

A black steam locomotive engine is displayed on a wooden platform under a wooden roof. The engine is the central focus, with a large white circular door on its side. The background shows green trees and a clear sky.

The City of Longview, Washington

2015/2016 Budget

January 1, 2015 through December 31, 2016



2015/2016 Budget

for the fiscal biennium January 1, 2015
through December 31, 2016

CITY COUNCIL

Don Jensen, Mayor

Ken Botero

Tom Hutchinson

Chet Makinster

Mary Jane Melink, Mayor Pro Tem

Steve Moon

Mike Wallin

CITY MANAGER

Bob Gregory

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Honorable Mayor Jensen, city council members, and citizens of Longview:

Most people in the United States have been deeply and negatively affected in one way or another by the Great Recession that began in 2008, not just those of us involved in budgeting with the City of Longview. Two years ago at this time the 2013-2014 budget message referred to a weak (at best) economic recovery underway in Southwest Washington. That situation didn't do anything to prevent a few staffing and service cuts then, ones that followed on more significant ones that had been made beginning in 2009.

Now we are happy to recognize the relatively good period of growth (primarily as measured by sales tax receipts in the City's general fund) that we have come through for most of the past two years. That growth may be moderating now, and we certainly do not take it for granted, but the improvement we've seen and the continued responsible use of budgeted appropriations by City staff have combined to make it possible to recommend some selected service restorations in 2015-2016. Though they are limited – and clearly focused on the city council's policy initiatives and goals – they represent a major change in our financial position from the past few years.

At the same time we are able to propose these restorations in our law enforcement and street maintenance programs, we also want to reinforce the council's recognition that our ability to sustain them in future years, and certainly our ability to consider any others, will depend greatly on continued economic improvement. Our most recent general fund forecast shows expenditures exceeding revenues on an annual basis every year through 2019.

Overview

The 2015-2016 biennial budget presented herewith is balanced in all funds and totals \$207,915,700. The \$2,657,420 decrease represents a 1% reduction from the \$210,573,120 adopted 2013-2014 biennial budget.

The recommended budget always takes its direction from the council's strategic



**2014
COUNCIL INITIATIVES**

OUR MISSION
It is the mission of Longview City Council to mindfully develop and implement sustainable environmental, economic, and social strategies that protect and improve the quality of life in Longview. This mission challenges us to deliver services within the community's resources and at an acceptable level of risk.

OUR VISION
It is the vision of Longview to require forward thinking leadership that creates an environment for excellence within the organization and promotes inclusiveness within the community.

- Continue effective financial management**
- Enhance public safety and emergency response**
- Strengthen economic conditions & create new opportunities**
- Preserve and enhance neighborhoods**
- Improve transportation systems**
- Address quality of place issues**
- Provide sustainable water quality & environmental infrastructure**

initiatives. They represent the principal policy for establishing spending priorities.

During the recent recession-dominated slow economic years, the strategic initiatives provided guidance in determining where we would cut staffing and related services the least, and early on in the preparation of the 2015-2016 budget, the council adhered to them in telling us where we should try to increase spending to the extent that additional discretionary dollars might be available beyond the costs of maintaining the services we provide now.

Just as importantly, guidance laid out in the four stages of budget prioritization developed by the council and staff a decade ago continues to provide direction for how we prepare a balanced recommended budget.

Four Stages of Budget Prioritization

- **Stage 1**
Revenues are greater than expenditures, and ending fund balance is projected to be greater than 12%. (In this scenario, surplus revenues are distributed to appropriate reserve funds and new programs may be considered that are in line with the Council's strategic initiatives).
- **Stage 2**
Expenditures exceed revenues and ending fund balance is projected to be greater than 12%. (This scenario is a basic status quo budget where all core services and non-mandated programs are maintained through existing revenues and the use of reserves).
- **Stage 3**
Expenditures exceed revenues and projected ending fund balance is greater than 8% but less than 12%. (The adopted budget provides for all core services with reductions in non-mandated programs as approved by Council. At this stage Council considers revenue enhancement proposals such as bond levies, tax increases and new revenues).
- **Stage 4**
Expenditures exceed revenues and projected ending fund balance is less than 8%. (Further reductions in non-mandated programs are necessary. Possible core service reductions may be called for. Council will consider revenue enhancement proposals such as bond levies, tax increases and new revenues).

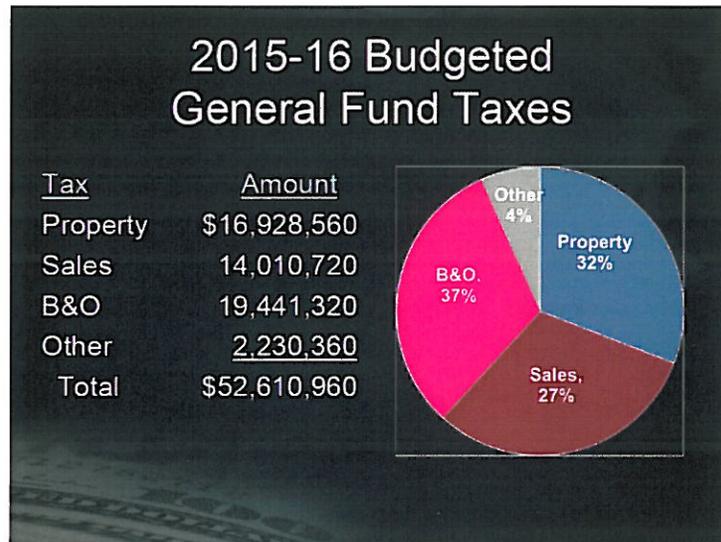
General Fund

The recommended budget of \$69,786,200 for 2015-2016 is up by \$5,818,170 or 9% compared to the originally adopted 2013-2014 budget.

The “three-legged stool” of general fund revenues – property taxes, sales taxes, and business and occupation taxes (B&O, which includes utilities) – was neatly balanced before the recession.



It had become increasingly off kilter since then due to the significant decline and then slow recovery of sales taxes and increases in utility rates, but it is now projected to be ever-so-slightly more in balance during 2015-2016 as a result of recent sales tax growth.



Property tax revenue continues to grow slowly – conforming to the 1% annual growth limits that are central to Referendum 47 as approved by state voters a decade ago, and also reflecting very slow growth in new taxable construction. The good news from the standpoint of the City’s financial situation is that assessed values are growing slightly after a period of decline, and that moderates the increase in the property tax levy rate. It is projected to increase by only one cent to \$3.43 per \$1,000 AV in 2015. The statutory limit of \$3.60 is closer, but the improving economy, in which property values often lag, offers hope that it will not be a factor anytime soon.

Assessed Value/Property Tax Comparison

City of Longview				
Year	Assessed Value	% Chg	Levy Rate	Property Tax
2006	\$1,919,495,278		\$3.60	\$6,910,183
2007	\$2,296,278,710	19.6%	\$3.15	\$7,227,142
2008	\$2,596,241,283	13.1%	\$2.88	\$7,472,452
2009	\$2,897,346,852	11.6%	\$2.72	\$7,906,395
2010	\$2,809,338,951	(3.0%)	\$2.90	\$8,134,755
2011	\$2,736,916,514	(2.6%)	\$3.03	\$8,284,506
2012	\$2,703,686,847	(1.2%)	\$3.11	\$8,419,450
2013	\$2,502,611,760	(7.4%)	\$3.41	\$8,533,950
2014	\$2,532,716,797	1.2%	\$3.42	\$8,671,022
2015	\$2,561,105,283	1.1%	\$3.43	\$8,778,669

Sales tax receipts surpassed their historical growth rate during the past biennium, but even with the continued growth projected for the next two years, they will remain well below the peak year of 2007.



Without the growth in B&O taxes during the past several years, the destructive impact of the recession on general fund services and finances would have been much more severe. B&O taxes have grown both because the city’s own utility rates have had to be increased significantly since 2008 in order to help pay for large water and sewer construction projects and new regulatory stormwater utility programs; and because the council was willing to increase the tax rate itself from 7% to 9.5%. That higher rate will stay in effect indefinitely and will help pay for the restored priority services in 2015-2016.

Beginning with the planning retreat nine months ago and budget workshops since then, the city council has consistently said enhancing police services first, and secondarily street maintenance, would be the budget priorities for 2015-2016 to the extent anything is possible beyond maintaining all services generally. This recommended budget does that. The service enhancements proposed include funding for:

- *one new community services unit police corporal assigned to the Highlands Satellite Office to initiate outreach programs involving youth, burglary prevention, social issues, and volunteers. The objectives for this highest priority police services enhancement are to build partnerships, strengthen communities, and prevent crime in the first place. First-year costs of \$179,270 include a new vehicle, training, and equipment.

- *one new street crimes unit police officer. The objectives for this enhancement are to address our drug violation rate which is more than six times higher than the state average and which is closely associated with other types of crime, including burglary and domestic violence. First-year costs of \$96,980.

- *another street crimes unit police officer to be transferred out of the regional narcotics task force. First-year cost of \$54,500 is only for a vehicle because the city is already paying for this position. We will continue to provide a supervisory role for the task force, so this transfer will not cause the unit to be dissolved.

- *one new information technology specialist position to be dedicated to public safety support and troubleshoot the police department’s technical devices and information systems, thereby freeing up our existing crime analyst position to do more gathering and presentation of statistical data that is vital to planning how staff and other resources can be best deployed. First-year costs of \$85,370 include training, a computer, and software licenses.

*a \$45,000 increase in the street maintenance materials budget for 2015 and \$47,000 in 2016. This increase helps to restore some of the reductions made in this account in recent years, and it represents about all that can be effectively used given our current staffing levels in this program.

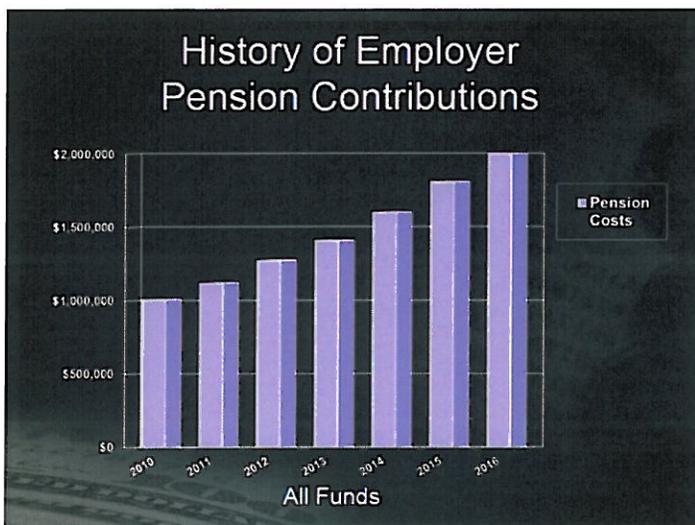
The above service enhancements address some of the highest priorities identified in the Police Executive Research Forum (PERF) report completed a few years ago to help guide the police department’s own strategic planning; and they respond (minimally) to the street pavement conditions report also completed a few years ago.

If not for extraordinary increases planned for things like indigent defense and the City’s share of employee pension contributions, it would have been possible either to recommend additional service enhancements, maintain a greater ending fund balance, or possibly modestly reduce the utility tax rate.

Indigent defense costs, based on the outcome of a recent request for proposals process and award of a new contract, are budgeted to increase by \$273,000 beginning in 2015. This responds to a lawsuit settlement involving another Washington city and state Supreme Court caseload standards for criminal defense attorneys.

History Indigent Defense Expenditures

General Fund:	2012	2013	2014	2015	2016
Indigent Defense	\$196,450	\$214,260	\$271,000	\$544,000	\$544,000
<i>\$ Increase</i>		\$17,810	\$56,740	\$273,000	\$273,000
<i>% Increase</i>		9.0%	26.5%	100.7%	0.0%



Employee pension contributions continue to climb as a result of calculations by the state actuary and retirement board. The new rates will be considered by the state Legislature next year and might be mitigated to some extent, but it is far better to assume that they will go into effect as recommended.

An administrative initiative that coincided with the 2013-2014 budget was making high-deductible medical insurance plans the primary option for City employees in that benefit category. Human resources department staff, our labor groups, and ultimately the city council can all be thanked and congratulated for their willingness to put that program in place. It is innovative in the public sector and involved taking some risks, but the structure and use of the plans to date have resulted in noticeable cost savings. The premiums cost curve has clearly been flattened during the past two years, and we are now in a better position to comply with the federal Affordable Care Act in the coming years without additional costs.

The following tables and charts provide more useful information about the general fund. In summary again, we are in a financial position now to be able to afford some targeted service enhancements by drawing down our fund balance and still ending 2016 in Stage 2 of our budget model. The longer-term forecast is still daunting, but there are also more reasons now than in recent years to be optimistic about growth in our economy.

General Fund Expenditures (by Function)

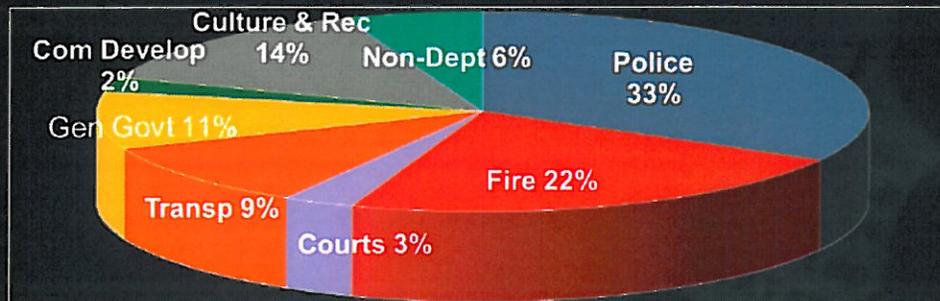
Function:	2014 Budget	2014 Projected	2015 Budget	2016 Budget
General Govt	\$4,230,570	\$4,066,470	\$4,637,970	\$4,778,580
Public Safety	18,021,270	17,742,392	18,985,590	19,706,130
Transportation	3,015,080	3,235,321	3,192,670	3,318,650
Community Dev	767,590	798,221	779,540	810,550
Culture & Rec	4,774,250	4,545,749	4,712,570	4,845,710
Non-Department	<u>1,581,890</u>	<u>1,810,043</u>	<u>1,989,610</u>	<u>2,028,630</u>
Total Expenses	\$32,390,650	\$32,198,196	\$34,297,950	\$35,488,250

1

Departments at a glance

Department:	2014 Projected	2015 Budget	2016 Budget
Legislative	\$171,614	\$184,240	\$187,040
Judicial	\$718,095	\$1,037,700	\$1,037,700
Executive	\$104,760	\$111,310	\$115,020
Finance	\$1,321,406	\$1,405,490	\$1,459,510
Human Resources	\$301,580	\$313,600	\$333,860
Legal	\$457,079	\$474,060	\$490,730
Info Technology	\$991,936	\$1,111,570	\$1,154,720
Police	\$10,142,164	\$11,318,760	\$11,793,490
Fire	\$7,600,228	\$7,666,830	\$7,912,640
Traffic	\$1,058,037	\$1,130,190	\$1,173,650
Street Maintenance	\$1,188,105	\$913,990	\$958,280
Engineering	\$989,178	\$1,148,490	\$1,186,720
Community Dev	\$798,221	\$779,540	\$810,550
Library	\$1,999,383	\$1,999,440	\$2,043,460
Recreation	\$1,070,817	\$1,137,110	\$1,182,970
Park Maintenance	\$1,475,549	\$1,576,020	\$1,619,280
Non-Department	\$1,810,043	\$1,989,610	\$2,028,630

2015-16 General Fund Expenditures



2015-16 General Fund = \$69,786,200

2015-16 General Fund Summary with Enhancements

	2015 Budget	2016 Budget
Beg Fund Balance	\$ 7,800,000	\$ 6,544,840
Revenue	33,042,790	33,746,830
Total Revenue	\$33,042,790	\$33,746,830
2015-16 Baseline Expenditures	\$33,836,830	\$35,388,210
Enhancements:		
Community Services Unit Officer	+ 179,270	-
Street Crimes Unit Officer	+ 96,980	+ 100,040
Street Crimes Unit Officer	+ 54,500	-
Public Safety I.T. Support	+ 85,370	-
Restore Street Mtnce Materials	+ 45,000	-
Total 2015-16 with Rec. Enhancements	\$34,297,950	\$35,488,250
Beg Cash Required	(1,255,160)	(1,741,420)
End Fund Balance	\$6,544,840	\$4,803,420
% of End Fund Bal	19.1%	13.5%

Utility/Enterprise Operations

The water, sewer, stormwater, solid waste/recycling, public transit, and Mint Valley golf and racquet/fitness center complex funds derive most of their revenues from user fees.

Our new water treatment plant went into service early in 2013 using a new source of supply – a deep aquifer a few hundred feet below the Mint Farm Industrial Park on the southwest side of Longview. Shortly after that we began receiving complaints about color, taste, odor, spotting residue, and other matters. Some of the complaints could be attributed to normal customer responses to a different source (changing from surface water to groundwater), changes in flow directions and pressures through old distribution lines, and the learning curve for staff operating the new plant. Seemingly the worst water quality issues were dealt with by implementing an extended period of flushing lines and replacing the oldest ones in one particular neighborhood.

But the complaints have not gone away by any means, and we are in the midst of a formal customer survey and engineering analysis for what options may be feasible and acceptable to reduce or eliminate them. The unanticipated expenses during the current biennium for line flushing and replacement, outside consultant analysis, customer bill adjustments, and other actions are approaching \$3 million. It's truly an open book now as to what steps will be taken and what costs will be incurred in 2015-2016 in trying to solve the problems. Through it all, it should be emphasized again that even the worst of the complaints have not been deemed to violate water quality standards set by the state Department of Health which regulates public water purveyors.

There are challenges and unknowns in other city utility and enterprise operations currently, but none quite so perplexing and potentially costly as those involving the water system. Among them:

- *decisions will have to be made about how to re-use the abandoned West Longview sewer lagoons site

- *new Phase II stormwater NPDES permit conditions are requiring us to adopt new low impact development regulations and otherwise get ready to implement a more extensive monitoring program by 2017

- *play and revenue declined significantly at MVGC this year, and the council has directed staff to research new, more aggressive marketing ideas for the use of our golf facilities.

Combined, a typical, residential water/sewer/stormwater/solid waste utility bill is anticipated to increase by 5.7% in 2015, from \$110.63 to \$117 per month.

Capital Spending

Planned capital spending in 2015 is headlined by the replacement of the Washington Way bridge (\$5.6 million), a continuing program of replacement and rehabilitation of several sewer pump stations (\$6.2 million), and additional old water main replacement (\$1.5 million) likely targeted at locations where quality complaints can be dealt with in no other way.

All of the capital projects for 2015-2016 are listed in the Capital Improvement Program section of the budget document.

Next Steps

Several public hearings and matters of legislation are scheduled in compliance with state law during the next two months leading up to final budget adoption – a hearing on 2015 revenue sources on November 6, ordinances regarding the property tax levy and rate on November 20, the first public hearing on the budget itself and the CIP on December 11, and the final public hearing and budget adoption ordinance as well as CIP resolution on December 23.

