040,670	\$424,800	\$131,670	\$8,393,820	\$0	\$20,000	\$199,150	\$805,480	\$11,015,590
Sewer Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$8,115,000	\$0	\$0	\$8,115,000
Sewer Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Filter Plant Operations Fund	\$0	\$260,250	\$105,180	\$205,230	\$597,330	\$0	\$0	\$0	\$0	\$1,167,990
Filter Plant Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$660,000	\$0	\$0	\$660,000
Sanitary/ Recycling Fund	\$0	\$273,770	\$122,820	\$7,100	\$4,572,680	\$0	\$0	\$0	\$0	\$4,976,370
Storm Water Fund	\$0	\$1,016,870	\$446,340	\$61,750	\$1,359,740	\$0	\$5,106,000	\$0	\$0	\$7,990,700
Transit Operations Fund	\$0	\$1,327,410	\$639,580	\$33,250	\$2,458,520	\$0	\$419,140	\$0	\$0	\$4,877,900
Mint Valley Golf Fund	\$0	\$203,110	\$73,280	\$97,920	\$221,120	\$0	\$0	\$6,570	\$0	\$602,000
Mint Valley Racquet Fund	\$0	\$0	\$0	\$0	\$9,350	\$0	\$0	\$0	\$0	\$9,350
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	\$55,810	\$142,860	\$458,570	\$7,550	\$762,410	\$0	\$0	\$0	\$0	\$1,427,200
Office Equipment Reserve Fund	\$0	\$0	\$0	\$490,100	\$407,270	\$0	\$272,630	\$0	\$0	\$1,170,000
Equipment Rental Operations Fund	\$0	\$356,300	\$182,820	\$1,113,690	\$393,180	\$0	\$1,030	\$0	\$0	\$2,047,020
Equipment Rental Reserve Fund	\$192,370	\$0	\$0	\$0	\$0	\$0	\$1,030,980	\$0	\$0	\$1,223,350
Facility Maintenance Fund	\$0	\$228,350	\$93,870	\$48,440	\$225,120	\$0	\$0	\$0	\$0	\$595,780
Unemployment Compensation Fund	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
Employee Benefits Reserve Fund	\$0	\$0	\$300,000	\$0	\$55,000	\$0	\$0	\$0	\$0	\$355,000
FIDUCIARY FUNDS:										
Firemen's Pension Fund	\$155,800	\$29,280	\$559,410	\$50	\$60,000	\$0	\$0	\$0	\$0	\$804,540
TOTALS	\$403,980	\$23,533,990	\$10,415,650	\$4,865,330	\$29,337,110	\$2,473,310	\$30,602,660	\$3,956,170	\$2,351,640	\$107,739,840

Expenditure Summary for 2015 Pie Chart Breakdown

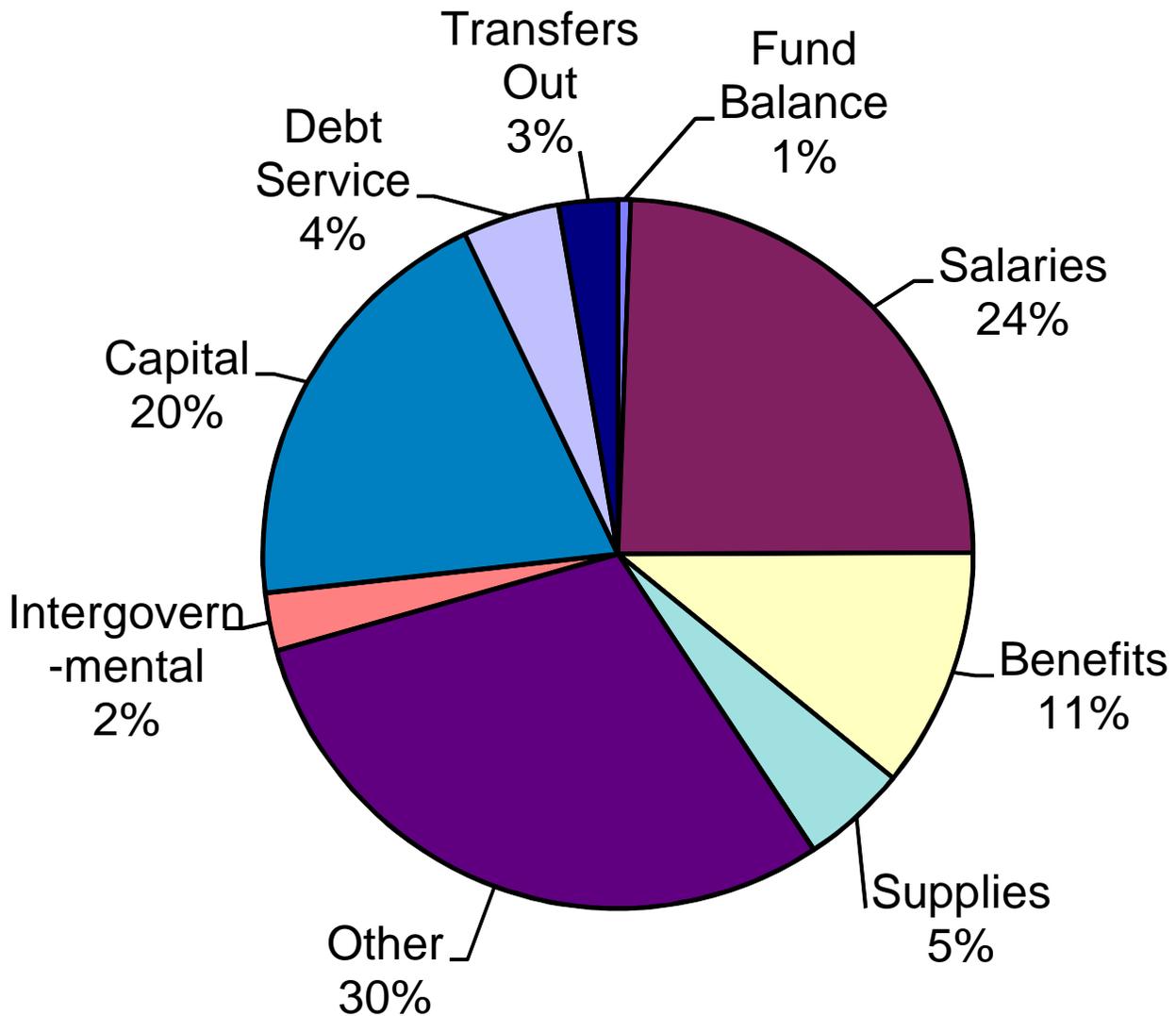


Financial Summary

Expenditure Summary for 2016 By BARS Expenditure Object

B.A.R.S. I.D. Type of Expenditure	508 Fund Bal.	510 Salaries	520 Benefits	530 Supplies	540 Other	550 Intergovt.	560 Capital	570 Debt Service	590 Trans. Out	Total Expenditure
GENERAL FUND:										
General Fund	\$0	\$17,640,130	\$6,570,200	\$939,770	\$6,208,360	\$2,656,850	\$82,120	\$364,890	\$1,025,930	\$35,488,250
SPECIAL REVENUE FUNDS:										
Arterial Street Fund	\$373,160	\$0	\$0	\$0	\$32,000	\$0	\$509,070	\$110,000	\$0	\$1,024,230
Downtown Parking Fund	\$0	\$35,540	\$16,810	\$1,050	\$16,760	\$0	\$0	\$0	\$0	\$70,160
Economic Development Fund	\$0	\$139,900	\$39,890	\$1,000	\$70,980	\$0	\$0	\$520,760	\$0	\$772,530
HOME Fund	\$0	\$0	\$0	\$0	\$568,500	\$0	\$0	\$0	\$0	\$568,500
CDBG Entitlement Fund	\$0	\$0	\$0	\$0	\$397,500	\$0	\$0	\$0	\$0	\$397,500
Library Grant Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Criminal Justice Assistance Fund	\$0	\$208,000	\$62,770	\$27,210	\$66,270	\$0	\$0	\$0	\$0	\$364,250
Public Safety Fund	\$0	\$32,670	\$16,810	\$0	\$603,170	\$0	\$0	\$0	\$123,660	\$776,310
Tourism Special Revenue Fund	\$0	\$0	\$0	\$0	\$117,140	\$0	\$0	\$0	\$0	\$117,140
Parks & Rec. Memorial Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$80,920	\$0	\$0	\$80,920
Northwest Health Foundation	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
DEBT SERVICE FUNDS:										
2007 G.O. Bond Fund	\$0	\$0	\$0	\$0	\$500	\$0	\$0	\$624,450	\$0	\$624,950
Special Assessment Bond Red. Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000	\$10,000	\$100,000
Special Assessment Guaranty Fund	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$14,000	\$15,000
CAPITAL PROJECTS FUNDS:										
Capital Projects Fund	\$0	\$0	\$0	\$40,000	\$28,750	\$0	\$150,250	\$0	\$0	\$219,000
L.I.D. Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$3,350,000	\$0	\$0	\$3,350,000
Building Replacement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$10,000
PERMANENT FUNDS:										
Library Memorial Trust Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,300	\$1,300
ENTERPRISE FUNDS:										
Water Operations Fund	\$0	\$1,235,920	\$544,730	\$1,580,280	\$1,954,370	\$0	\$155,000	\$0	\$0	\$5,470,300