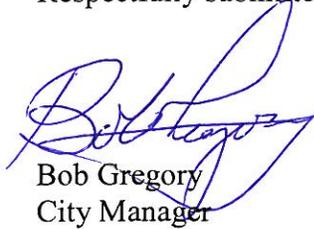
Closing

Budget preparation is never easy. There are countless numbers to produce and narratives to be written. It's time-consuming. Scenarios have to be run and re-run as new information is received and projections change. Decisions are frustrating and in some cases painful. So we greatly appreciate the commitment of everyone involved who is dedicated to providing accurate, thorough, and timely information, the ultimate result of which enables us to provide the very best of city services to the residents and business community of Longview within the resources entrusted to us.

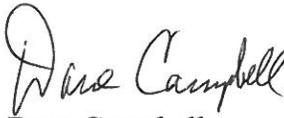
Ultimately the budget is a plan, the direction and authority to use financial resources. Inevitably there will be some revisions necessary during the coming two years, but we pledge now to use our resources wisely in taking budgetary direction from the council, and we also pledge to bring you more information and professional recommendations if and when we can improve on this plan during the next two years.

As a personal note, while budgeting has certainly often not been easy or fun during my tenure as city manager, it has always been an honor and a privilege to present you the best financial plan we could during each set of circumstances.

Respectfully submitted.



Bob Gregory
City Manager



Dave Campbell
Assistant City Manager/
Parks & Recreation Director



Kurt Sacha
Finance Director

Reader's Guide to the Budget

Introduction

The City's budget document serves to present the City Council and community with a clear picture of the services and programs the City of Longview furnishes as well as provides City management with a financial and operating plan that conforms to the City's accounting system.

The document consists of the following sections:

- ◆ **Reader's Guide to the Budget** is an introduction to the City's comprehensive biennial budget.
- ◆ **Budget Message** is a preface to the budget in the form of a letter from the City Manager to the City Council. It explains the budget and outlines recommended fiscal policies and programs for the biennium. The entire budget is founded on the goals and policies previously adopted by the Longview City Council. The budget message also illustrates the relationship of the recommended expenditures to these fiscal policies and programs, the reasons for changes from previous budgets, and an explanation of recommended revisions in financial policy. In addition, the message provides a clear picture of the City's present financial condition and a forecast for the future.
- ◆ **Budget Process** describes the process for putting the budget together, from setting policy through its strategic plan, *Longview 2023: Our Preferred Future*, to estimating revenues and expenditures, to adopting the budget. A timeline is included for reference.
- ◆ **Financial Summary** has two main focuses. The first half of the chapter provides an overview of the local economy and focuses on the City's strategies to maintain financial stability and on the basis for future revenue projections. Additional financial information can be found in the *Budget Message* section. The second half of the financial summary consists of a comprehensive overview of the budget. This portion includes detailed explanations and information about the various funds the City manages, as well as an overview of the City's accounting system and definitions of each fund. City revenue sources along with definitions, a complete listing of revenues and expenditures for 2015/2016, information about long-term debt, five-year comparisons by department, and comparisons by funds portray a clear financial picture of the City.
- ◆ **Fund Summary** includes details of the projected revenues and approved expenditures for the two-year budget cycle. This section is arranged by the various funds the City manages (gray tabs). The General Fund section includes information about the various City departments (green tabs), including organizational charts, descriptions of programs and services, performance measures, and expenditures and/or revenues.
- ◆ **Capital Improvement Program** looks at the City's five-year Capital Improvement Program and identifies anticipated capital projects.
- ◆ **Glossary of Budgeting Terms** explains key terms with which the reader may not be familiar.
- ◆ **Appendix** contains information about Longview's workforce as well as demographic information about our community. It also contains supplementary information relative to the budget and to Longview.

The *Reader's Guide to the Budget* also includes the following information on pages 2-11:

- ◆ An overview of City government, including the City Council and an organization chart
- ◆ City and regional services
- ◆ Brief history of Longview, including information about local attractions and amenities
- ◆ Commissions, boards and committees of the City
- ◆ City mission statement
- ◆ *Longview 2023: Our Preferred Future*

Reader's Guide to the Budget

Longview's Form of Government

Longview is a non-charter code city that adopted the council-manager form of government on March 14, 1968. This form of government relies on the belief that policy-making and administrative functions should be kept separate. The council, which determines policy and is politically responsible for its actions, appoints a city manager as the chief administrator. The city manager is responsible for carrying out policies set by the council, including directing employees and managing City resources to provide City services as effectively and efficiently as possible. Full details of the council-manager form of government can be found in Chapter 35A.13 of the Revised Code of Washington (RCW).

Longview City Council

The Longview City Council is composed of seven members elected at large by the citizens of the city. Council members are elected for four-year terms with four positions being elected first and the other three positions being elected two years later. This ensures that some members have experience at all times. The Council members elect a mayor from among themselves every two years.

The Council takes action on items presented at regularly scheduled or special meetings. A public hearing may be scheduled as part of a regular or special Council meeting. The public hearing allows the Council to meet legal public participation requirements pertaining to an issue, hear background information or reports about a topic, receive public input on the issue, and then make a decision based on the information presented. Council workshops are scheduled to allow Council members to study an issue in depth without taking immediate action.

The City Council meets on the second and fourth Thursdays of the month at 7 p.m. in the Longview City Hall, second floor, 1525 Broadway Street. Workshops are usually scheduled on the third Thursday of the month, and at other times as needed. The Mayor has regular office hours during the week.

Elected Officials

<u>Councilmembers</u>	<u>Expiration of Term</u>
Ken Botero	January 2016
Tom Hutchinson	January 2016
Don Jensen-Mayor	January 2016
Chet Makinster	January 2018
Mary Jane Melink - Mayor Pro Tem	January 2018
Steve Moon	January 2018
Mike Wallin	January 2016

District Court Judges

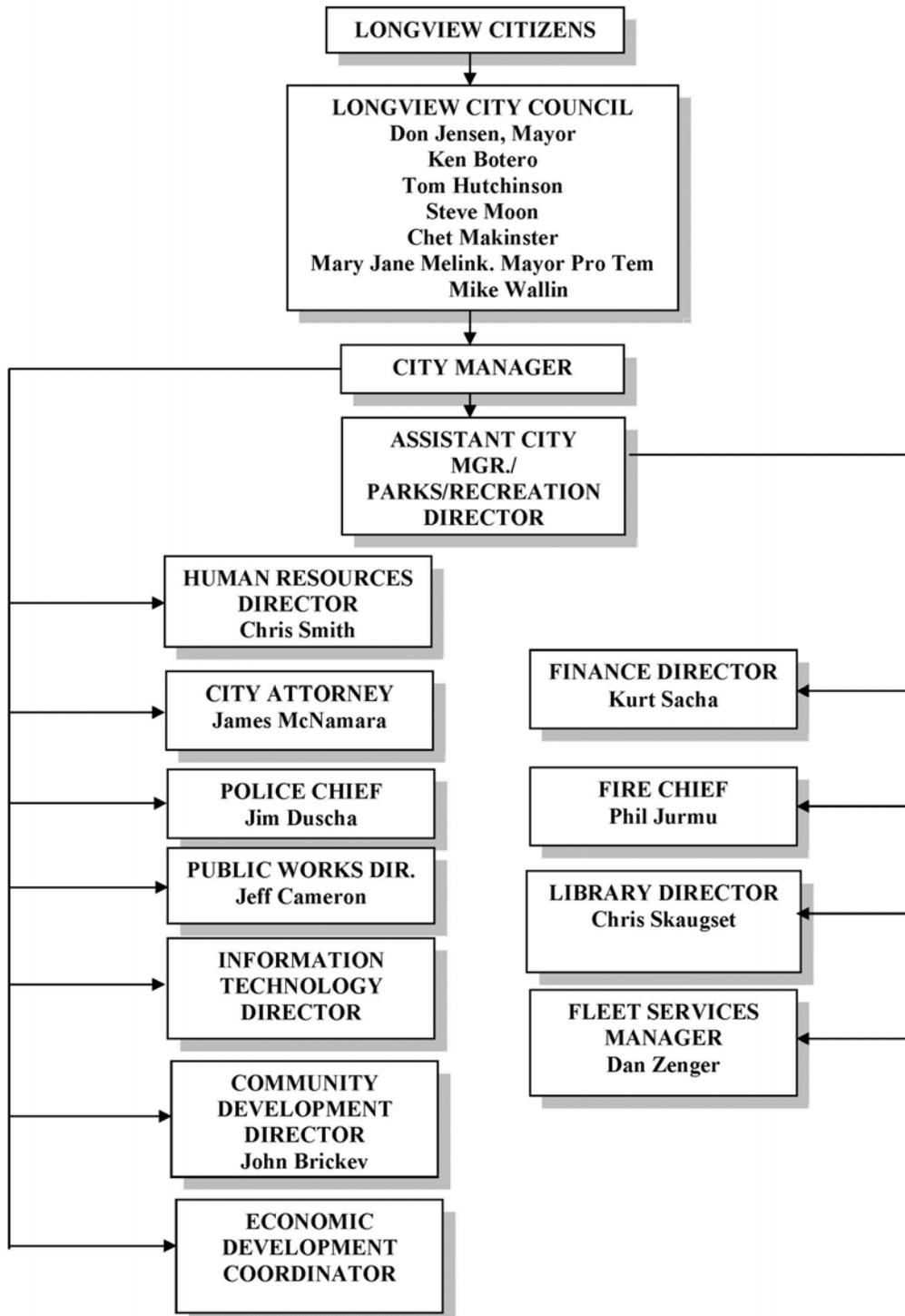
David Koss, Position 1	January 2019
Edward Putka, Position 2	January 2019
Ronald Marshall, Position 3	January 2019

Appointed Officials

City Manager	Bob Gregory, P.E.
Assistant City Manager and Parks and Recreation Director	David Campbell
City Attorney	James McNamara
Community Development Director	John Brickey
Finance Director	Kurt Sacha
Fire Chief	Phil Jurmu
Human Resources Director	Chris Smith
Information Technology Director	Judy Jones
Library Director	Chris Skaugset
Police Chief	Jim Duscha
Public Works Director	Jeff Cameron

Organization Chart

All Departments



Reader's Guide to the Budget

City Services

The City of Longview provides a full range of municipal services to its citizens, including police, fire, parks and recreation, street maintenance, planning and zoning, code enforcement, information technology, nuisance abatement, library, engineering, water, sewer, storm water, solid waste & recycling, and city administration. The City also provides water and sewer services to customers in unincorporated Cowlitz County adjacent to the city.

- ◆ The City of Longview and the Beacon Hill Water and Sewer District (BHWS) jointly own the new Mint Farm Regional Water Treatment Plant (MFRWTP) to provide potable drinking water to all City and BHWS customers. The City operates the MFRWTP under the direction of the Water Operating Board, the governing body created by interlocal agreement to control ownership and operation of the treatment plant and consisting of representatives from the City and BHWS.
- ◆ The City operates a public municipal golf course and a tennis/racquetball facility.
- ◆ Wastewater treatment is provided to the City's sewer customers by a regional sewer treatment plant operated by the Three Rivers Regional Wastewater Authority (TRRWA). The TRRWA was created by interlocal agreement between the cities of Longview and Kelso, the Beacon Hill Water and Sewer District, and Cowlitz County, and is governed by a board consisting of representatives from each of those entities.

Regional Services

The City of Longview is a member of the following regional service providers: Cowlitz Transit Authority, Kelso-Longview Airport Authority, Southwest Washington Clean Air Agency, Cowlitz Technical Services Agency, Three Rivers Regional Wastewater Authority, and the Water Operating Board. Cowlitz County provides our public health department, solid waste disposal, courts, combined emergency dispatch center, and jail. Solid waste collection and recycling, water meter reading, ambulance services and indigent defense are contracted with private firms. Animal control is provided by contract with the Humane Society of Cowlitz County.

Other local governmental entities supply public services to our community. The Port of Longview offers industrial, water transfer and terminal facilities on the Columbia River. Longview School District #122, Lower Columbia College and Washington State University furnish public educational services within the city limits and beyond. Cowlitz Public Utility District # 1 supplies electric power service within the city. The Longview Housing Authority administers low-income housing for the community, and the Lower Columbia Community Action Council offers a range of other services for low-income persons. While Longview may participate cooperatively in various activities with other public agencies and entities, none of their operations are a part of the City's reporting entity. Since the City of Longview neither exercises statutory control over nor appoints a majority of the members of the various governing bodies of these agencies, they are not included within the City's budget.

History of Longview

Longview's Beginnings

Longview, Washington, lies on the banks of the Columbia River, seventy-five miles from the Pacific Ocean. Only a few decades ago it was a peaceful valley sparsely populated and teeming with wildlife. This rich valley, surrounded by forests and snow-capped mountain peaks, was first recorded in history when Lewis and Clark in their 1805 western expedition camped at the mouth of what they called the "Cow-elis-kee" River, now known as the Cowlitz River.

Monticello Settled

Following the explorers, missionaries and Hudson's Bay Company scouts came and established a trading post near the

spot where Lewis and Clark camped. Led by Darby Huntington, the first party of pioneers paddled up the river in 1849 and filed claims on the land that later became part of Longview. Huntington named this settlement “Monticello” in honor of Thomas Jefferson’s home in Virginia. A little later, a convention of delegates from the Oregon Territory met here to petition the U.S. government to establish a new territory in the country north of the Columbia River. The petition was granted and the area became Washington Territory. Monticello was made the seat of Cowlitz County, but the little town was wiped out in a flood in the mid-1800s.

A Planned City is Built

Officials and engineers of the Long-Bell Lumber Co. came to the Pacific Coast seeking a location for great lumber manufacturing plants and a supply of virgin Douglas fir in southwest Washington. Headquartered in Kansas City, Missouri, Long-Bell was rapidly running out of timber to feed its sawmills in Louisiana and Texas, and a new source was needed, preferably near a deep-water port for export. Because of the ideal location for rail and water, Robert A. Long, chairman of Long-Bell, purchased 14,000 acres of the Columbia River Valley bottom to build a mill site and accompanying town. Surveys revealed that there were miles of deep-water frontage at this point on the Columbia River, and a turning basin which permitted ocean-going vessels to dock under their own power.

Nationally known city planners were commissioned to design a model and modern city adequate not only to immediate but also to future development. Robert A. Long’s vision for a “Planned City” was born. A large-scale city plan that could accommodate 50,000 inhabitants was proposed by J.C. Nichols, a planner and close personal friend of Mr. Long. Long agreed and appointed Nichols to assemble a planning team. George Kessler, a well-known city planner, was selected, as was the respected landscape architectural and town planning firm of Hare & Hare. They drafted the actual plans for the new city.

The city’s design, representative of the “*city beautiful*” movement, designated residential and commercial districts adjacent to but opposite of the Civic Center. Within the heart of the planned residential district was Fowler’s Slough, a marsh that was dredged to create a large, naturalistic park in the Romantic tradition. Today the area is known as Lake Sacajawea and is the focal point of the city. Restrictions were made for property use, as well as designating arterial streets, park areas, a community center, a business district, and manufacturing and industrial locations. The industrial district was platted south of the commercial district nearer the river. Boulevards with wide streets were laid in the fashion patterned after Rome and Paris.

Begun in 1922, most of the construction was completed by 1927. The Long-Bell investment for the timber, mills, and the city’s utilities and buildings totaled \$50 million. Many of R.A. Long’s contributions to Longview actively survive today.

75 Years Strong and Growing

Longview’s name is derived from its founding father, Longview was officially dedicated in July 1923, and was incorporated in February of 1924; a municipal government was established. In 1998, the city of Longview celebrated its 75th anniversary and proudly remembered the visionary efforts of Robert Alexander Long.

Longview Today

The city’s population is 36,940, making it the largest city in Cowlitz County. Longview is located at the junction of Interstate 5 and Washington State Highways 4, 411, 432 and 433, approximately 75 miles east of the Pacific Ocean, 128 miles south of Seattle and 41 miles north of Portland, Oregon. The elevation of the city ranges from 12 to 120 feet above sea level.

Ideally situated between Seattle and Portland, Longview offers residents a comfortable small-city lifestyle with

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opportunities for year-round recreation. Residents are removed from urban congestion and problems, yet are within an easy drive of big-city amenities.

Flowering trees line the streets of the Longview, nestled at the confluence of the Cowlitz and Columbia Rivers in southwest Washington. Longview has the distinction of having been named a *Tree City U.S.A.* for more than 20 consecutive years. The Parks and Recreation department maintains over 12,000 trees of many varieties. Longview has strived to preserve its unique history in the midst of modern conveniences, and was once designated a *Main Street* city.

Longview's moderate winters and summers offer year-round enjoyment of the Pacific Northwest's magnificent beauty. Its location makes Longview a perfect vacation headquarters.

Visitors can trout or bass fish from a mountain lake, deep-sea fish in the Columbia River, or enjoy beachcombing and storm watching at the Pacific Ocean. Nearby Mount St. Helens is also a popular attraction. Roads and over 70 miles of trails have been built for those wishing to explore the volcanic landscape. Helicopter tours and flights are also available.



Throughout the year, Longview offers major city-wide events for family enjoyment. Our Go-4th celebration is one of the area's largest 4th of July events. The Thunder Mountain Pro Rodeo held in conjunction with the Cowlitz County Fair attracts the finest competition in the country.

Amenities

- ◆ Access to the I-5 corridor as well as access to Oregon via the Lewis and Clark Bridge over the Columbia River
- ◆ Transcontinental bus service and Amtrak rail service
- ◆ National and international flights out of Portland International Airport; the Longview/Kelso Airport serves small aircraft
- ◆ St. John's Medical Center (PeaceHealth Hospital), eight nursing/retirement homes (with more being built), Hospice Care Center, and Kaiser Permanente medical facility
- ◆ Lower Columbia Community College and a Washington State University branch campus, two high schools, three middle schools, seven elementary schools and specialized education for the disabled

Points of Interest in the Longview Area

- ◆ *R.A. Long Park* – In the heart of the Civic Center, named for founding father Robert A. Long
- ◆ *Library Grounds* – Beautiful rose garden, giant squirrel memorial, Nutty Narrows Bridge (listed in the Guinness Book of World Records)
- ◆ *Monticello Convention* commemoration – Memorial in R.A. Long Park in the Civic Center
- ◆ *Catlin Cemetery* – Final resting place for many members of the Monticello Convention
- ◆ *Cowlitz County Historical Museum* – In Kelso, our neighboring city, Native American artifacts, quilts, and logging equipment
- ◆ *Lake Sacajawea* – Scenic 3.5 mile walking/jogging path, several playgrounds, home to squirrels, birds, ducks and geese
- ◆ *Historical buildings* – 41 buildings are on the National Register of Historic Places and/or the Longview Register

City Commissions, Boards, and Committees

The following are the current commissions, boards, and committees on which citizens may serve. In addition, citizens may serve as volunteers or on short-term committees.

Appeal Board of Adjustment

APPOINTED BY: City Manager with City Council confirmation. || **LENGTH OF TERM:** Five years.

MEETINGS: Second Tuesday of each month at 4:30 p.m. in the Council Chambers.

DUTIES: Issues special property use permits and has the right to determine suitability of alternate new materials/ types of construction after public hearing. Authorizes granting of variances from zoning ordinances of the City where compliance is impractical or impossible. Also reviews any interpretation of the provisions of Title 16 or 19 of the Longview Municipal Code made by the building official, and any order, requirement, or decision made by the building official in the application of the specific title provision to any parcel of land and/or structure. Affirms or reverses the interpretation made by the building official, and grants variances and special property use permits. The board's decisions are based upon the records and evidence in each case.

Citizen's Commission on Salaries for Elected Officials

APPOINTED BY: Mayor with City Council confirmation. || **LENGTH OF TERM:** Four years; may not serve more than two terms.

MEETINGS: As needed.

DUTIES: Study the relationship of salaries to the duties of members of the City Council and Mayor, and fix the salaries for each respective position.

Civil Service Commission

APPOINTED BY: Mayor. || **LENGTH OF TERM:** Six years.

MEETINGS: First Tuesday of each month at 4 p.m. in the Small Conference Room at City Hall.

DUTIES: Authorizes and approves recruitments and competitive testing to determine the relative qualifications of persons who seek employment in the Police and Fire Departments, and establishes eligibility and re-employment lists for various classes of positions. May hear appeals of examinations, disciplinary actions, or other matters that may be referred to the Commission. Administers Civil Service rules and regulations according to Title 41-RCW Washington State Law. Approves lists of the most qualified applicants for entrance and promotional exams.

Consolidated Diking Improvement District #1 Advisory Committee

APPOINTED BY: Three members appointed by City Manager, three appointed by the County Commissioners, and three appointed by the CDID #1 Board of Supervisors. || **LENGTH OF TERM:** One-year; no limit on the number of consecutive terms.

MEETINGS: Every third Thursday of the month at 6:45 a.m.

DUTIES: Learn about Diking District facilities and advise the District's elected supervisors on all aspects of District operations and improvements.

Disability Board

APPOINTED BY: Two Council representatives are appointed by the Mayor, Council confirms. Fire and Police department representatives are elected by Law Enforcement Officers and Fire Fighters (LEOFF I) members in their respective departments. The Board elects a Member at Large.

LENGTH OF TERM: Fire Department representatives are elected in February of even years for two years. Police Department representatives are elected in February of odd years for two-year terms. The Board elects a Member at Large for an indefinite term.

MEETINGS: Last Wednesday of each month at 8:30 a.m. in the Small Conference Room at City Hall.

DUTIES: Administers State RCWs regarding LEOFF I members. Considers and approves medical bills submitted by LEOFF I members.

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Downtown Advisory Committee

APPOINTED BY: City Council. || **LENGTH OF TERM:** Three years with no limitation on re-appointments.

MEETINGS: Monthly meetings beginning at 8 a.m. at Longview City Hall on the second Monday of the month.

DUTIES: Serves as the primary group to recommend implementation of the strategies and goals that are described in the Longview Downtown Plan for the purpose of enhancing the economic vitality of the Downtown Commerce District. Also makes recommendations regarding the need for and use of on-street parking in the downtown area.

Golf Course Advisory Committee

APPOINTED BY: City Manager, City Council confirms. || **LENGTH OF TERM:** Two one-year terms and three three-year terms.

MEETINGS: Minimum of quarterly meetings are held at the Recreation Building (2920 Douglas Street) at 4 p.m. on the third Wednesday of each quarter.

DUTIES: Performs studies and makes recommendations through the Parks and Recreation Director to the City Manager and Council regarding long-range planning, improvement, and operation of the Mint Valley Golf Course and how to best utilize these facilities to meet public needs. (Per Resolution No. 1336) Acts as liaison between the golfing public and the department, including the golf maintenance staff.

Historic Preservation Committee

APPOINTED BY: City Manager. || **LENGTH OF TERM:** Appointments are for a three-year period, with staggered terms.

MEETINGS: Fourth Thursday of each month at 6 p.m. in the Small Conference Room at Longview City Hall.

DUTIES: Identifies and actively encourages the conservation of the city's historic resources by initiating and maintaining a register of historic places and reviewing proposed changes to register properties. Raises community awareness of the city's history and historic resources, and serve as the city's primary resource in matters of history, historic planning, and preservation. Conducts and maintains a comprehensive inventory of historic resources within the boundaries of the city known as the Longview historic inventory.

Library Board of Trustees

APPOINTED BY: Mayor, Council confirms. || **LENGTH OF TERM:** Five years. No appointment shall exceed two full consecutive terms (RCW 27.12.025).

MEETINGS: First Monday of each month (unless it falls on a holiday) at 4 p.m. at the Library's Board Room.

DUTIES: Represents the Library both to the people of Longview and to the governing officials. Ensures that adequate funds are obtained for good library service, promotes the best possible use of all library resources in the area, improves the existing library, and extends library service to those not previously served.

Loan Review Board

APPOINTED BY: City Manager. || **LENGTH OF TERM:** Three years

MEETINGS: As needed

DUTIES: Develops, amends, adopts and implements all operating policies and procedures for the Revolving Loan Fund (RLF) program. Reviews, selects, and approves RLF loan applications, and makes final decisions concerning RLF loans, consistent with adopted RLF policies and procedures.

Lodging Tax Advisory Committee

APPOINTED BY: City Council. || **LENGTH OF TERM:** One-year renewable terms. (Ordinance 2680, Resolution 1633)

MEETINGS: Prior to Longview City Council's budget meeting and as necessary.

DUTIES: Review outside agency requests and make a recommendation to the City Council as to the expenditure of lodging tax revenues to support these agencies' requests.

Longview Housing Authority

APPOINTED BY: Mayor. || **LENGTH OF TERMS:** Five years.

MEETINGS: Fourth Monday of the month at 4 p.m. at 820 11th Avenue, unless advertised differently.

DUTIES: Enacts policies and procedures to be administered by the Executive Director and staff. Reviews and approves financial auditing reports of program activities, offers oversight and direction for the planning of future activities, and provides these services to most of a three-county area — Cowlitz, Pacific and Wahkiakum — excluding the cities of Kelso and Kalama. The mission is to “provide opportunities to people who experience barriers to housing because of income, disability, or special need, in an environment that preserves personal dignity and in a manner that maintains the public trust.” This results in administration of HUD Section 8 rental assistance to low-income residents of the service area, provision of special housing for chronic mentally ill, and other special housing as the need may arise.

Mosquito Control District Board

APPOINTED BY: City Council. || **LENGTH OF TERMS:** Two years.

MEETINGS: As needed.

DUTIES: Provides policy and guidance for mosquito control district.

Parks and Recreation Board

APPOINTED BY: City Council. || **LENGTH OF TERM:** Three years.

MEETINGS: Third Monday of each month at 6 p.m. at the Recreation Building (2920 Douglas Street).

DUTIES: Undertakes studies and makes recommendations regarding Longview’s parks and recreation facilities and programs to best meet public needs. Acts as a liaison between the public and the Parks and Recreation Department to provide feedback in regards to department needs, policies, and activities. (Resolution 1887)

Planning Commission

APPOINTED BY: City Council || **LENGTH OF TERM:** Five years.

MEETINGS: First Wednesday of each month at 7 p.m. in the Council Chambers.

DUTIES: Serves in an advisory capacity to the City Manager and City Council with respect to the best methods of ensuring the growth, development, and expansion of the municipality. May conduct studies, analyses, research, and reports concerning municipal development, expansion, and general welfare made through the office of the Community & Economic Development Director. Holds the required public hearings for amending Title 19 of the Longview Municipal Code. Performs such administrative functions as holding hearings on preliminary plats of proposed subdivisions, and makes recommendations to City Council regarding changes to the Longview Municipal Code, Title 19. The Planning Commission has all the powers and duties as specified in RCW 35A.63.030.

Project Longview

APPOINTED BY: City Council. || **LENGTH OF TERM:** Three years.

MEETINGS: First Tuesday of each month at 6 p.m. in the training room at City Hall

DUTIES: Dedicated to building and maintaining a vibrant Longview. Provides recommendations for activities to further the economic growth and tourism of the City. The Committee has worked on projects such as city beautification planning, streetscape planning and city signage.

Public Development Authority

APPOINTED BY: City Council. || **LENGTH OF TERM:** Four years.

MEETINGS: Third Tuesday of each month at 4:30 p.m. in the small conference room at City Hall

DUTIES: Assists with and facilitates the redevelopment of property within the Event Center Master Plan area.

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Sister City Commission

APPOINTED BY: City Council. || **LENGTH OF TERM:** Three years.

MEETINGS: Second Wednesday of each month at 12 p.m. in the small conference room at City Hall.

DUTIES: The commission serves as the primary group to process and make recommendations for cultural exchanges with sister cities of the City of Longview, and provides recommendations for activities to further the cultural diversity and or economic relations of the City as it relates to sister cities. The commission encourages, conducts, sponsors or co-sponsors, for the benefit of the citizens of Longview, public programs to further the development and public awareness of, interest in, and furthering of cultural activities between sister cities and the City. The commission is a central body to whom parties interested in cultural activities related to the sister cities may come for information or assistance.

Stormwater Advisory Committee

APPOINTED BY: City Manager. || **LENGTH OF TERM:** Two years.

MEETINGS: As needed

DUTIES: The committee makes recommendations to the city council and city staff regarding implementation of the National Pollutant Discharge Elimination System (NPDES) Phase II Municipal Stormwater Permit and Longview's Stormwater Management Plan.

Visual Arts Commission

APPOINTED BY: City Manager || **LENGTH OF TERM:** Three years.

MEETINGS: Minimum of four meetings per year.

RESPONSIBILITIES: All members of the commission shall have a demonstrated knowledge, interest or expertise in the area of visual arts. The Commission serves as an advocate of the visual arts, promotes public awareness and provides advice about ownership, placement, and display of visual art in public buildings, parks, and other places. (Ordinance 2808)

Longview's Mission Statement

It is the mission of the City of Longview to develop and implement strategies that protect and improve the quality of life in our community. In doing so, we strive to deliver services in a cost-effective manner and within an acceptable level of risk.

Our vision of Longview requires forward-thinking leadership that creates an environment for excellence within the organization and promotes inclusiveness within the community.

Longview 2023: Our Preferred Future

In 1994, the City's strategic plan (*Longview 2023: Our Preferred Future*) was developed to guide City policy and budgeting in an effort to create a "preferred" future for Longview. During that process the City Council recognized that the vision should be flexible and open to change and improvements, and that new possibilities and challenges would emerge over the next 20-plus years.



The *Longview 2023* team summarized the following as vision-critical strategies to achieving a preferred future:

- ◆ Maintain the City in a financially solvent position
- ◆ Infuse and perpetuate the vision beyond election cycles
- ◆ Communicate the vision
- ◆ Strengthen the City’s commitment to a proactive role in area economic development
- ◆ Preserve riverfront areas for multiple uses, including public/private development
- ◆ Engage the City of Longview in regional efforts to establish seamless, multi-modal, regional transportation systems that will include access to high-speed rail, ground, and air transportation and an integrated system of bike paths and routes
- ◆ Celebrate the high quality of life in Longview and Cowlitz County

Council's Strategic Initiatives

Each year during the Council’s planning retreat, *Longview 2023* is reviewed, and goals and objectives are set based on this vision. Council has identified seven initiatives to achieve over the next three to five years.



2014 COUNCIL INITIATIVES

OUR MISSION

It is the mission of Longview City Council to mindfully develop and implement sustainable environmental, economic, and social strategies that protect and improve the quality of life in Longview. This mission challenges us to deliver services within the community’s resources and at an acceptable level of risk.

OUR VISION

It is the vision of Longview to require forward-thinking leadership that creates an environment for excellence within the organization and promotes inclusiveness within the community.

- Continue effective financial management**
- Enhance public safety and emergency response**
- Strengthen economic conditions & create new opportunities**
- Preserve and enhance neighborhoods**
- Improve transportation systems**
- Address quality of place issues**
- Provide sustainable water quality & environmental infrastructure**

For more information and to learn about the deliverables for each initiative, please view the 2014 Workplan on the City of Longview website at <http://www.mylongview.com/index.aspx?page=91>.

Budget Process

Putting the Budget Together

As stewards of City resources, Longview officials make certain that citizens receive the best possible programs and services for the investments they make through their tax dollars. City Council is responsible for allocating and using citizens' tax dollars effectively and wisely.

A balanced budget must be adopted by City Council before any public funds are spent. The adopted budget is the City's legal authority to spend public funds, and also provides the means for controlling expenditures.

A Biennial Budget

In June of 1996, the Longview City Council passed Ordinance No. 2630, in accordance with RCW 35.34, that provided for a two-year fiscal biennium budget. Longview continues to operate under the provisions of this budget ordinance during the 2015-2016 biennium. In Washington State, the fiscal biennium for cities must begin in the odd-numbered year. The City of Longview operates on a two-year budget cycle.

Estimating Expenditures

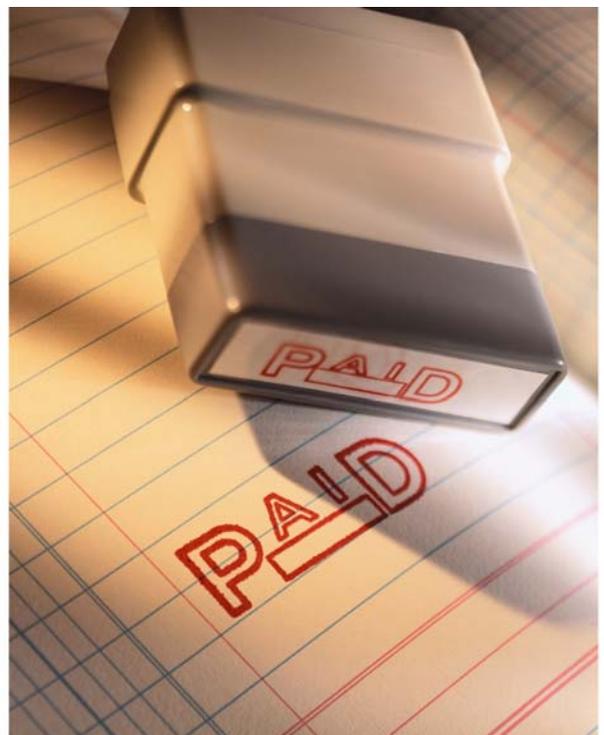
Programs and services provided for citizens are considered expenses and are balanced against the estimated income, resulting in a spending plan for the two-year period. Like balancing your checkbook, the City must balance the money it receives against money it spends.

The first phase of the budget process begins in early summer of even-numbered years, with a workshop meeting of the City Council. The City Council establishes the parameters that must be followed by staff during the preparation of the preliminary budget. At a subsequent management staff meeting, the City Manager distributes budget materials and information describing these parameters to all department heads. Following the staff meeting, individual department heads and members of their staff prepare estimates based upon a projection of current trends, a forecast of the effect of new programs, and an estimate of what is needed to pay remaining bills.

The departmental budget requests are prepared and presented to the Finance Director for consolidation into a preliminary budget document for review.

The budget is divided into various funds through which money can be spent for services and programs. The *General Fund* is the largest of the City's operating funds and includes funding for a wide variety of services offered to Longview residents. This fund accounts for all of the City's financial resources except those required by state law to be accounted for in different funds. The 2015-2016 *General Fund* budget totals \$69,786,200.

The dollar bill in figure 1 on page 14 illustrates how the City's money from the *General Fund* is allocated.



Estimating Revenues

While expenditures are being estimated, the Finance Director looks at potential revenues the City can generate. Two key questions are raised: what are the factors impacting future revenue flows, and what is the estimated level of revenues for the upcoming budget period?

The dollar bill in figure 2 illustrates the sources of income for the *General Fund* for the 2015-2016 biennium.

Reviewing Estimates

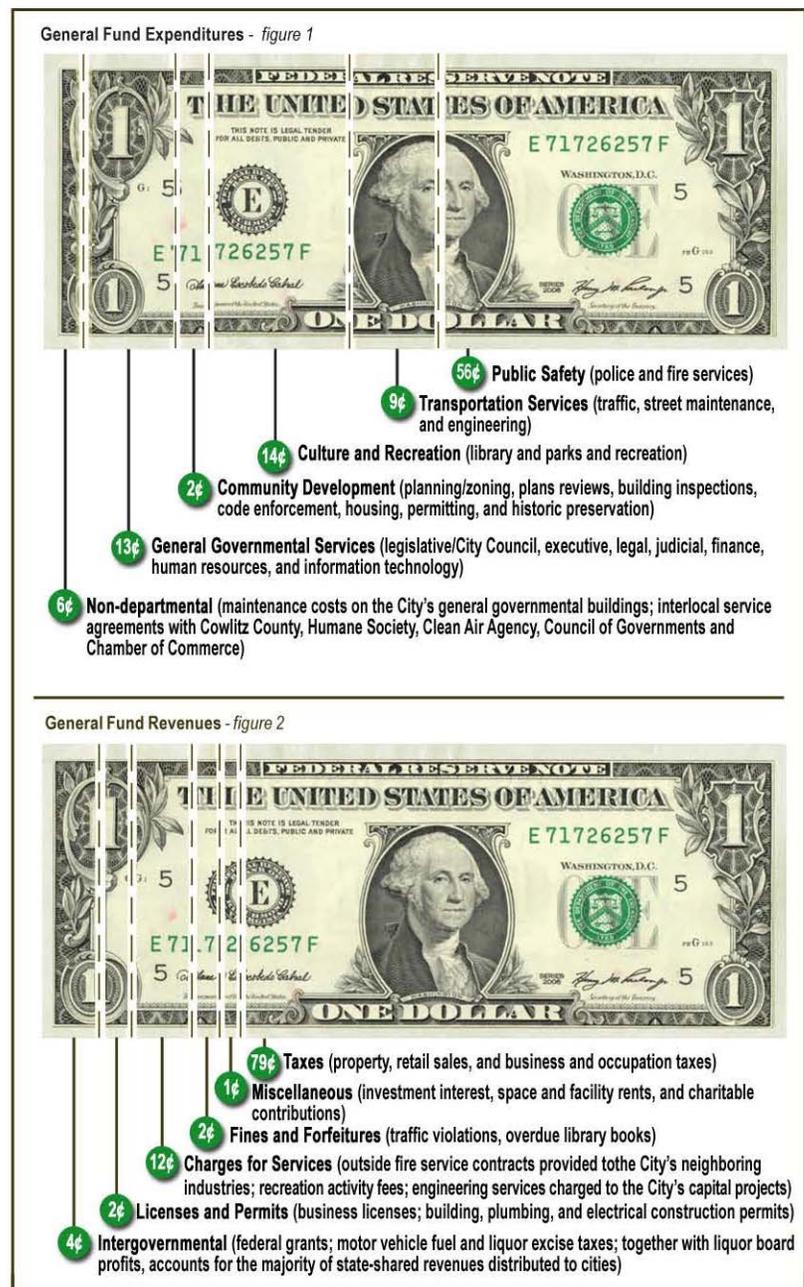
In August, the preliminary budget is ready for review by the City Manager and department heads. The City Manager reviews the department requests, taking into account policy objectives and priorities for new or expanded programs. The City Manager and Finance Director review current financial data and revenue projections in early October. In late October/early November, the budget is returned by the City Manager to the Finance Director for printing.