Water Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$2,600,000	\$1,865,330	\$717,780	\$5,183,110
Water Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Operations Fund	\$0	\$1,077,110	\$447,630	\$131,670	\$8,466,620	\$0	\$0	\$199,150	\$805,480	\$11,127,660
Sewer Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$5,351,000	\$0	\$0	\$5,351,000
Sewer Depreciation Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Filter Plant Operations Fund	\$0	\$269,370	\$111,210	\$206,130	\$724,770	\$0	\$0	\$0	\$0	\$1,311,480
Filter Plant Construction Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$840,000	\$0	\$0	\$840,000
Sanitary/ Recycling Fund	\$0	\$282,830	\$129,710	\$3,100	\$4,657,630	\$0	\$0	\$0	\$0	\$5,073,270
Storm Water Fund	\$0	\$1,084,700	\$491,230	\$61,750	\$1,336,700	\$0	\$3,125,800	\$625,000	\$0	\$6,725,180
Transit Operations Fund	\$0	\$1,402,540	\$678,570	\$33,450	\$2,505,840	\$0	\$1,456,000	\$0	\$0	\$6,076,400
Mint Valley Golf Fund	\$0	\$207,580	\$76,700	\$105,890	\$222,870	\$0	\$0	\$4,460	\$0	\$617,500
Mint Valley Racquet Fund	\$0	\$0	\$0	\$0	\$9,550	\$0	\$0	\$0	\$0	\$9,550
INTERNAL SERVICE FUNDS:										
Insurance Reserve Fund	\$54,410	\$151,140	\$462,460	\$7,550	\$796,960	\$0	\$0	\$0	\$0	\$1,472,520
Office Equipment Reserve Fund	\$10,000	\$0	\$0	\$496,920	\$356,850	\$0	\$442,310	\$0	\$0	\$1,306,080
Equipment Rental Operations Fund	\$0	\$371,250	\$193,310	\$1,138,450	\$404,480	\$0	\$1,060	\$0	\$0	\$2,108,550
Equipment Rental Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,542,830	\$0	\$0	\$1,542,830
Facility Maintenance Fund	\$0	\$240,230	\$99,620	\$50,010	\$232,930	\$0	\$0	\$0	\$0	\$622,790
Unemployment Compensation Fund	\$0	\$0	\$42,500	\$0	\$0	\$0	\$0	\$0	\$0	\$42,500
Employee Benefits Reserve Fund	\$0	\$0	\$375,000	\$0	\$55,000	\$0	\$0	\$0	\$0	\$430,000
FIDUCIARY FUNDS:										
Firemen's Pension Fund	\$139,890	\$30,160	\$602,480	\$70	\$62,500	\$0	\$0	\$0	\$0	\$835,100
TOTALS	\$577,460	\$24,409,070	\$10,961,630	\$4,824,300	\$29,948,000	\$2,656,850	\$19,696,360	\$4,404,040	\$2,698,150	\$100,175,860

Expenditure Summary for 2016 Pie Chart Breakdown



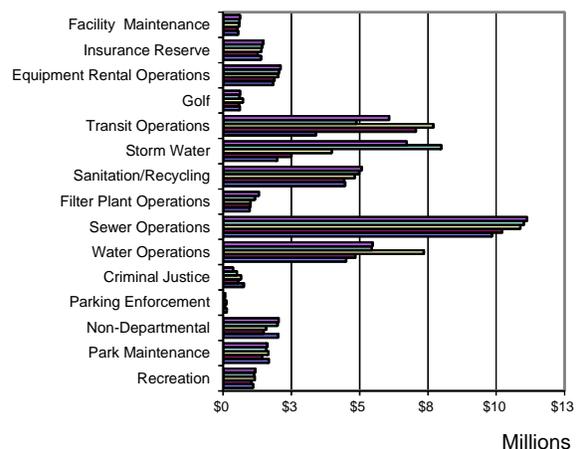
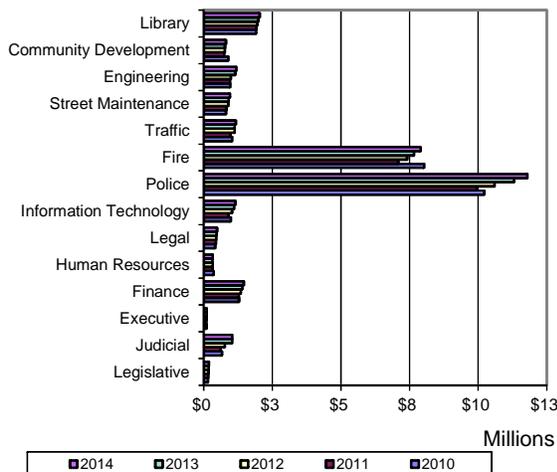
Financial Summary