Preparing the Document

The City Manager prepares the draft or preliminary budget for Council review, usually in early November. The preliminary budget and message are also presented to the media and the general public at this time. The City Council thoroughly reviews the preliminary budget in a series of public meetings, workshops and public hearings. Interested individuals and community groups also review the preliminary budget during this time and offer their insights, comments and suggestions to the City Council.

Adopting and Implementing the Budget

The City Manager presents the budget to the Council and the public for review and adoption in an open public meeting. A series of public hearings are usually included as agenda items for the City Council meetings in November. Additional budget meetings are held by the City Council before the passage of the budget adoption ordinance in December. Once the hearings are completed, a budget ordinance is enacted, and the budget is formally adopted. The final budget is a formal, published document similar to the preliminary budget, but includes modifications made by the City Council. The final budget ordinance officially authorizes funding specific expenditures with identified resources.



Budget Process

CITY OF LONGVIEW 2015/2016 Budget Calendar

May							June						
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S
				1	2	3	1	2	3	4	5	6	7
4	5	6	7	8	9	10	8	9	10	11	12	13	14
11	12	13	14	15	16	17	15	16	17	18	19	20	21
18	19	20	21	22	23	24	22	23	24	25	26	27	28
25	26	27	28	29	30	31	29	30					

July							August							September						
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S
		1	2	3	4	5						1	2		1	2	3	4	5	6
6	7	8	9	10	11	12	3	4	5	6	7	8	9	7	8	9	10	11	12	13
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20	21	22	23	24	25	26	17	18	19	20	21	22	23	21	22	23	24	25	26	27
27	28	29	30	31			^{24/} ₃₁	25	26	27	28	29	30	28	29	30				

October							November							December						
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S
			1	2	3	4							1		1	2	3	4	5	6
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12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20
19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27
26	27	28	29	30	31		^{23/30}	24	25	26	27	28	29	28	29	30	31			

■ Staff Dates ● Council Dates

Budget Calendar

State law defines a city budget calendar timetable for completing the various steps leading to the budget's adoption. Longview staff begins budget preparation during the summer of even-numbered years. By the second Monday in September, a preliminary budget is completed. Staff presents the proposed budget to the Council by mid-November, and public hearings are held to review and approve it. The budget process ends when the final budget is adopted on or before December 31 by the Longview City Council.



This calendar illustrates the different deadlines and processes for adopting and implementing the City of Longview's biennial budget for 2015/2016.

May 3 - Council Workshop. Review 2013 financial activity, first quarter 2014 budget status report, and projections for 2014. Establish 2015/2016 budget parameters (including utility tax discussion); review programs, initiatives, performance measures, labor contracts/parameters, and revenue enhancements.

May 13 - Budget Kick-off meeting for department heads and staff - budget information distributed. A training session is presented by Finance staff for budget preparers.

May 22 - Regular council meeting. Utility tax ordinance presented for adoption.

May

June 5 - Distribute outside agency requests for funding packets.
June 19 - Council Workshop regarding Capital Improvement Projects (CIP).
June 19 - Department heads return completed baseline budgets, program budgets, and performance measures to Finance.

July 2 - Outside agency funding requests due.
July 10 - Finance completes first run of expenditure and revenue budget.
July 10 - Department heads submit program enhancements and capital improvement projects to Finance Director.
July 15 - Lodging Tax Advisory Committee meets.

August 14 - Regular Council meeting, 2014 mid-year review and outside agency presentations.
August 14 - Preliminary revenue and expenditure budgets with narrative submitted to City Manager.
August 18-21 - City Manager reviews preliminary budget.
August 19 - Budget Workshop - 2015/2016 utility rate review.
August 25-28 - City Manager meets with department heads to review preliminary baseline budgets, program enhancement requests, and capital improvement projects (CIP).

September 4 - City Manager distributes proposed preliminary budget to City Council. Proposed preliminary budget filed with City Clerk.
September 11 - Regular Council meeting - 2015-2016 utility rate resolutions presented for approval.
September 18 - Budget Workshop to review outside agency requests, baseline budgets, programs, program enhancements, performance measures and capital improvement projects (CIP).
September 22-October 2 - Finance Director and City Manager finalize review of revenue and expenditure budgets. City Manager reviews budget requests and capital improvement projects and decides what to incorporate into the 2015/2016 budget and 2015-2019 Capital Improvement Plan.

October 6-20 - Finance Director prepares recommended budget with revisions as per council directive.
October 9 - Regular Council meeting to schedule public hearing on 2015 revenue sources.
October 30 - Budget Workshop, if necessary.
October 30 - City Manager files preliminary budget and budget message with City Council 60 days before the ensuing fiscal year per RCW 35.33.055 and RCW 35A.33.052.

November 6 - *First* public hearing notice published on proposed budget and CIP. (1 week)
November 6 - Special Council meeting, Public Hearing on 2015 revenue sources. Council sets public hearing on biennial budget for December 11 and December 18, 2014.
November 13 - *Second* public hearing notice published on proposed budget and CIP. (1 week)
November 20 - Special Council meeting. Council adopts 2015 property tax levy.

December 4 - Budget Workshop, if necessary.
December 4 - 2015/2016 preliminary budget document and CIP distributed to Council, media and public.
December 11 - Regular Council meeting. Conduct 1st of two public hearings on 2015/2016 budget and CIP.
December 18 - Special Council meeting, second public hearing on 2015/2016 budget and CIP. Adopt 2015/2016 budget ordinance and 2015-2019 CIP resolution.
December 23 - Notify outside agencies of funding approval.

June

July

August

September/October

November

December

Budget Process

Meeting Budget Challenges

Budget Alert Stages Identified

Over the years the City has faced many budget challenges. In 2005, a sluggish economy and a wave of anti-tax initiatives reduced motor vehicle registration fees and capped property taxes that greatly curtailed the City’s ability to fund programs and services. The impact on the City’s revenue stream was significant. Faced with the challenges of a stubborn economy and declining revenues, the City Council had to decide how to reduce service levels to meet expenses, and the level of urgency the shortfalls represented.

Outlined below are the four stages defining the fiscal health of the budget and the action steps associated with each.

STAGE 1	STAGE 2	STAGE 3	STAGE 4
<i>Revenues are greater than expenditures, with a projected ending fund balance is greater than 12% of General Fund expenditures. In this scenario, surplus revenues are distributed to appropriate reserve funds and new programs may be considered that are in line with the Council’s vision for the community.</i>	<i>Expenditures exceed revenues and ending fund balance is projected to be greater than or equal to 12%. This scenario is a basic status quo budget where all core services and non-mandated programs are maintained through existing revenues and the use of minimal reserves.</i>	<i>Expenditures exceed revenues and projected ending fund balance is greater than 8% but less than 12%. The adopted budget provides for all core services with reductions in non-mandated program as approved by the City Council. At this stage, Council considers revenue enhancement proposals (i.e., bond levies, tax increases, and new revenues).</i>	<i>Expenditures exceed revenues and projected ending fund balance is less than 8%. Further reductions in non-mandated programs are necessary. Possible core service reductions may be called for. Council will consider revenue enhancement proposals (i.e., bond levies, tax increases, and new revenues).</i>

"Budget Alert Model" Developed

Looking toward the future, City staff began aggressively looking at ways to address potential budget shortfalls for 2005 and beyond. A “budget model” was crafted to help guide Council and staff to recognize what adjustments needed to be made at the various stages of projected shortfalls. Ultimately, the budget model would be used to prioritize programs and services.

To develop a useful budget model, the City had to clearly identify and distinguish between the different levels of services and programs it provides. The three levels identified were:

- ◆ Legally-mandated programs or services (like building permits or electrical inspections)
- ◆ Core or vital programs and services critical to maintaining minimal operation (like police or fire services)
- ◆ “Non-mandated” programs and services not fully funded or required by law (like library, recreation services, street sweeping)

It was deemed by Council and staff that the non-mandated programs were the most appropriate for potential reductions. However, it would be necessary to obtain feedback from citizens about the importance of the identified programs prior to cutting services.

Guiding principles of the budget model

The following principles were identified to guide the application of the budget model:

- ◆ **Commitment to efficiency** - During all stages of the model, City services and activities will be adjusted to obtain the greatest efficiency.
- ◆ **Full-cost recovery** - During all stages, enterprise funds shall be responsible to recover 100% of program costs.
- ◆ **Reduce impacted areas** - Should reductions in service be necessary in stages 3 and 4, services are to be reduced in the least-impacted areas.
- ◆ **Keep the community informed** - During a stage 4 alert, the Mayor will issue a “state of fiscal emergency” declaration and ensure that residents are kept informed of what is happening.
- ◆ **Accept more risk** - During stage 4, the City will accept more risk if forced to reduce positions or services.
- ◆ **Leadership obligation** - During a stage 4 alert, the City Council may invoke a “leadership obligation principle” that requires the City Council to give the citizens of Longview an opportunity to tax themselves before the reduction of certain core services are implemented.

The budget model developed in 2005 together with the prioritization process proves to be an invaluable tool for Council and staff as they strive to deliver the highest level of services with limited resources and within the framework of a balanced budget.

Citizen Summit

Receiving input from residents is very important to the Longview City Council. To facilitate two-way communication with constituents, Council conducts a “Citizens Summit” in January of odd-numbered years on several issues, including budget. At the Summit, the City seeks to gauge the opinions of Longview citizens on a comprehensive list of programs and services offered. Citizens unable to attend the Summit are given the opportunity to fill out an on-line or hard-copy version of the questions being discussed. Results are shared with the Longview City Council for their consideration as they set goals for the next several years, and also posted on the City’s web site at www.mylongview.com. The next Citizens Summit is to be scheduled in the spring of 2015.

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.

Financial Summary

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.

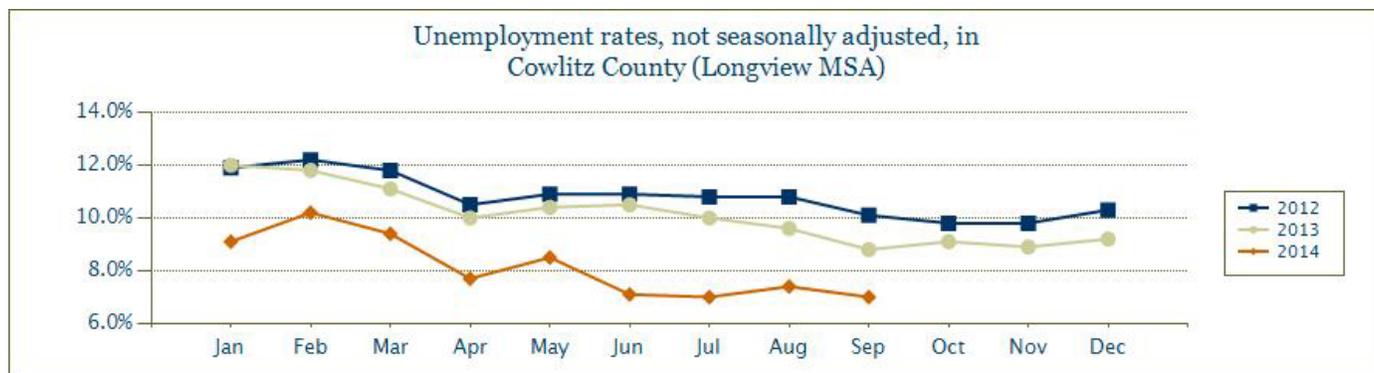
Much has changed in the intervening years. In the late 1970s, there were 6,400 timber jobs in the county, and a third of all jobs were in manufacturing. The county's per capita income was close to the state average and above the national average. Since then, timber and manufacturing employment has declined, 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

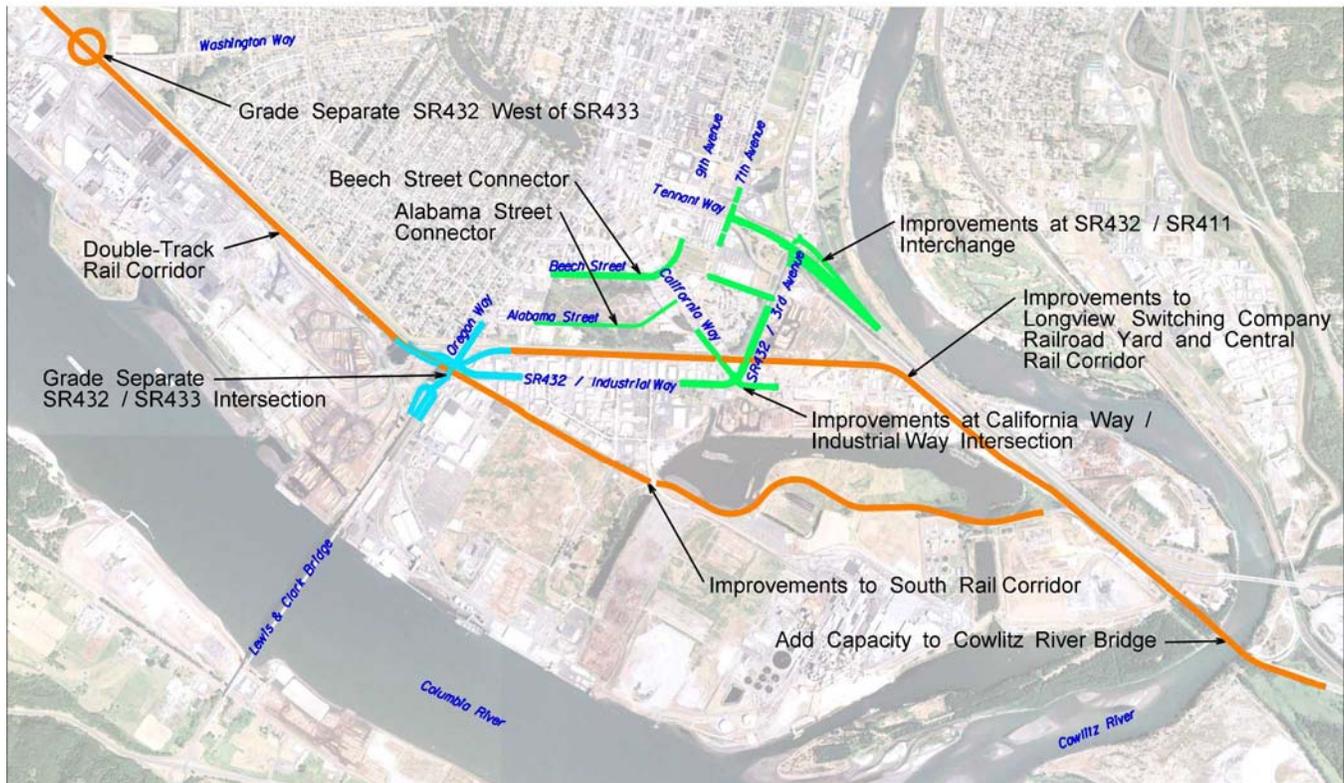
Over the past two decades, Cowlitz County's unemployment rate has run about two percentage points higher than the national average during good times and three or four points higher during recessions. The average annual rate in the county topped 13 percent in 2009, before easing down a point a year through 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

Transportation & Trade Opportunities

The economy of most cities is reflective of the region in which they are located. Ideally situated along the I-5 corridor between Seattle and Portland, Longview provides business and industry an extensive network of transportation infrastructure. Longview is at the center of a comprehensive network of import/export shipping, warehouse/distribution facilities, and overland connections and efforts to support and improve these assets will pave the way to a brighter future.



For much of this region's history, economic growth and development has been driven by our strategic location and transportation infrastructure: waterways, railroads, and highways. Work dating back to the late 1980s, from initial discussions to deepen the Columbia River Shipping Channel and including two decades worth of public and private investment, has now positioned our area to take the next step to strengthen our economic future. The Channel Deepening project greatly increased the Port's capacity to move freight, but that freight has to get to and from the Port safely and efficiently. Our region's economic future will be determined, in part, by building on work dating back more than two decades, to improve key connections in our transportation infrastructure centered on the SR 432 Corridor. To do so, the local road and rail system that was constructed in the 1940s needs to become a modernized transportation system.

The recently completed SR432 Highway Improvements and Rail Realignment Project *Concept Development Report* has prioritized *Tiered* priority improvements that address issues of congestion, safety, mobility, and freight capacity that will impact the efficiency of our highway and rail system over the next 20 years. The grade separation of the SR 433/432 intersection has been identified as the highest priority improvement. The next project phase will begin preliminary design and environmental work for the grade separation project. Final design and construction will be completed as funding sources are secured.

Financial Summary

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.



Financial Summary

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.

Financial Summary

- ◆ **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

Financial Summary

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.



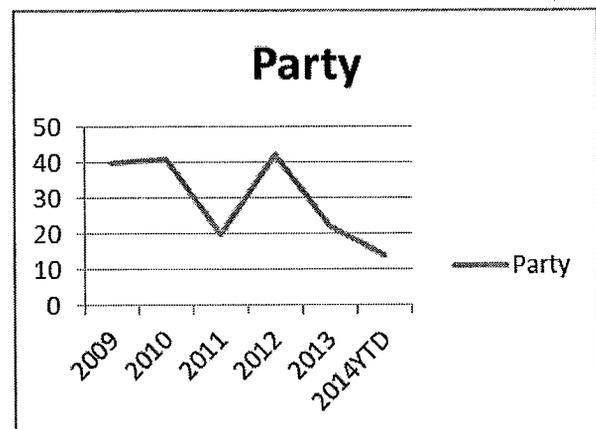
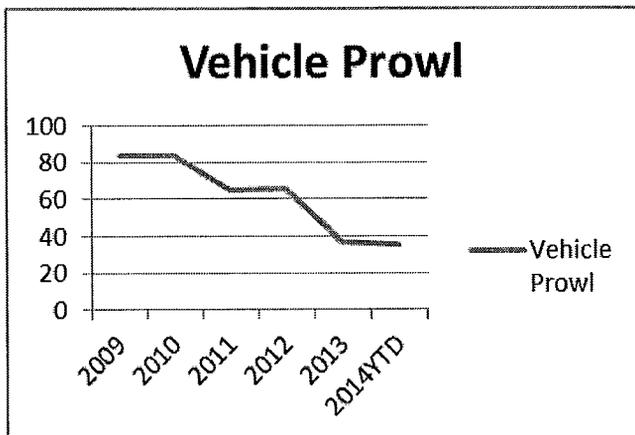
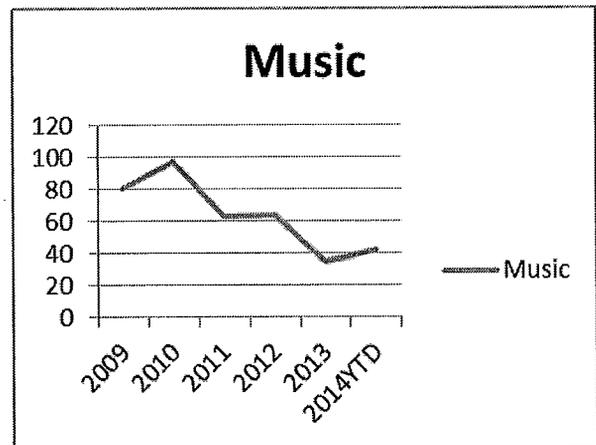
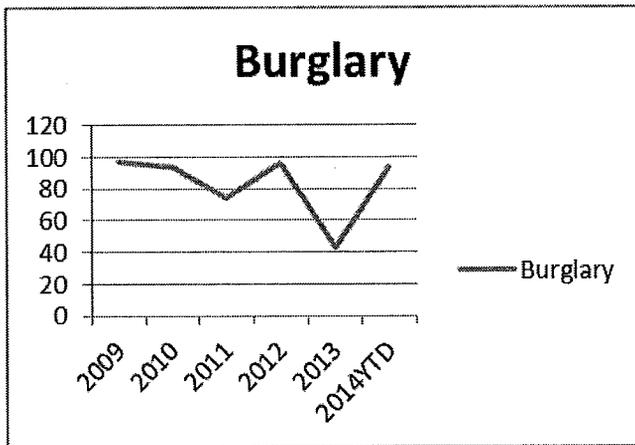
Enhance public safety and emergency response

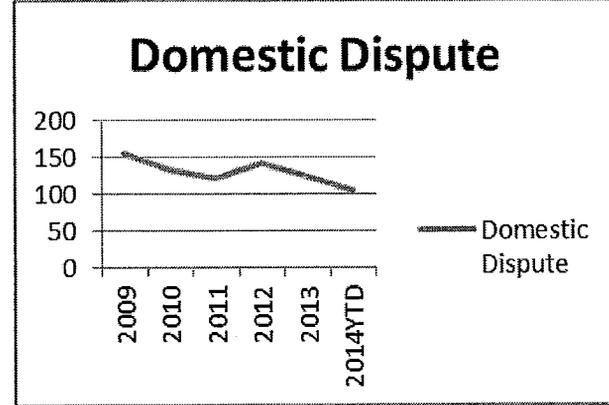
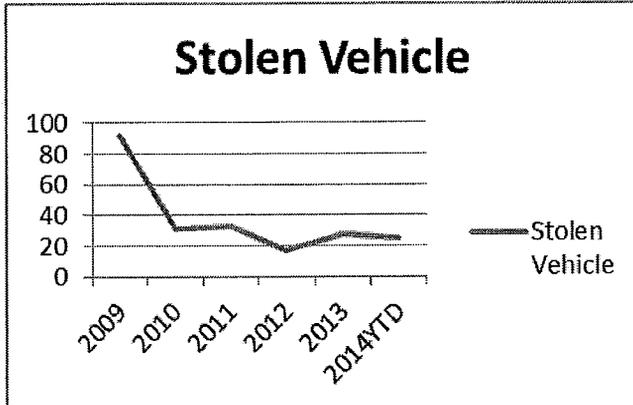
- ◆ **Public safety** - Public safety continued to be a priority among the Council’s strategic initiatives in 2013 and 2014. The Council stays committed to its ultimate goal of reducing crime to or below the crime rates for comparable cities in Washington state.
- ◆ **Code Enforcement** - In conjunction 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 Actual</u>	<u>2013 Actual</u>	<u>2014 Budget</u>	<u>2015 Budget</u>	<u>2016 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>				

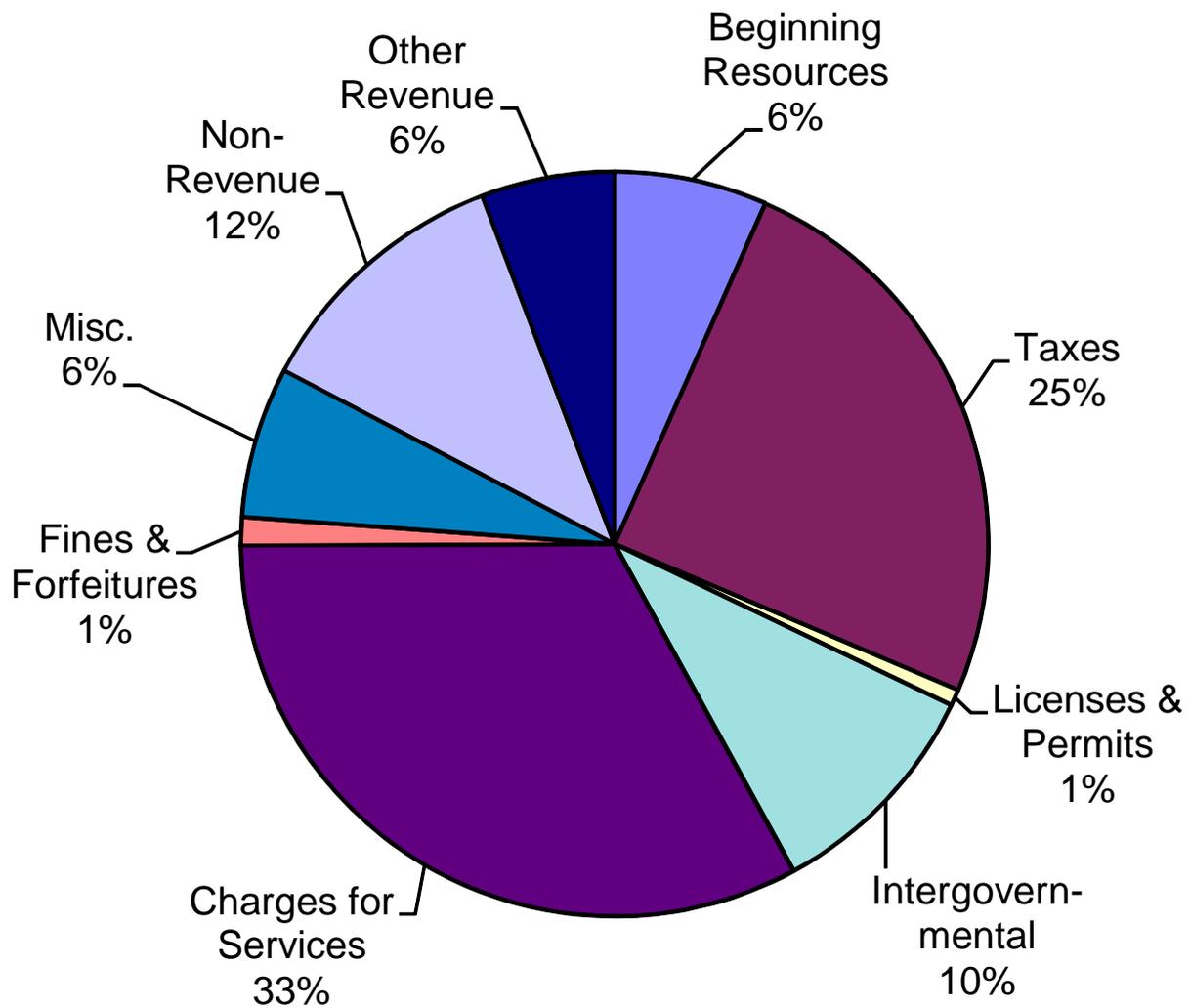
Financial Summary

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
PERMANAENT 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



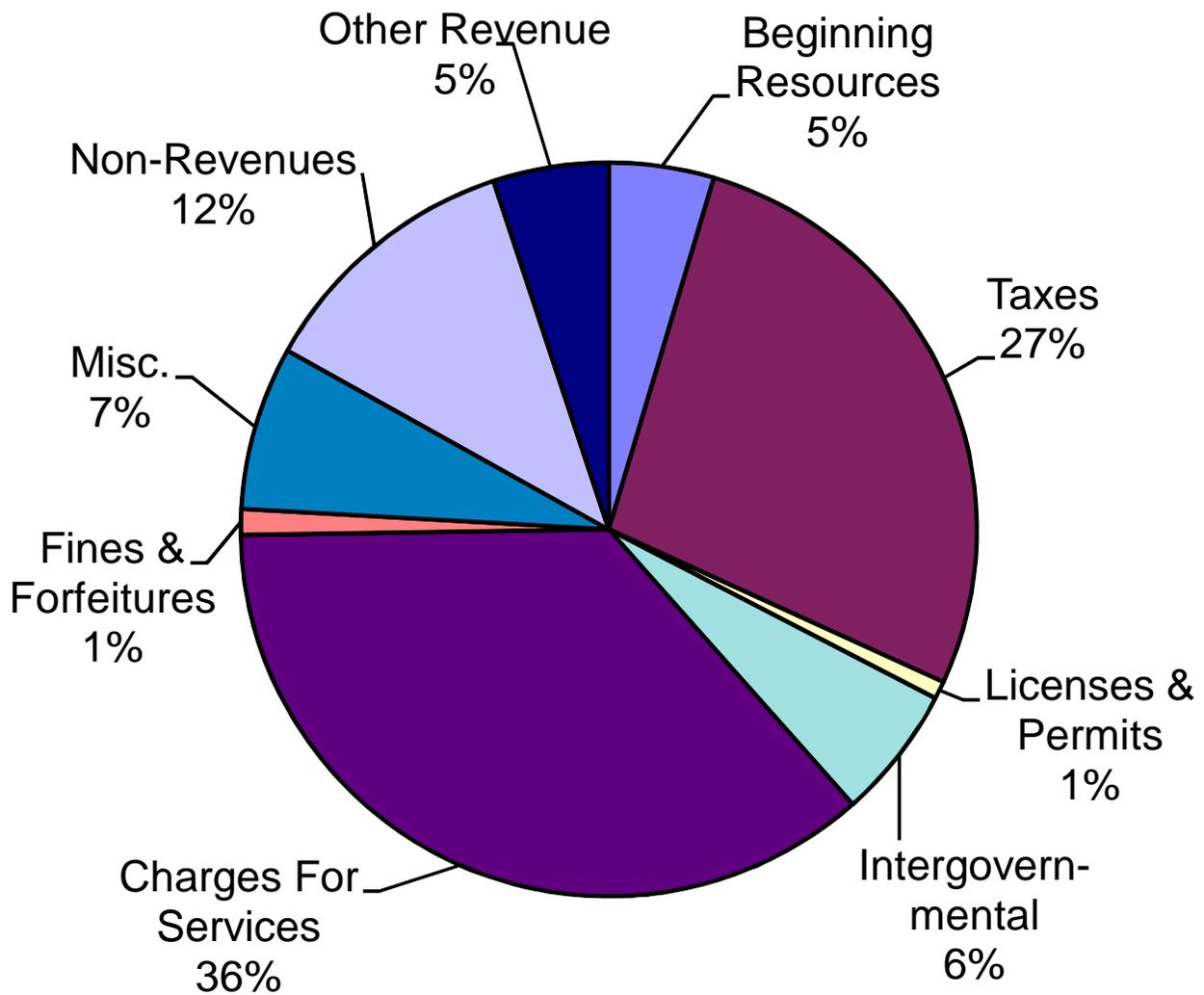
Financial Summary

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

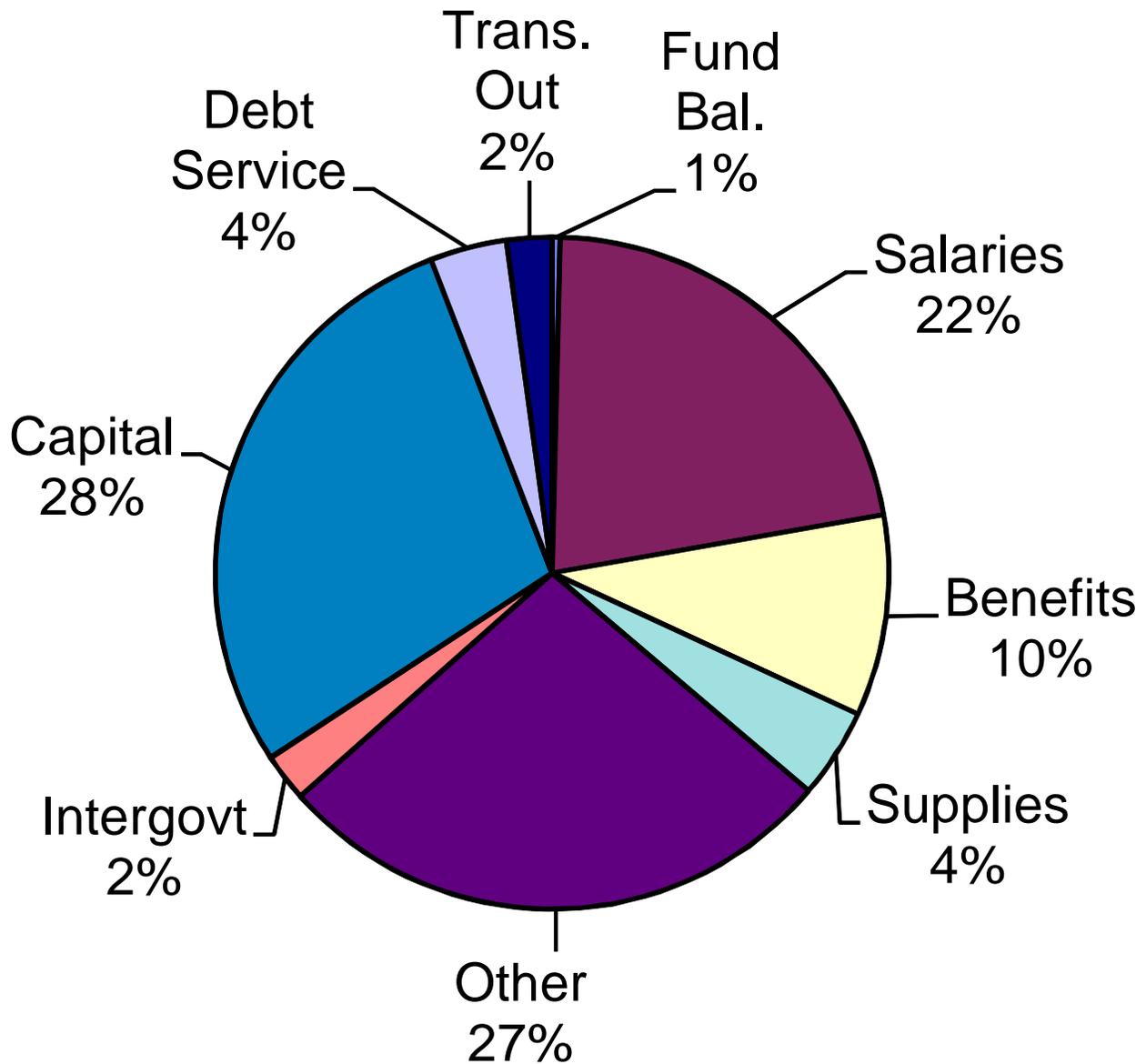


Financial Summary

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

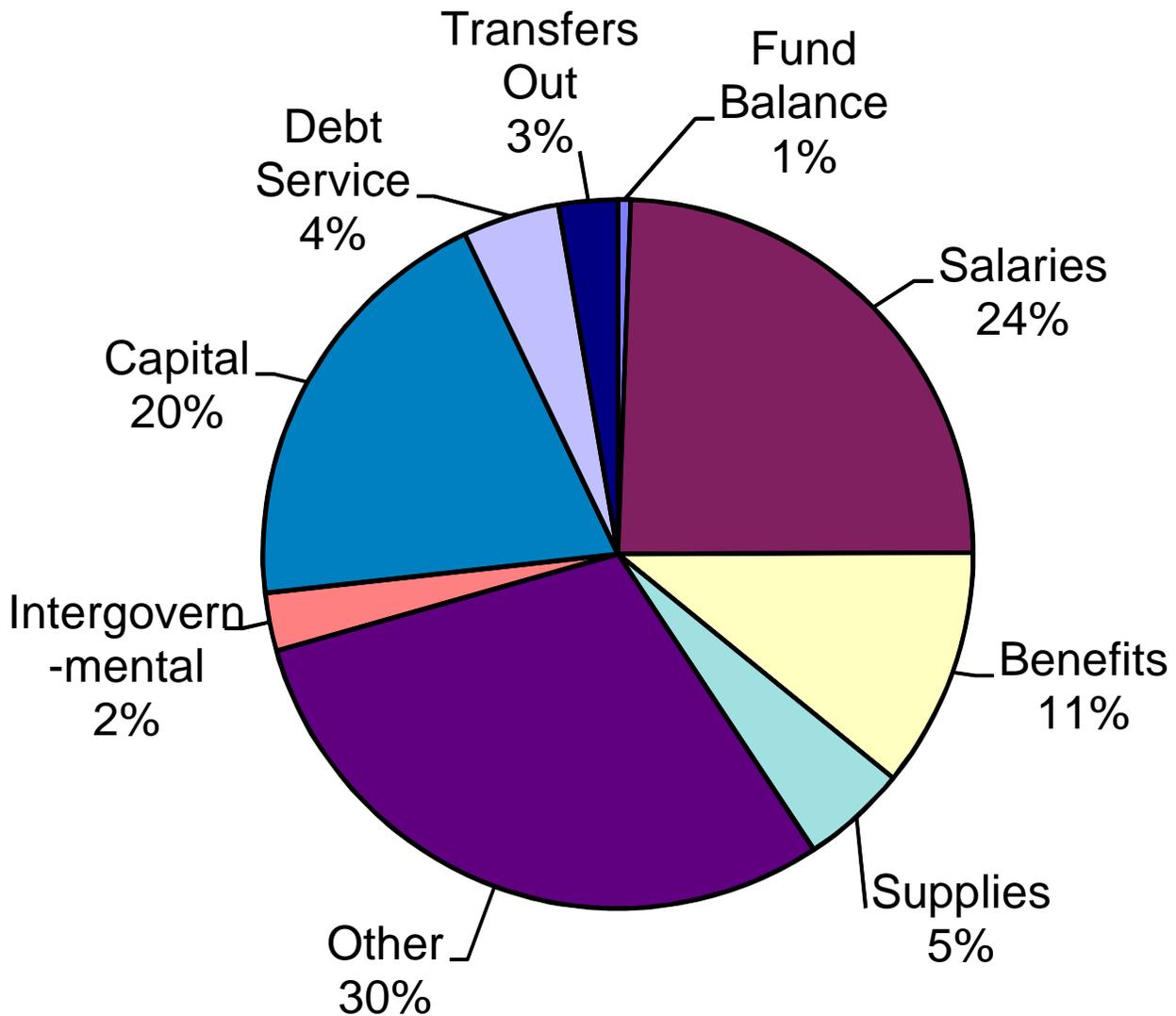


Financial Summary

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



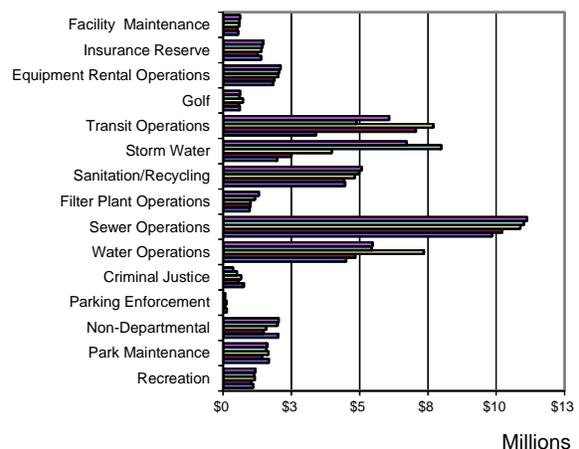
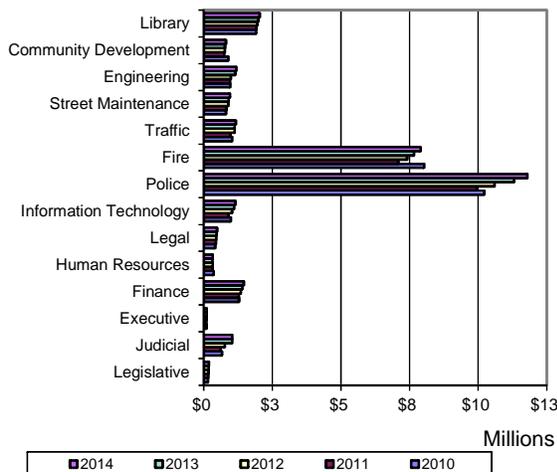
Financial Summary