Expenditure Comparisons by Fund

Fund	2013 Actual	2014 Budget	2015 Budget	2016 Budget
GENERAL FUND:				
General Fund	\$30,287,031	\$32,390,650	\$34,297,950	\$35,488,250
SPECIAL REVENUE FUNDS:				
Arterial Street Fund	\$967,378	\$7,270,330	\$7,435,390	\$1,024,230
Downtown Parking Fund	\$70,458	\$117,960	\$67,010	\$70,160
Economic Development Fund	\$775,493	\$833,790	\$932,350	\$772,530
HOME Fund	\$298,161	\$583,250	\$550,000	\$568,500
CDBG Entitlement Fund	\$366,997	\$385,000	\$385,000	\$397,500
Library Grant Fund	\$0	\$0	\$0	\$0
Criminal Justice Assistance Fund	\$591,879	\$657,630	\$508,760	\$364,250
Public Safety Fund	\$198,442	\$234,220	\$1,223,160	\$776,310
Tourism Special Revenue Fund	\$37,842	\$44,200	\$53,640	\$117,140
Parks & Rec. Memorial Trust Fund	\$26,048	\$108,800	\$89,400	\$80,920
Northwest Health Foundation	\$14,050	\$65,000	\$50,000	\$50,000
DEBT SERVICE FUNDS:				
2007 L.T.G.O. Bond Fund	\$646,690	\$599,060	\$625,860	\$624,950
Spec. Assess. Bond Red. Fund	\$11,317	\$210,000	\$100,000	\$100,000
Spec. Assess. Guaranty Fund	\$1,003	\$25,000	\$12,500	\$15,000
CAPITAL PROJECTS FUNDS:				
Capital Projects Fund	\$441,502	\$203,400	\$219,000	\$219,000
L.I.D. Construction Fund	\$0	\$3,350,000	\$3,350,000	\$3,350,000
Building Replacement Fund	\$3,370,706	\$0	\$10,000	\$10,000
PERMANENT FUNDS:				
Library Trust Fund	\$907	\$1,300	\$1,300	\$1,300
ENTERPRISE FUNDS:				
Water Operations Fund	\$4,842,844	\$7,353,910	\$5,448,680	\$5,470,300
Water Construction Fund	\$9,484,859	\$5,941,360	\$5,302,050	\$5,183,110
Water Depreciation Reserve Fund	\$0	\$0	\$0	\$0
Sewer Operations Fund	\$10,217,651	\$10,878,440	\$11,015,590	\$11,127,660
Sewer Construction Fund	\$5,925,671	\$3,468,230	\$8,115,000	\$5,351,000
Sewer Depreciation Reserve Fund	\$0	\$0	\$0	\$0
Filter Plant Operations Fund	\$993,609	\$1,006,560	\$1,167,990	\$1,311,480
Filter Plant Construction Fund	\$1,464,096	\$750,000	\$660,000	\$840,000
Sanitary/Recycling Fund	\$4,431,739	\$4,819,560	\$4,976,370	\$5,073,270
Storm Water Fund	\$2,501,962	\$3,979,260	\$7,990,700	\$6,725,180
Transit Operations Fund	\$7,057,055	\$7,690,140	\$4,877,900	\$6,076,400
Mint Valley Golf Fund	\$578,495	\$728,300	\$602,000	\$617,500
Mint Valley Racquet Fund	\$6,000	\$14,380	\$9,350	\$9,550
INTERNAL SERVICE FUNDS:				
Insurance Reserve Fund	\$1,262,455	\$1,402,840	\$1,427,200	\$1,472,520
Office Equipment Reserve Fund	\$736,442	\$831,600	\$1,170,000	\$1,306,080
Equipment Rental Operations Fund	\$1,876,456	\$2,019,440	\$2,047,020	\$2,108,550
Equipment Rental Reserve Fund	\$949,603	\$1,009,510	\$1,223,350	\$1,542,830
Facility Maintenance Fund	\$529,607	\$584,780	\$595,780	\$622,790
Unemployment Compensation Fund	\$26,384	\$75,000	\$40,000	\$42,500
Employee Benefits Reserve Fund	\$152,806	\$325,000	\$355,000	\$430,000
FIDUCIARY FUNDS:				
Firemen's Pension Fund	\$679,811	\$956,380	\$804,540	\$835,100
TOTALS	\$91,823,449	\$100,914,280	\$107,739,840	\$100,175,860