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

The General Fund

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General Fund

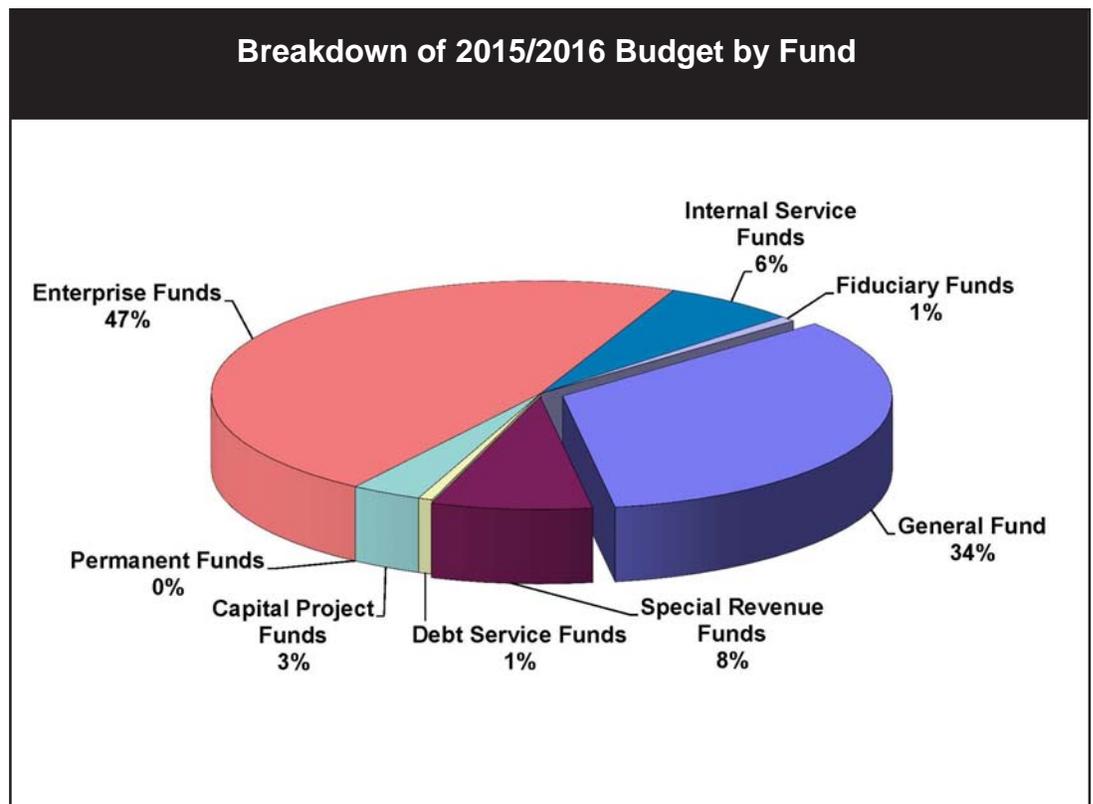
Fund Summary for General Fund

The General Fund accounts for all of the City’s financial resources except those required by statute or by generally accepted accounting principles to be accounted for in another fund. Most City services are funded through the General Fund. It is budgeted for a two-year period. The General Fund receives the largest share of its revenues from property, retail sales, and business and occupation taxes, followed by state shared revenues, service charges, and other income. The General Fund supports most of the City’s employees, and consequently incurs most of its expenditures through salaries, wages, and personnel benefits.

The following City services are accounted for under the General Fund and are described in detail on the following pages :

- ◆ Legislative
- ◆ Judicial
- ◆ Executive
- ◆ Finance
- ◆ Human Resources
- ◆ Legal
- ◆ Information Technology
- ◆ Police
- ◆ Fire
- ◆ Traffic
- ◆ Street Maintenance
- ◆ Engineering
- ◆ Community Development
- ◆ Library
- ◆ Recreation
- ◆ Parks
- ◆ Non-Departmental

FUND SUMMARY	
Fund Title General Fund	
Beginning Fund Balance	\$7,800,000
2015/2016 Estimated Revenue	\$66,789,620
Beginning Cash Required for Operations	\$2,996,580
Total 2015/2016 Revenue	\$69,786,200
2015/2016 Estimated Expenditures	\$69,786,200
Contribution to Ending Fund Balance	\$0
Total 2015/2016 Expenditures	\$69,786,200
Estimated Ending Fund Balance	\$4,803,420



2015/2016 General Fund Summary

Revenue

General Fund							
Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Source	2013	2014	2015	Variance	2016	Variance	Budget
Taxes	\$24,799,610	\$24,918,770	\$26,040,610	4.5%	\$26,570,350	2.0%	\$52,610,960
Licenses & Permits	\$797,530	\$837,280	\$759,050	-9.3%	\$794,850	4.7%	\$1,553,900
Intergovernmental	\$1,542,530	\$1,504,680	\$1,422,500	-5.5%	\$1,444,150	1.5%	\$2,866,650
Charges for Services	\$3,616,140	\$3,484,500	\$3,806,950	9.3%	\$3,900,680	2.5%	\$7,707,630
Fines & Forfeits	\$681,450	\$624,700	\$650,750	4.2%	\$655,800	0.8%	\$1,306,550
Miscellaneous	\$231,380	\$140,610	\$184,900	31.5%	\$192,340	4.0%	\$377,240
Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Financing Sources	\$3,060	\$0	\$178,030	0.0%	\$188,660	6.0%	\$366,690
Beg Resources Req to Balance	\$0	\$880,110	\$1,255,160	0.0%	\$1,741,420	38.7%	\$2,996,580
TOTAL REVENUES	\$31,671,700	\$32,390,650	\$34,297,950	5.9%	\$35,488,250	3.5%	\$69,786,200

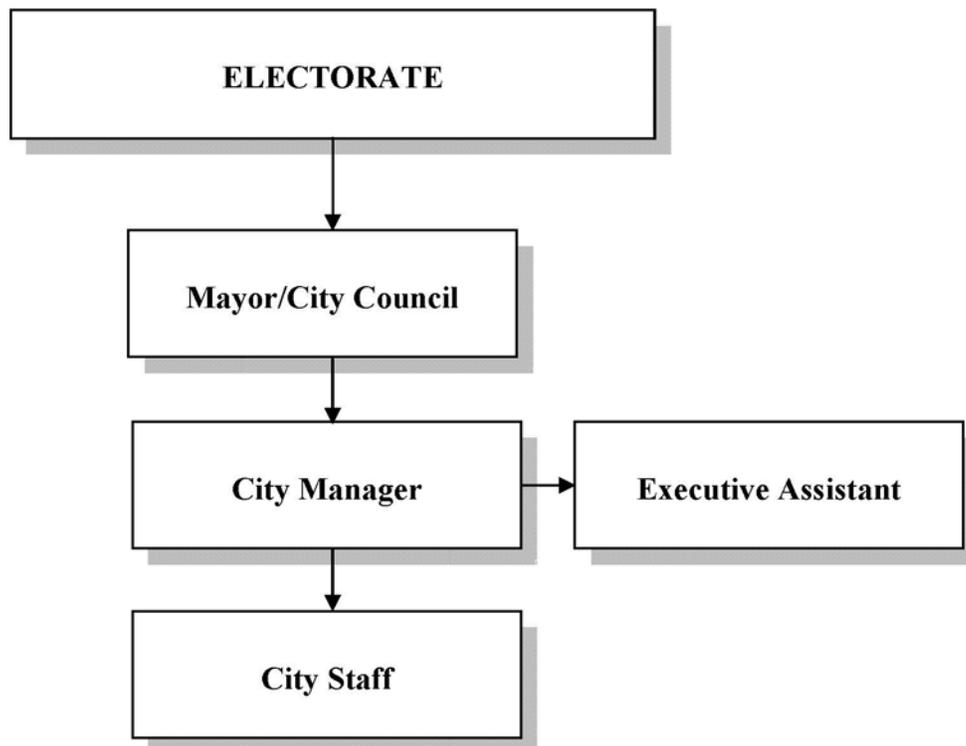
Expenditures

General Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$15,297,254	\$16,076,260	\$16,959,930	5.5%	\$17,640,130	4.0%	\$34,600,060
Personnel Benefits	\$5,564,417	\$5,915,120	\$6,288,630	6.3%	\$6,570,200	4.5%	\$12,858,830
Supplies	\$679,450	\$845,700	\$941,870	11.4%	\$939,770	-0.2%	\$1,881,640
Other Services & Charges	\$4,905,329	\$5,642,730	\$6,054,140	7.3%	\$6,208,360	2.5%	\$12,262,500
Intergovernmental	\$2,237,000	\$2,386,780	\$2,473,310	3.6%	\$2,656,850	7.4%	\$5,130,160
Capital Outlay	\$118,762	\$84,520	\$82,120	-2.8%	\$82,120	0.0%	\$164,240
Debt Service	\$167,266	\$59,840	\$376,310	528.9%	\$364,890	-3.0%	\$741,200
Interfund Transfers	\$1,317,552	\$1,379,700	\$1,121,640	-18.7%	\$1,025,930	-8.5%	\$2,147,570
TOTAL EXPENDITURES	\$30,287,031	\$32,390,650	\$34,297,950	5.9%	\$35,488,250	3.5%	\$69,786,200

General Fund

Organization Chart

Legislative



General Fund

Expenditure Summary

Department Summary: Legislative

Total Expenditures By Object	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Salaries & Wages	\$112,062	\$115,190	\$117,320	1.8%	\$118,580	1.1%	\$235,900
Personnel Benefits	\$33,042	\$25,420	\$27,070	6.5%	\$28,060	3.7%	\$55,130
Supplies	\$4,346	\$4,880	\$4,680	-4.1%	\$4,680	0.0%	\$9,360
Other Services & Charges	\$17,632	\$32,160	\$35,170	9.4%	\$35,720	1.6%	\$70,890
TOTAL EXPENDITURES	\$167,081	\$177,650	\$184,240	3.7%	\$187,040	1.5%	\$371,280

Program Descriptions - Initiatives - Performance Measures

City Council \$371,280

Council is the legislative (policy-setting) authority that adopts ordinances and policies appropriating money and approving expenditures. The Council also establishes and levies City taxes and authorizes the purchase and lease of property or property interests, among other things. The creation of debt and instruments of debt, including revenue and general obligation bonds, must be approved by the Council.

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
Number of regular Council meetings	23	23	23	23
Number of special Council meetings	0	4	4	4
Number of workshops, retreats and joint special meetings	18	18	18	18

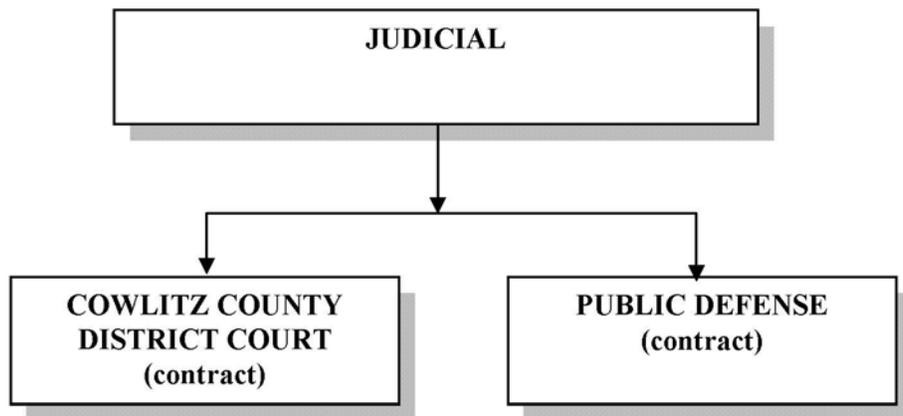
TOTAL FOR ALL PROGRAMS \$371,280



Front row: Ken Botero, Mayor Don Jenson, and Chet Makinster
 Back row: Mike Wallin, Steve Moon, Mayor Pro Tem Mary Jane Melink, and Tom Hutchinson.

Organization Chart

Judicial



General Fund

Expenditure Summary

Department Summary: Judicial							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Supplies	\$2,449	\$720	\$2,500	247.2%	\$2,500	0.0%	\$5,000
Other Services & Charges	\$294,175	\$369,840	\$641,000	73.3%	\$641,000	0.0%	\$1,282,000
Intergovernmental	\$324,715	\$399,700	\$394,200	-1.4%	\$394,200	0.0%	\$788,400
TOTAL EXPENDITURES	\$621,339	\$770,260	\$1,037,700	34.7%	\$1,037,700	0.0%	\$2,075,400

Program Descriptions - Initiatives - Performance Measures

Longview Municipal Court \$2,075,400

The municipal court is the judicial authority for the City and has exclusive original jurisdiction over traffic infractions and misdemeanor criminal violations arising under City ordinances. It also has original jurisdiction of all other actions brought to enforce or recover license penalties or forfeitures prescribed by City ordinance or State statute. A court may forfeit cash bail or bail bonds, and hear and determine all causes, civil and criminal, arising under City ordinance. The City of Longview contracts with Cowlitz County District Court for municipal court services, and a district court judge is appointed to hear all Longview Municipal Court matters.

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

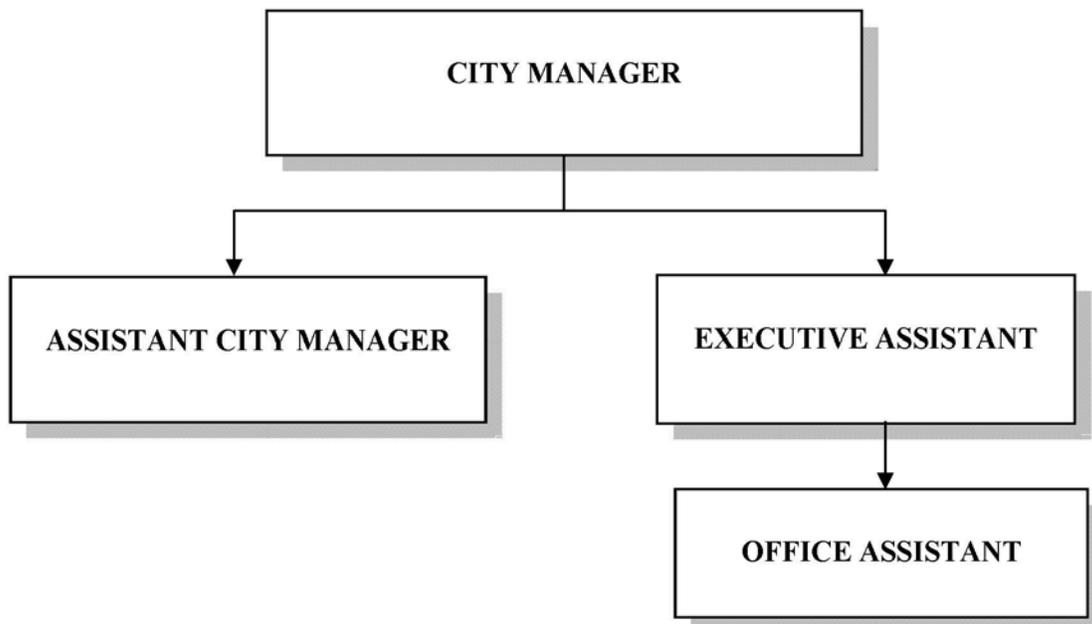
A Municipal Court adjudication

Performance Measures	2013	2014	2015	2016
	Actual	Target	Target	Target
A Criminal filings	2,831	3,288	2,831	3,288
A Civil infraction filings	5,267	5,900	5,267	5,900

TOTAL FOR ALL PROGRAMS \$2,075,400

Organization Chart

Executive



General Fund

Expenditure Summary

Department Summary: Executive

Total Expenditures By Object	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Salaries & Wages	\$67,469	\$70,290	\$74,390	5.8%	\$76,500	2.8%	\$150,890
Personnel Benefits	\$21,530	\$22,630	\$24,830	9.7%	\$26,190	5.5%	\$51,020
Supplies	\$1,570	\$3,600	\$3,150	-12.5%	\$3,150	0.0%	\$6,300
Other Services & Charges	\$7,370	\$8,870	\$8,940	0.8%	\$9,180	2.7%	\$18,120
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$97,940	\$105,390	\$111,310	5.6%	\$115,020	3.3%	\$226,330

Program Descriptions - Initiatives - Performance Measures

Executive Administration \$226,330

This program provides executive administration and oversight of the municipal organization.