Expenditure Comparisons by Department

Department	2012	2013	2014	2015	2016
	Actual	Actual	Budget	Budget	Budget
Legislative	\$162,038	\$167,081	\$177,650	\$184,240	\$187,040
Judicial	\$666,295	\$621,339	\$770,260	\$1,037,700	\$1,037,700
Executive	\$112,917	\$97,939	\$105,390	\$111,310	\$115,020
Finance	\$1,291,829	\$1,282,007	\$1,352,750	\$1,405,490	\$1,459,510
Human Resources	\$359,875	\$322,788	\$334,570	\$313,600	\$333,860
Legal	\$416,606	\$446,757	\$459,940	\$474,060	\$490,730
Information Technology	\$988,805	\$905,102	\$1,030,010	\$1,111,570	\$1,154,720
Police	\$10,227,713	\$9,960,993	\$10,605,890	\$11,318,760	\$11,793,490
Fire	\$8,038,674	\$7,090,924	\$7,415,380	\$7,666,830	\$7,912,640
Traffic	\$1,038,354	\$974,686	\$1,130,370	\$1,130,190	\$1,173,650
Street Maintenance	\$812,801	\$832,237	\$893,410	\$913,990	\$958,280
Engineering	\$964,350	\$962,103	\$991,300	\$1,148,490	\$1,186,720
Community Development	\$895,725	\$747,068	\$767,590	\$779,540	\$810,550
Library	\$1,912,575	\$1,921,010	\$1,957,450	\$1,999,440	\$2,043,460
Recreation	\$1,094,434	\$1,036,746	\$1,161,230	\$1,137,110	\$1,182,970
Park Maintenance	\$1,669,652	\$1,432,095	\$1,655,570	\$1,576,020	\$1,619,280
Non-Departmental	\$2,012,495	\$1,486,156	\$1,581,890	\$1,989,610	\$2,028,630
Parking Enforcement	\$136,276	\$70,458	\$117,960	\$67,010	\$70,160
Criminal Justice	\$755,229	\$560,079	\$657,630	\$508,760	\$364,250
Water Operations	\$4,499,405	\$4,842,844	\$7,353,910	\$5,448,680	\$5,470,300
Sewer Operations	\$9,843,807	\$10,217,651	\$10,878,440	\$11,015,590	\$11,127,660
Filter Plant Operations	\$971,351	\$993,609	\$1,006,560	\$1,167,990	\$1,311,480
Sanitation/Recycling	\$4,463,964	\$4,431,739	\$4,819,560	\$4,976,370	\$5,073,270
Storm Water	\$1,980,229	\$2,501,962	\$3,979,260	\$7,990,700	\$6,725,180
Transit Operations	\$3,399,600	\$7,057,055	\$7,690,140	\$4,877,900	\$6,076,400
Golf	\$609,226	\$578,495	\$728,300	\$602,000	\$617,500
Equipment Rental Operations	\$1,830,850	\$1,876,456	\$2,019,440	\$2,047,020	\$2,108,550
Insurance Reserve	\$1,386,685	\$1,262,455	\$1,402,840	\$1,427,200	\$1,472,520
Facility Maintenance	\$550,279	\$529,607	\$584,780	\$595,780	\$622,790



Financial Summary

Long-Term Debt

The City of Longview’s authority to incur long-term debt of any kind is controlled and limited by the RCW. According to law, our debt must be incurred in accordance with detailed budget procedures and paid for out of identifiable receipts and revenues. We use long-term debt to finance capital improvements.

As prescribed by the RCW, our tax general obligation debt, subject to a 60 percent vote of qualified voters in the city, is limited to 2.5 percent of our assessed valuation for general purposes, 2.5 percent for utilities and 2.5 percent for open space and park facilities. Within our 2.5 percent of assessed valuation for general purposes, we may, without a vote of the people, incur tax general obligation debt in an amount that cannot exceed 1.5 percent of our assessed valuation. Within the 2.5 percent of assessed valuation for general purposes, we may also, without a vote of the people, enter into leases, if the total principal of the lease payments along with any other non-voted tax general obligation debt does not exceed 1.5 percent of our assessed valuation. The combination of voted tax and non-voted tax general obligation debt for general purposes, including leases, cannot exceed 2.5 percent of our assessed valuation. The same combination of tax general obligation debt for all purposes cannot exceed 7.5 percent of our assessed valuation.