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

- A Carry out Council goals
- B Deliver City services per available City resources
- C Coordinate and promote internal and external communications for the City

Performance Measures

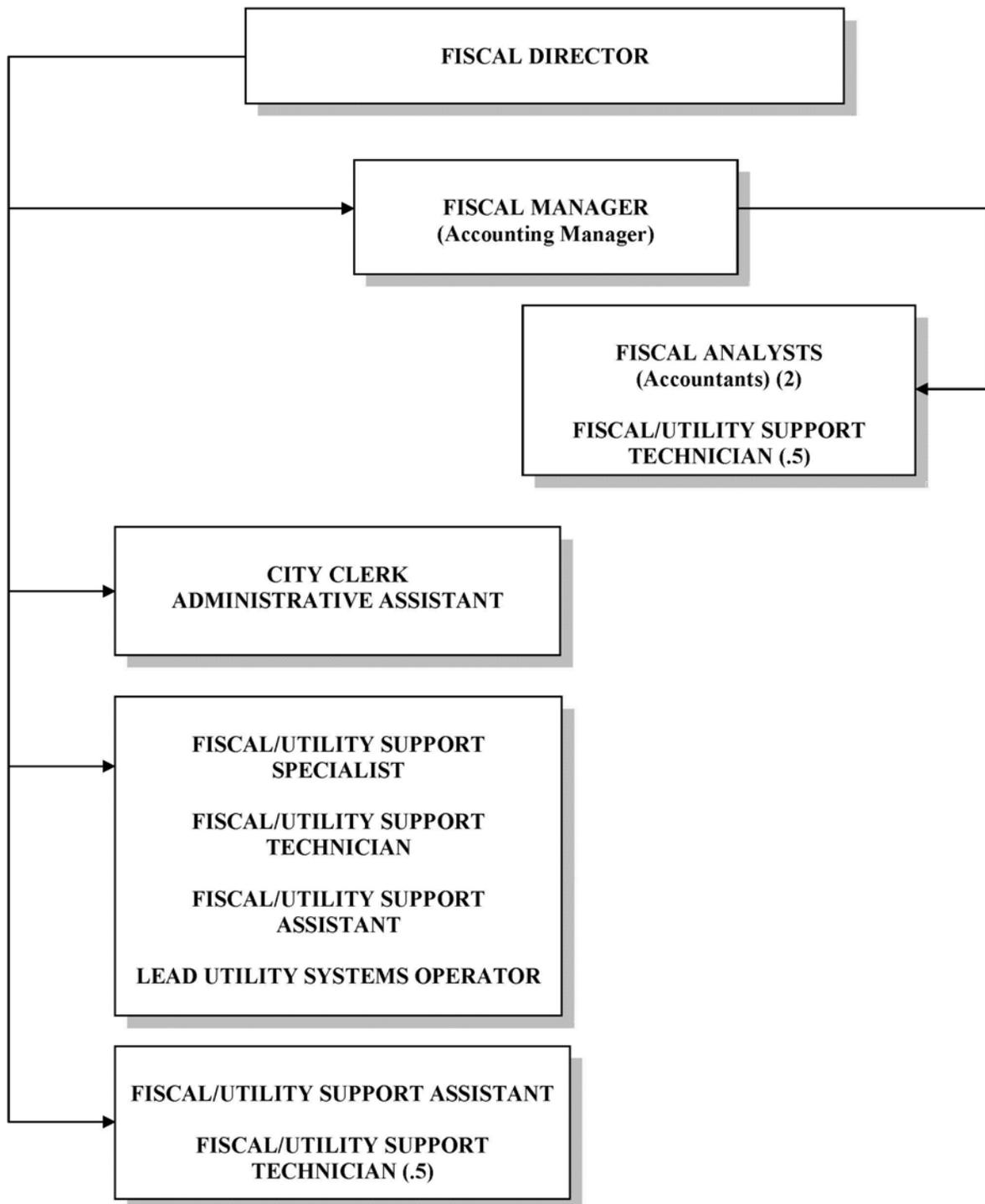
	2013 Actual	2014 Target	2015 Target	2016 Target
A Percent of Council goals achieved	90%	90%	90%	90%
B Percent of services provided operated within budgeted resources	100%	100%	100%	100%
C Number of press releases disseminated	105	100	100	100
C Number of service requests resolved through AskLongview	1,000	1,000	1,000	1,000
C Number of online surveys conducted and analyzed	8	5	5	5



TOTAL FOR ALL PROGRAMS \$226,330

Organization Chart

Finance



General Fund

Expenditure Summary

Department Summary: Finance

Total Expenditures By Object	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Salaries & Wages	\$676,410	\$686,340	\$709,720	3.4%	\$735,490	3.6%	\$1,445,210
Personnel Benefits	\$256,493	\$264,990	\$281,810	6.3%	\$297,900	5.7%	\$579,710
Supplies	\$44,094	\$44,350	\$46,450	4.7%	\$47,250	1.7%	\$93,700
Other Services & Charges	\$305,010	\$357,070	\$367,510	2.9%	\$378,870	3.1%	\$746,380
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$1,282,007	\$1,352,750	\$1,405,490	3.9%	\$1,459,510	3.8%	\$2,865,000

Program Descriptions - Initiatives - Performance Measures

Financial Management \$1,510,650

The Financial Management program provides administrative direction in all aspects of the general financial affairs of the City to ensure conformance with legal and professional standards and fiscal prudence, and to provide for the short- and long-term financial needs of the City to ensure its financial viability. The major responsibilities include financial management services, budgeting and accounting, debt administration, analytical support, guidance, policy development and long-range financial planning. Other services include cash management, accounts payable, Local Improvement District (LID) administration, grants management, and mailroom services.



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

- A Administer financial reporting
- B Perform budgeting and financial planning
- C Administer cash management
- D Administer accounts payable
- E Administer LIDs

Performance Measures

- A Percent of time Certificate of Achievement for Excellence in Financial Reporting Award received
- B Number of financial reporting audit findings
- C Average monthly dollar amount of City funds invested (in millions)
- D Number of accounts payable checks issued
- E Number of active Local Improvement Districts

	2013 Actual	2014 Target	2015 Target	2016 Target
A	100%	100%	100%	100%
B	0	0	0	0
C	\$36.6	\$30.2	\$29.5	\$30.2
D	7,276	7,450	7,550	7,620
E	4	3	3	3

Utilities Customer Service \$965,460

The Utilities Customer Service program is responsible for customer service, billing, and collection activities associated with four utilities: water, sewer, sanitary and storm water. The division provides customer service, processes approximately 9,500 utility bills monthly, and collects meter information on over 8,800 meters per month.

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

- A Provide utility customer service
- B Provide utility billing
- C Provide collections

Performance Measures

	2013 Actual	2014 Target	2015 Target	2016 Target
A Utility service order requests processed	4,348	4,370	4,400	4,420
A New utility service connections processed	25	30	20	22
B Number of water utility accounts serviced	12,742	12,930	12,800	12,840
B Number of sewer utility accounts serviced	13,290	13,360	13,420	13,460
C Disconnects processed	620	670	690	700
C Delinquent utility notices processed	3,711	3,760	3,800	3,825

Business Licensing/B&O Tax Administration \$249,810

The Business Licensing/Business & Occupation (B&O) Tax program of the Finance Department is responsible for the issuance of business licenses and the administration of business and occupation tax regulations. Basic responsibilities include mailing quarterly billings, receipting B&O taxes, and maintaining the B&O tax and license files for approximately 4,000 licensed businesses registered with the City of Longview.



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

- A Issue business licenses
- B Mail quarterly B&O tax returns
- C Maintain the B&O tax records and business license files

Performance Measures

	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of business licenses issued	4,188	4,200	4,220	4,240
B Number of B&O tax mailings and filings processed	12,923	13,000	13,100	13,200

General Fund

City Clerk’s Office \$139,080

The City Clerk’s office records, transcribes, and maintains Council minutes. In addition, this office catalogs, preserves, and is the steward of all official City records; it publishes all required notices and records minutes for several boards and commissions, ensuring that all legal requirements are met.

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

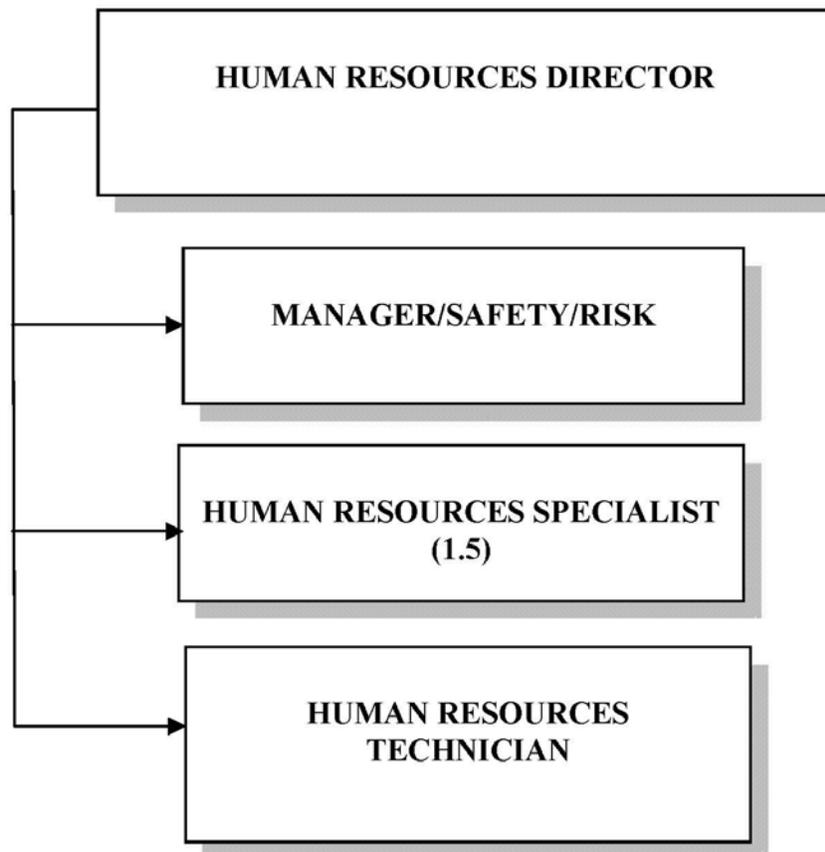
- A Provide responsive service to staff and the public
- B Record and transcribe council minutes
- C Maintain official files of the City
- D Publish required notices

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of requests for public disclosure	109	125	120	130
B Number of Council minutes published; includes workshops and executive sessions	55	60	60	60
C Number of ordinances processed	21	38	35	35
C Number of resolution processed	35	38	36	38

TOTAL FOR ALL PROGRAMS \$2,677,740

Organization Chart

Human Resources



General Fund

Expenditure Summary

Department Summary: Human Resources							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Salaries & Wages	\$221,187	\$234,260	\$206,540	-11.8%	\$220,360	6.7%	\$426,900
Personnel Benefits	\$83,379	\$80,870	\$87,240	7.9%	\$93,350	7.0%	\$180,590
Supplies	\$3,031	\$2,590	\$2,590	0.0%	\$2,590	0.0%	\$5,180
Other Services & Charges	\$15,191	\$16,850	\$17,230	2.3%	\$17,560	1.9%	\$34,790
TOTAL EXPENDITURES	\$322,788	\$334,570	\$313,600	-6.3%	\$333,860	6.5%	\$647,460

Program Descriptions - Initiatives - Performance Measures

Human Resources \$647,460

The Human Resources Department’s mission is to support the City’s goals and objectives by providing exceptional assistance and professional expertise that enhances the quality of the work environment. This is accomplished through the administration of payroll, employee safety and health, risk management, health and welfare benefits, recruitment and selection, workers compensation, labor/employee relations, contract and policy development and implementation, and organizational development.

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

- A Provide responsive, timely and effective customer service in recruitment and selection of employees
- B Facilitate the attraction and retention of quality candidates and long-term employees
- C Encourage the completion of annual performance evaluations for all regular full-time and part-time employees
- D Promote effective and collaborative labor/employee relations consistent with City management directives
- E Promote succession planning principles with each department to minimize disruption from unexpected departures
- F Provide quarterly management training opportunities on employment laws, best practices and HR policies
- G Provide comprehensive payroll service, including implementation of pay increases and all statutory and voluntary deductions
- H Assess organization’s compliance with applicable employment laws and recommend changes, as needed
- I Update policies, as needed, to address organizational needs or new compliance-related matters

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Percent of time eligible lists for non-civil service recruitments issued to department within 90 days of recruitment closing	100%	95%	95%	95%
A Percent of time certified lists for civil service recruitments issued within 90 days of oral board and/or testing completed	100%	95%	95%	95%
B Percent employee turnover rate for voluntary separations, not including retirements	1.4%	1.4%	1.4%	1.4%

continued

Human Resources - continued

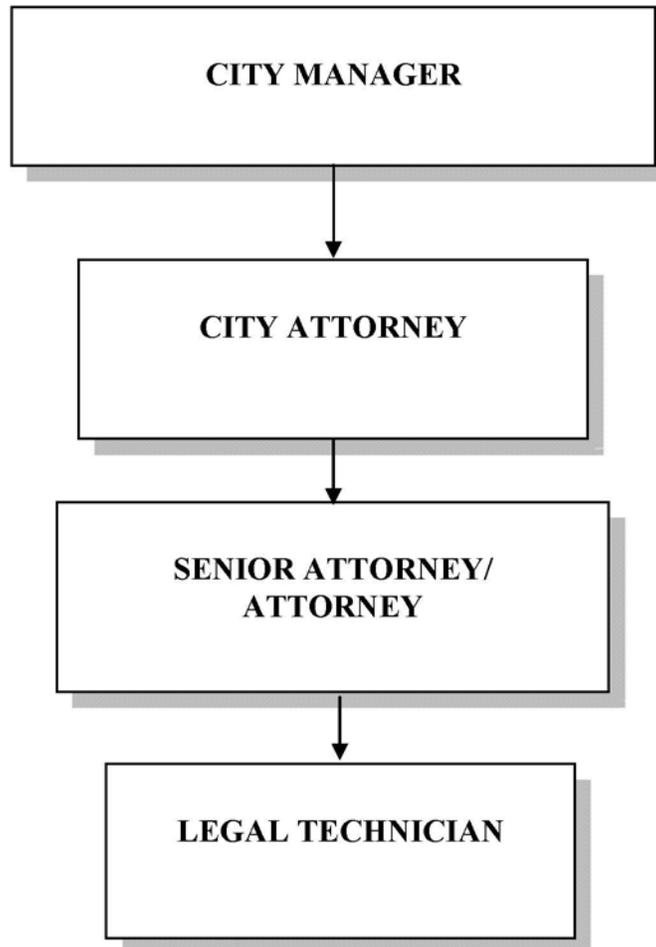
Performance Measures		2013 Actual	2014 Target	2015 Target	2016 Target
CE	Percent of annual employee performance evaluations completed	68%	80%	80%	80%
D	Percent of time contract issues resolved informally or grievances resolved at mediation or below	100%	90%	90%	90%
FHI	Quarterly management/leadership training opportunities on employment law updates,HR policies best practices conducted	4	4	4	4
G	Number of payroll errors that require second processing or manual check issued	0	0	0	0

TOTAL FOR ALL PROGRAMS \$647,460

General Fund

Organization Chart

Legal



2015/2016 Budget
General Fund

Department Summary: Legal							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Salaries & Wages	\$307,906	\$313,510	\$319,170	1.8%	\$328,610	3.0%	\$647,780
Personnel Benefits	\$97,576	\$96,690	\$108,610	12.3%	\$114,880	5.8%	\$223,490
Supplies	\$15,874	\$19,630	\$16,830	-14.3%	\$16,830	0.0%	\$33,660
Other Services & Charges	\$25,401	\$30,110	\$29,450	-2.2%	\$30,410	3.3%	\$59,860
TOTAL EXPENDITURES	\$446,757	\$459,940	\$474,060	3.1%	\$490,730	3.5%	\$964,790

Program Descriptions - Initiatives - Performance Measures

Legal Services \$964,790

It is the mission of the Office of the City Attorney to assist City government in protecting the lives, property, and rights of the citizens, and preserve and enhance the quality of life of the public by delivering effective and high-quality legal advice and litigation services. The mission is carried out through providing legal advice verbally and through written opinions, preparing and reviewing ordinances, resolutions and contracts, prosecuting civil and criminal cases, and proactive legal reviewing and assessing of activities of the organization and its municipal policies and codes. The City Attorney’s office currently consists of one primary City Attorney, one Senior Attorney, one Attorney, and one Legal Technicians.

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

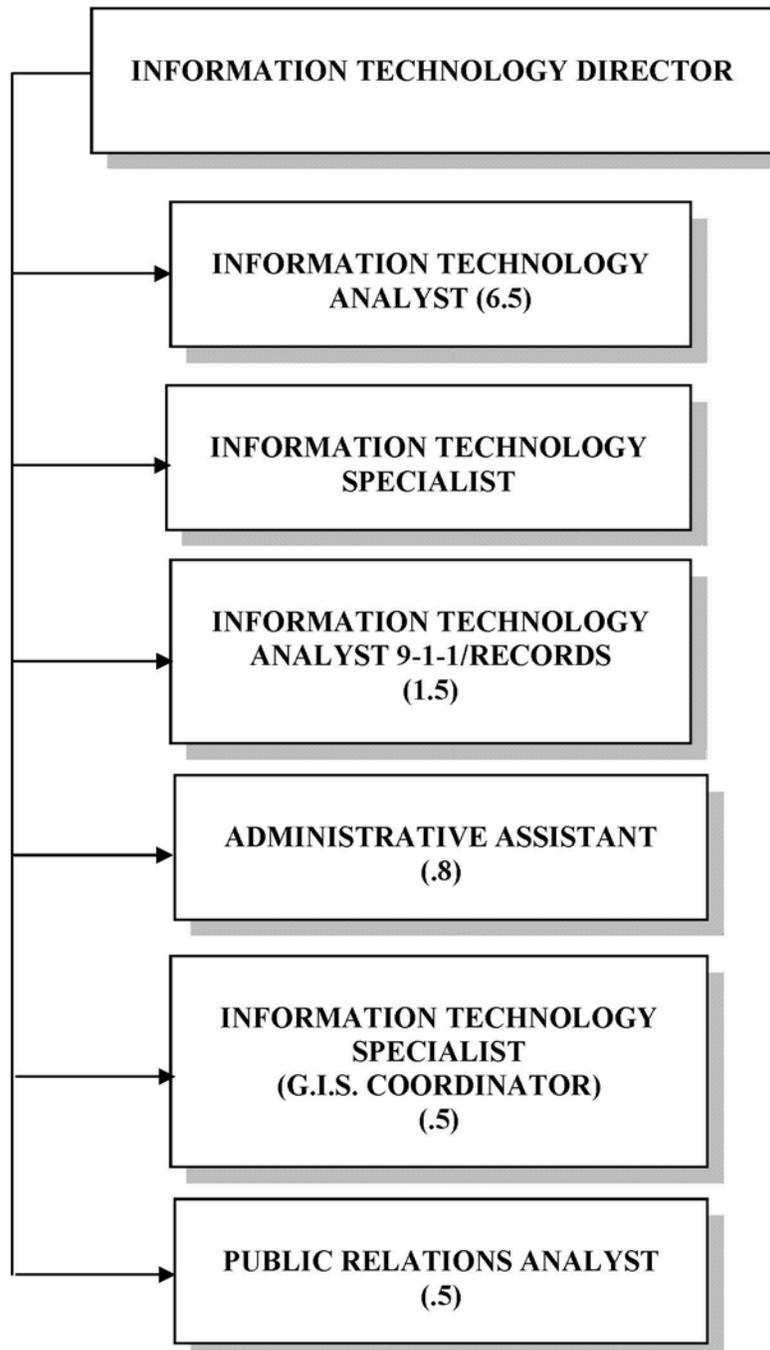
- A Provide legal counsel to City of Longview organization
- B Provide prosecution of misdemeanor criminal offenses and civil infractions

Performance Measures	2013	2014	2015	2016
	Actual	Target	Target	Target
A Ordinances adopted	55	55	55	55
A Resolutions adopted	44	44	44	44
A Contracts reviewed	335	335	335	335
B Classes presented on legal issues	4	4	4	4
B Traffic and non-traffic infractions (est. .25 of total infractions filed in court)	1,360	1,360	1,360	1,360
B DUI/Physical Control filings (est. .98 of total charges filed in court)	240	240	240	240
B Misdemeanor other traffic filings (est. .98 of total charges filed in court)	1,475	1,475	1,475	1,475
B Misdemeanor non-traffic filings (est. .98 of total charges filed in court)	1,025	1,025	1,025	1,025
B Parking filings (est. .25 of total violations filed in court)	30	30	30	30
A/B Code enforcement cases handled through Superior Court	8	8	8	8

TOTAL FOR ALL PROGRAMS \$964,790

Organization Chart

Information Technology



General Fund

Expenditure Summary

Department Summary: Information Technology							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Salaries & Wages	\$648,241	\$711,290	\$751,380	5.6%	\$778,060	3.6%	\$1,529,440
Personnel Benefits	\$221,341	\$247,730	\$286,820	15.8%	\$302,600	5.5%	\$589,420
Supplies	\$4,937	\$21,100	\$21,550	2.1%	\$21,550	0.0%	\$43,100
Other Services & Charges	\$30,583	\$49,890	\$51,820	3.9%	\$52,510	1.3%	\$104,330
TOTAL EXPENDITURES	\$905,102	\$1,030,010	\$1,111,570	7.9%	\$1,154,720	3.9%	\$2,266,290

Program Descriptions - Initiatives - Performance Measures

Infrastructure Support \$913,540

The Infrastructure Support Group plans, organizes and controls delivery of IT infrastructure services, including Help Desk, Network, Data Center and Telecommunications. Network services: technical support of the network’s cable/fiber plant which includes support of: 1) fiber infrastructure which includes software (network operating systems) and hardware (servers, switches, routers) for the physical network, 2) telephone (Unity, call manager software, switches, Cisco IP telephony software), 3) support for the City servers and related equipment, and 4) total network infrastructure. It also includes: 1) hardware/software gear in City Hall as well as hardware/software distributed to 30+ extended locations (city, SCADA, and other agencies - Cowlitz County 911 and Cowlitz County Records, etc.), 2) technical support of T1 and wireless communications, 3) researching and providing solutions consistent with City standards and emerging technologies, 4) hardware/software (operating system) support for the Library, and 5) security, including virus, spam, malware. Desktop Services: provides support of desktops, licenses, orders, and asset management, including: 1) all trouble-shooting, maintenance, setup and deployment of desktops for City employees (approximately 350+ devices), printers, and peripherals; 2) management of the licenses that accompany all desktops and servers; 3) ordering of all desktops, laptops, printers, and peripherals; 4) researching best hardware/software solutions; 5) managing asset inventory of all hardware (servers, desktops, laptops, printers, peripherals) and software (operating systems, application systems, etc.); and 6) support of other agencies (Council, and others). Desktop Services: providing telephone support for the IP telephone system (answer questions, new installations, order telephones, telephone moves/adds/changes, and troubleshooting telephone problems for users. Support and implementation of smart-phone technology and tablets. Cyber security and supporting methods for preventing unwanted access/fraud to the city network and software.