General Obligation Bonds are a direct obligation of the City for which its full faith and credit are pledged. The debt service on general obligation bonds issued to fund improvements that directly benefit a specific program or fund are paid from that fund. The debt service on general obligation bond proceeds used to fund general improvements are paid from our Debt Service Funds. Debt Service for voter approved issues is funded by special property tax levies. Debt Service for City Council authorized or councilmatic issues are funded from regular property taxes.

Revenues bonds are created by ordinance, adopted by the City Council, and financed from Enterprise Fund revenues pledged as security for the repayment of the revenue bonds.

Special Assessment bonds are created by ordinance, adopted by the City Council, and financed by assessments on property owners. A separate guaranty fund is available to cover outstanding delinquencies at the end of the assessment period. The City’s obligation does not extend beyond the Guaranty Fund assets.

Debt Limitations

The City’s 2013 debt limit based on its current Property Valuation (2013 assessment for 2014 collection) is: \$2,532,716,797

INDEBTEDNESS FOR GENERAL PURPOSES

NON-VOTED DEBT LIMITS

Limit without vote (1.5% of assessed value)		\$37,990,752
General obligation bonds outstanding	\$16,970,000	
Other general obligation debt	808,401	
Total general obligation debt	\$17,778,401	
Applicable governmental funds available		(5,565,019)
Net outstanding non-voted debt		12,213,382
REMAINING NON-VOTED DEBT CAPACITY		\$25,777,370

VOTED DEBT LIMITS

Limit with vote (2.5% of assessed value)	\$63,317,920
Less: Net outstanding non-voted debt	12,213,382
Voted general obligation bonds outstanding	<u>\$0</u>
Net outstanding voted debt	<u>0</u>
REMAINING VOTED DEBT CAPACITY	<u><u>\$51,104,538</u></u>

INDEBTEDNESS FOR UTILITY PURPOSES

Limit with vote (2.5% of assessed value)	\$63,317,920
Less: Total net general purpose debt	<u>12,213,382</u>
REMAINING VOTED UTILITY DEBT CAPACITY	<u><u>\$51,104,538</u></u>

INDEBTEDNESS FOR PARKS AND OPEN SPACES

Limit with vote (2.5% of assessed value)	\$63,317,920
Less: Total net general and utility purpose debt	<u>12,213,382</u>
REMAINING VOTED PARKS AND OPEN SPACES DEBT CAPACITY	<u><u>\$51,104,538</u></u>

Schedule of Long-Term Debt for the period ending December 31, 2013

This schedule of long-term debt provides a listing of the City of Longview’s outstanding general obligation debt and the annual requirements, including interest to amortize this debt.

GENERAL OBLIGATION DEBT

Year ending December, 31	Bonds		Other	
	Principal	Interest	Principal	Interest
2014	\$815,000	\$1,261,829	\$194,463	\$25,929
2015	\$855,000	\$1,276,644	\$163,574	\$20,683
2016	\$705,000	\$1,091,919	\$166,147	\$15,967
2017	\$745,000	\$1,106,604	\$168,868	\$11,103
2018	\$570,000	\$914,495	\$64,601	\$6,084
2019-23	\$4,145,000	\$5,432,489	\$50,748	\$3,045
2024-28	\$4,850,000	\$5,072,056	\$0	\$0
2029-33	\$3,520,000	\$4,069,849	\$0	\$0
2034-35	\$765,000	\$814,088	\$0	\$0
	\$16,970,000	\$21,039,973	\$808,401	\$82,811

Financial Summary

General Obligation Bonds & Other General Obligation Debt

On December 31, 2013, the City had \$16,970,000 in non-voted LTGO bond liabilities for bonds issued for funding the acquisition and renovation of the Police Department; a 100 foot aerial ladder truck for the Fire Department; development of the Mint Farm Industrial Park; Library renovation; Golf Course cart paths and capital improvements at the Columbia Theatre. General obligation bonds outstanding as of December 31, 2013, are as follows:

\$8,095,000 - 2007 Limited Tax General Obligation Bonds

2007 Public Facilities District/Columbia Theatre serial bonds due in installments of \$105,000 to \$510,000 through June 1, 2032 with interest at 4.00% to 5.00%. \$6,775,000

\$7,455,000 - 2010 Limited Tax General Obligation Bonds

2004 Mint Farm Industrial Park serial bonds due in installments of \$115,000 to \$435,000 through December 1, 2035 with interest at 3.10% to 5.30%. \$6,635,000

\$3,560,000 - 2013 Limited Tax General Obligation Bonds

2013 City Facility Energy Conservation serial bonds due in installments of \$215,000 to \$280,000 through December 1, 2028 with interest at 0.7% to 4.08%. \$3,560,000

***Total General Obligation Bonds Outstanding* \$16,970,000**

Other General Obligation Debt

The City has low-interest long-term loans from the Washington State Department of Community & Economic Development for street and utility improvements. As of December 31, 2013, the amount outstanding on these obligations was \$808,401. Outstanding Other General Obligation Debt as of December 31, 2013, was as follows:

\$626,398 - Public Works Trust Fund Loan

Proceeds were utilized to fund traffic signal upgrades at numerous intersections throughout Longview. Annual interest payments of 2% per annum on outstanding principal balance with final payment due July 1, 2014. Payment for this Public Works Trust Fund Loan is provided by the Arterial Street Fund. \$33,326

\$1,500,000 - Public Works Trust Fund Loan

Proceeds were utilized to finance in part the construction of roadways, utilities and other site improvements for the Mint Farm Industrial Park. Annual interest payments of 2% per annum on the outstanding principal balance with final payment due July 1, 2017. Payment for this Public Works Trust Fund Loan is provided by the Economic Development Fund. \$428,571

\$500,000 – Community Economic Revitalization Board Loan

Proceeds were used to finance in part the construction of roadways, utilities and other site improvements for the Mint Farm Industrial Park. Annual interest payments of 6% per annum on the outstanding principal balance with final payment due July 1, 2019. Payment for this loan is provided by the Economic Development Fund. \$264,515

\$160,000 – Community Economic Revitalization Board Loan.

Proceeds were used to finance in part the construction of roadways, utilities and other site improvements for the Mint Farm Industrial Park. Annual interest payments of 1% per annum on the outstanding principal balance with final payment due January 1, 2018. Payment for this loan is provided by the Economic Development Fund.\$81,989

***Total Other General Obligation Debt Outstanding*\$808,401**

Revenue Debt

This schedule provides a listing of the City of Longview’s revenue debt and the annual requirements, including interest to amortize this debt.

REVENUE DEBT

Year ending December, 31	Bonds		Other	
	Principal	Interest	Principal	Interest
2014	\$0	\$0	\$1,980,830	\$480,569
2015	\$0	\$0	\$1,993,339	\$454,878
2016	\$0	\$0	\$2,006,203	\$428,563
2017	\$0	\$0	\$2,019,431	\$402,247
2018	\$0	\$0	\$2,033,035	\$375,930
2019-23	\$0	\$0	\$10,383,128	\$1,484,910
2024-28	\$0	\$0	\$10,663,421	\$827,622
2029-32	\$0	\$0	\$6,107,139	\$217,666
	\$0	\$0	\$37,186,526	\$4,672,385

Revenue Bonds & Other Enterprise Debt

The City of Longview is authorized under the laws of the State of Washington to issue revenue bonds. Revenue bonds are used for the purpose of financing various enterprise activities and are secured by the revenues collected from ratepayers. As of December 31, 2013, the City of Longview had not outstanding Revenue bonds.

Other Enterprise Debt

Payment for outstanding other enterprise debt which consists low interest Public Works Trust Fund Loans is provided by the Water/Sewer Fund. As of December 31, 2013, the amount outstanding for other enterprise debt was \$37,186,526 as follows:

\$750,000 - 2005 Public Works Trust Fund Loan. Proceeds were utilized to fund replacement of specific components at the Cowlitz County Regional Sewage Treatment Facility. Annual installments beginning July 1, 2005, through July 1, 2010, interest at ½% per annum.\$490,286

Financial Summary

\$1,000,000 - 2009 Public Works Trust Fund Loan. Proceeds to fund replacement of specific components at the Cowlitz County Regional Sewage Treatment Facility. Annual interest payments of ½ % per annum on outstanding principal balance with final payment due July 1, 2028.	\$800,439
\$1,000,000 - 2010 Public Works Trust Fund Loan. Proceeds were utilized to fund the new Regional Water Treatment Plant. Annual interest of ½ % through 2028.	\$800,439
\$3,052,350 - 2010 Public Works Trust Fund Loan. Proceeds were utilized to fund the new Regional Water Treatment Plant. Annual interest of ½ % through 2028.	\$2,772,984
\$5,450,000 - 2011 Public Works Trust Fund Loan. Proceeds were utilized to fund the new Regional Water Treatment Plant. Annual interest of ½ % through 2028.	\$4,330,818
\$11,100,000 - 2011 Department of Ecology Loan to help in the City’s sewer diversion Project to the regional sewage treatment plant. Annual interest of 2.8% through 2031.	\$10,537,879
\$12,000,000 - 2012 Public Works Trust Fund Loan for the Mint Farm Regional Water Supply Project. Annual interest of 1% through 2034	\$7,980,000
\$10,000,000 - 2012 Public Works Trust Fund Loan for the Mint Farm Regional Water Supply Project. Annual interest of 0.5% through 2032	<u>\$9,473,681</u>
<i>Total Other Enterprise Debt</i>	<u>\$37,186,526</u>

Special Assessment Bonds

Debt service requirements for special assessment bonds will be met by the collection of assessments receivable that have been levied against property owners. The assessments are liens against the property and subject to foreclosure. Payment for outstanding special assessment bond principal and interest is provided by Debt Service Funds. Total outstanding special assessment bonds as of December 31, 2013, totaled \$11,000.

\$49,300 – 2004 Local Improvement District No. 344 term bonds due September, 2016, interest at 3.75%	\$4,000
\$61,710 – 2004 Local Improvement District No. 345 term bonds due September, 2016, interest at 3.75%	\$4,000
\$30,361 – 2004 Local Improvement District No. 346 term bonds due September, 2016, interest at 3.75%	<u>\$3,000</u>
<i>Total Local Improvement District Bonds Outstanding</i>	<u>\$11,000</u>

The annual requirements for outstanding special assessment debt, including interest, is as follows:

SPECIAL ASSESSMENT DEBT

Year ending December, 31	Bonds	
	Principal	Interest
2014	\$5,000	\$413
2015	\$3,000	\$225
2016	<u>\$3,000</u>	<u>\$113</u>
	<u>\$11,000</u>	<u>\$750</u>

Financial Summary

Fund Budget Structure

Details of the fund structures for the budget start on page 39. In the sections that follow the financial summary, individual funds are accounted for beginning with the General Fund. All fund sections are indicated by gray tabs, and each City department is represented by a green tab.

Revenues

Total All Funds							
Total Revenues By Source	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Taxes	\$25,518,700	\$25,566,770	\$26,724,610	4.5%	\$27,262,350	2.0%	\$53,986,960
Licenses & Permits	\$797,530	\$837,280	\$759,050	-9.3%	\$794,850	4.7%	\$1,553,900
Intergovernmental	\$4,604,890	\$12,845,050	\$10,690,220	-16.8%	\$5,863,280	-45.2%	\$16,553,500
Charges for Services	\$34,783,720	\$35,699,490	\$35,432,450	-0.7%	\$36,353,420	2.6%	\$71,785,870
Fines & Forfeits	\$977,740	\$904,120	\$1,335,550	47.7%	\$1,141,520	-14.5%	\$2,477,070
Miscellaneous	\$5,622,450	\$5,830,970	\$7,049,080	20.9%	\$7,218,910	2.4%	\$14,267,990
Non-Revenues	\$4,943,470	\$7,536,400	\$12,410,750	64.7%	\$11,836,150	-4.6%	\$24,246,900
Other Financing Sources	\$4,989,910	\$7,945,310	\$6,213,350	-21.8%	\$5,086,310	-18.1%	\$11,299,660
Beg Resources Req to Balance	\$0	\$3,748,890	\$7,124,780	90.1%	\$4,619,070	-35.2%	\$11,743,850
TOTAL REVENUES	\$82,238,410	\$100,914,280	\$107,739,840	6.8%	\$100,175,860	-7.0%	\$207,915,700

Expenditures

Total All Funds							
Total Expenditures By Object	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Cont to End Fund Balance	\$0	\$347,030	\$403,980	16.4%	\$577,460	0.0%	\$981,440
Salaries & Wages	\$21,005,461	\$22,053,150	\$23,533,990	6.7%	\$24,409,070	3.7%	\$47,943,060
Personnel Benefits	\$8,940,183	\$9,893,380	\$10,415,650	5.3%	\$10,961,630	5.2%	\$21,377,280
Supplies	\$4,014,794	\$4,232,000	\$4,665,330	10.2%	\$4,824,300	3.4%	\$9,489,630
Other Services & Charges	\$26,089,808	\$28,449,740	\$29,337,110	3.1%	\$29,948,000	2.1%	\$59,185,110
Intergovernmental	\$2,237,600	\$2,521,780	\$2,473,310	-1.9%	\$2,656,850	7.4%	\$5,230,160
Capital Outlay	\$19,563,672	\$23,482,730	\$30,602,660	30.3%	\$19,696,360	-35.6%	\$50,299,020
Debt Service	\$4,088,611	\$3,593,320	\$3,956,170	10.1%	\$4,404,040	11.3%	\$8,360,210
Interfund Transfers	\$5,883,316	\$6,341,150	\$2,351,640	-62.9%	\$2,698,150	14.7%	\$5,049,790
TOTAL EXPENDITURES	\$91,823,447	\$100,914,280	\$107,739,840	6.8%	\$100,175,860	-7.0%	\$207,915,700