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

- A Provide consistent network uptime
- B Support desktop devices
- C Respond to trouble calls/problems

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

- D Support telephones in City system
- E Perform telephone moves, adds, and/or changes
- G Reduce server downtime
- H Capture and divert spam mail
- I Capture and prevent viruses before they're introduced to the City email system
- J Number of public disclosure requests

Performance Measures	2013	2014	2015	2016
	Actual	Target	Target	Target
A Percent of time network up	99.999%	100%	100%	100%
B Number of devices supported (network/servers/desktops/laptops/printers/other)	1,217	1,300	1,400	1,500
C Number of trouble calls resolved	1,189	1,000	1,000	1,000
D Number of telephones supported in City system (miscount 2012)	685	700	710	720
E Number of telephones moves, adds, and/or changes performed	315	300	300	300
G Server downtime (# of events) unplanned	61	52	0	0
H Spam mail diverted (in millions)	1.04	1.0	1.0	1.0
I Virus prevented	.02	.02	.02	.02
J Disclosure requests researched	20	18	18	18

Applications Development \$768,650

This program provides services for EDEN, other software, in-house integration and development and geographic information systems (GIS). It supports all software applications for the City through direct development (in-house multiple FileMaker Pro systems, online timesheets, online vouchers, CAD integration with FireHouse, CIP program, web maintenance/development) and maintenance, support of third-party products (EDEN Payroll, EDEN Finance, EDEN Utility Billing and Online Payment of Utilities, Eden Interactive Voice Response (IVR) for bill payment, cashiering, Eden Permits and Online Permitting, FireHouse, GIS, DYNIX, CLASS and CLASS online registration, Legistar, SharePoint, LasserFiche Records Management, Lucity, Granite, Badger and others) and includes evaluation of third-party software by departments before purchase, integration of in-house and third-party software, participation in state-wide initiatives for software development, departmental assessments of software needs and requirements, and e-commerce. Also includes evaluation/acquisition of hosted solutions.

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

- C Develop of GIS layers
- D Support GIS layers
- E Meet GIS requests for data (reduced because people are getting information from (CityGIS))
- F Implement new software applications (reduced 2013/14 due to staff cuts)
- G Support all City of Longview software applications
- H Facilitate web presence
- I Provide consistent web uptime
- J Keep web information current
- K Initiatives researched/implemented to produce efficiencies (reduced for 2013/14 due to staff cuts)
- L Online registrations and payments
- M Software applications upgraded annually with new releases (reduced for 2013/14 due to staff cuts)

continued

2015/2016 Budget _____
General Fund

Applications Development Program - continued

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
C Number of GIS layers developed	6	6	6	6
D Number of GIS layers supported	139	145	139	145
E Number of GIS requests for data	40	20	40	20
F Number of applications implemented	0	0	0	0
G Number of applications supported	63	63	63	63
H Number of web hits	784,141	800,000	800,000	800,000
I Percent of web uptime	99.999%	100%	100%	100%
J Percent of web information current	100%	100%	100%	100%
K Number of initiatives researched and/or implemented (Meritage 2014)	1	1	1	0
L Number of Eden registered users for online payments	1,132	1,130	1,130	1,130
L Number of Eden online permits issued (Move to Meritage 2014)	701	650	0	0
L Number of UB online transactions processed	17,392	17,500	17,500	17,500
L Number of IVR transactions	7,505	7,500	7,500	7,500
M Number of applications kept current with upgrades	63	63	63	63

Public Safety Support 911 Center \$468,140

This program provides for the contracted support to the Cowlitz County 911 Center and Law Enforcement Records. This support includes application support for PRC/CAD and the Spillman Records System; infrastructure support for the 911 network to all jurisdictions in the County (Castle Rock, Longview, Cowlitz County, Kalama, Woodland); and strategic decisions concerning the monitoring, performance, and delivery of public safety information for Cowlitz County.

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

- A Respond to CAD 911 service calls
- B Maximize CAD 911 application availability
- C Software and network upgrades for CAD 911
- D Provide adhoc reporting information for CAD 911, per service request
- E Minimize unplanned outages for CAD 911
- F Provide consistent network uptime for CAD 911
- G Requests for public information (disclosure) for CAD 911

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of trouble calls/problems reported	400	472	180	180
B Maximize application availability	100%	100%	100%	100%
C Number of upgrades	12	6	6	6
D Number of reports requested/produced	400	55	75	75
E Number of events	0	0	0	0
F Percent of network uptime	100%	99.999%	100%	100%
G Number of requests for public information	50	20	5	6

Communications Services \$115,960

The Communications Services Program coordinates and promotes both internal and external communication efforts for the City. The program helps “tell the City’s story” by providing a positive and consistent image through such mediums as its web site, literature for both employee and public consumption. This position was reduced to .5 FTE during the 2013/14 budget cycle.

continued

Communications Services Program - continued

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

- A Community display information in City Hall
- B Distribute literature through community display (decreased maintenance for literature display)
- C Produce video public service announcements (moved to Executive)
- D Publish City information in Daily News
- E Produce new informational publications
- F Digital news releases (reduced due to new Web format)

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of community locations for informational display (revolving)	2	2	2	2
B Number of display literature pieces distributed	1,837	1,800	1,800	1,800
C Number of television promotions produced	5	4	4	4
D Number of City Info newsletters produced (8 page inserts)	n/a	n/a	n/a	n/a
E Number of new publications produced	7	9	8	8
F Number of City Info Weekly online newsletters posted	52	51	52	52

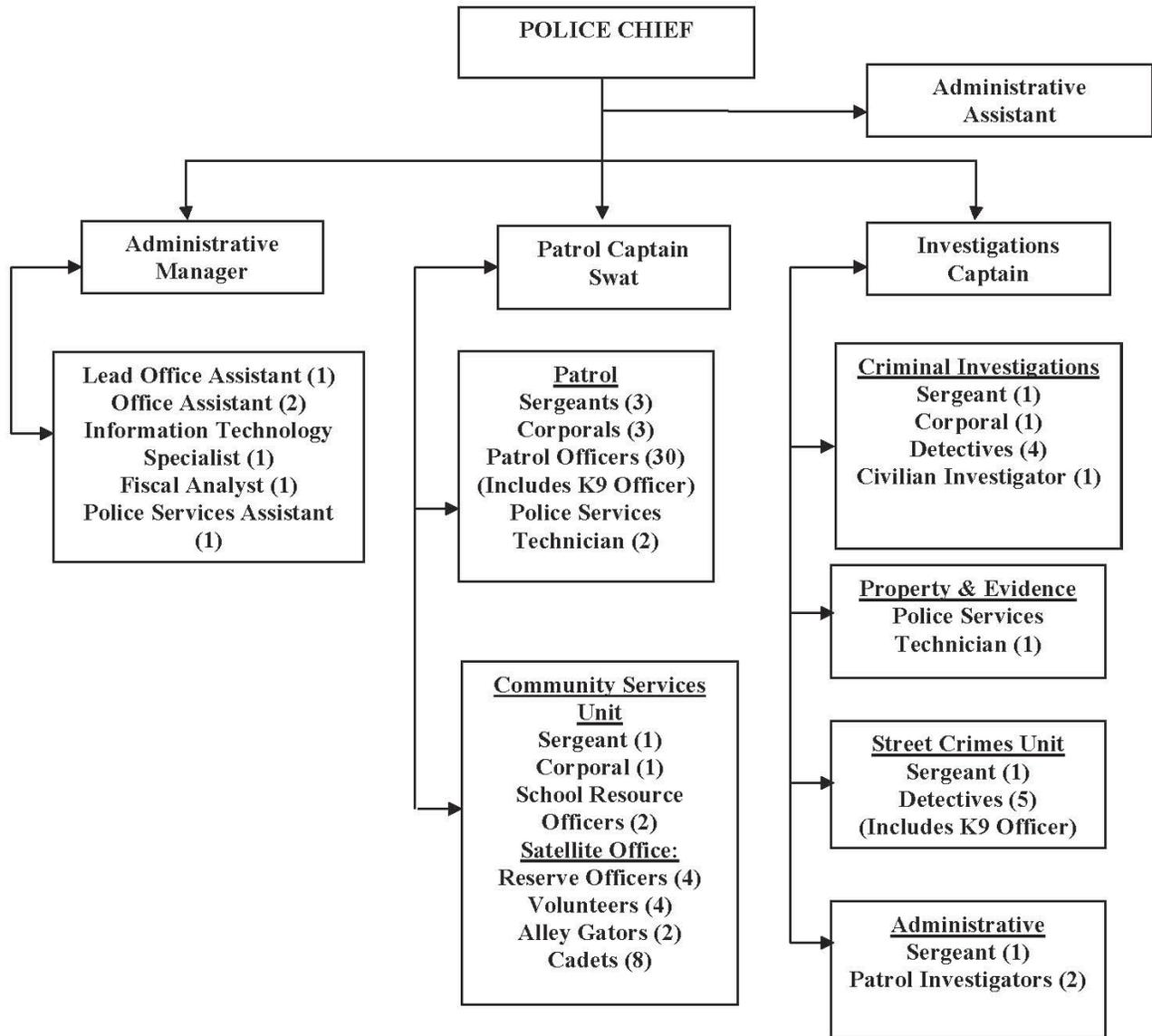
TOTAL FOR ALL PROGRAMS \$2,266,290

2015/2016 Budget

General Fund

Organization Chart

Police



General Fund

Expenditure Summary

Department Summary: Police							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Salaries & Wages	\$5,028,944	\$5,224,290	\$5,613,350	7.4%	\$5,894,330	5.0%	\$11,507,680
Personnel Benefits	\$2,109,013	\$2,272,250	\$2,367,460	4.2%	\$2,463,120	4.0%	\$4,830,580
Supplies	\$113,283	\$133,940	\$152,040	13.5%	\$142,150	-6.5%	\$294,190
Other Services & Charges	\$924,171	\$1,032,990	\$1,038,200	0.5%	\$1,083,780	4.4%	\$2,121,980
Intergovernmental	\$1,654,290	\$1,808,200	\$1,897,260	4.9%	\$2,071,700	9.2%	\$3,968,960
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$131,292	\$134,220	\$250,450	86.6%	\$138,410	-44.7%	\$388,860
TOTAL EXPENDITURES	\$9,960,993	\$10,605,890	\$11,318,760	6.7%	\$11,793,490	4.2%	\$23,112,250

Program Descriptions - Initiatives - Performance Measures

Patrol **\$12,555,650**

Patrol officers and supervisors provide the initial response to calls for service in the City of Longview. Officers are classified as first responders who are expected to provide a prompt, safe, and appropriate response to emergencies under a wide variety of circumstances, 24 hours a day, seven days a week. Patrol officers conduct the initial investigation of the majority of all crimes reported. In addition, when officers are not otherwise occupied handling calls for service or conducting investigations, they are expected to engage in proactive law enforcement activities such as traffic enforcement, contacting suspicious persons, identifying unreported criminal activity, and community policing projects. Officers are also expected to have a thorough knowledge of their assigned patrol areas and focus their attention on high crime areas. Patrol officers are highly visible and often deter crime by their presence while they assist various neighborhoods and businesses with crime prevention efforts. Officers are expected to attempt to identify problems within their patrol areas and devise solutions to reduce repeat calls for service for those problems. As part of their problem solving duties, officers are frequently called upon to coordinate and partner with a wide variety of outside agencies and other units within the police department such as other police departments, emergency mental health workers, St. John Medical Center, Longview School District, Child Protective Services (CPS), Cowlitz County Jail, Department of Corrections, Criminal Investigations Unit (CIU), Street Crimes Unit (SCU), and the Prosecutors (city and county) Office.

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

- A Enforce traffic laws
- B Respond to calls for service
- C Enforce criminal laws
- D Traffic enforcement
- E Proactive enforcement (i.e. FI contacts, warrant arrests, surveillance)
- F Initiate and document crime investigations and perform follow-up investigations
- G Prepare reports for court and testify during prosecution proceedings
- H Identify problem areas requiring repeated police responses
- I Crime prevention
- J Patrol assigned areas

Patrol - continued

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

- K Identify, arrest, and book suspects
- L Write and execute search warrants
- M Effectively communicate with other agencies

Performance Measures	2013 <u>Actual</u>	2014 <u>Target</u>	2015 <u>Target</u>	2016 <u>Target</u>
B Emergency response time	10 min.	< 7 min.	< 7 min.	< 7 min.
B Number of calls for service	38,867	32,000	37,000	37,000
C Number of arrests (juvenile and adult)	3,460	5,500	4,000	4,000
C Number of jail bed days	9,919	11,000	11,000	11,000
D Number of traffic infractions and citations	5,297	6,500	6,500	6,500
E Number of field contacts	458	1,000	1,000	1,000

Administrative Support \$3,272,120

The administrative services program is responsible for much of the day-to-day running of the department. The primary duty of this program is, as the name suggests, providing administrative support to the rest of the department. This includes front counter reception, processing evidence and property, financial management, training, payment of police records contract, and many other administrative functions.

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

- A Provide front counter customer service to public
- B Maintain evidence and property custody
- C Train all Longview Police Department (LPD) employees, reserves, and volunteers
- D Maintain labor relations with Police Guild and American Federation of State, County, and Municipal Employees union (AFSCME Local 1262-CL, AFL-CIO)
- E Prepare payroll, pay bills, and make daily deposits of revenue collected at the front counter
- F Provide planning, budgeting, organizing, scheduling, directing, and research and development functions
- G Provide LPD representation at community meetings
- H Conduct periodic audits of systems for efficiency and accuracy

Performance Measures	2013 <u>Actual</u>	2014 <u>Target</u>	2015 <u>Target</u>	2016 <u>Target</u>
B Number of items logged into evidence	5,395	5,000	5,000	5,000
H Audits of evidence property, jail charges	9	12	14	14

Criminal Investigations Unit \$2,377,960

The criminal investigations unit (CIU) is comprised of seven full-time employees (FTE's); one Sergeant, five detectives, and one civilian investigator. The unit is assigned to investigate major crimes against persons and major felony property crimes. The major crimes against persons include, but are not limited to, homicide, robbery, sexual assaults, aggravated assaults, child sex offenses, and abuse. Felony property crimes include burglary, theft, fraud, forgery, embezzlement, arson, vehicle thefts, credit card crimes, and computer crimes. CIU is responsible for tracking Registered Sex Offenders (RSOs), runaways, and missing persons. CIU responds to and investigates child and adult protective service (CPS/APS) cases as well as completes investigation follow up for the Prosecuting Attorney on cases that have been charged in superior court. CIU is responsible for conducting Computer Voice Stress Analysis examinations for criminal investigations and pre-employment background investigations.

continued

2015/2016 Budget
General Fund

Criminal Investigations Unit - continued

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

- A Investigate major crimes and suspicious deaths that occur within the City of Longview
- B Conduct specialized investigation of identity theft, child porn, and child molestation/rape
- C Monitor all sex offenders living in the City of Longview
- D Assist outside agencies with investigations
- E Provide investigative follow up for Prosecuting Attorney on charged cases
- F Conduct Computer Voice Stress Analyzer tests (CVSAs)
- G Prepare and conduct search and arrest warrants
- H Assist other police units as needed
- I Investigate missing persons and runaway cases
- J Investigate and track racially-motivated crimes



Performance Measures

	2013 Actual	2014 Target	2015 Target	2016 Target
A Clearance rate for burglaries	22%	25%	25%	25%
A Clearance rate for Homicides	100%	100%	100%	100%
A Clearance rate for Rapes	29%	50-100%	50-100%	50-100%
A Clearance rate for robberies	66%	50-100%	50-100%	50-100%
A Clearance rate for aggravated assaults	71%	50-100%	70-100%	70-100%
A Number of cases assigned	550	450	500	500
A Clearance rate for financial crimes	76%	20%	60%	60%
C Percent of addresses of all level III sex offenders verified, as required by law	64%	100%	100%	100%

Street Crimes Unit \$1,723,050

The Street Crimes Unit (SCU) is authorized to be staffed with six officers; one Sergeant and five detectives. SCU detectives work primarily in plain clothes, but can switch immediately to uniforms and work in this capacity to identify and prosecute any street level crime. SCU targets all drug dealers selling methamphetamine, heroin, cocaine, prescription drugs, hallucinogens, and marijuana in this order of priority. SCU detectives actively seek out those criminals possessing or selling firearms and stolen property. SCU detectives target high crime areas within the city and aggressively patrol these areas seeking out the criminal element while working in uniform. The SCU Sergeant oversees all civil seizures and forfeitures that detectives and officers of the Longview Police Department (LPD) conduct. SCU ensures that seizures and forfeitures are conducted in a timely manner. Proceeds from drug-related seizures are used to help fund the SCU and Special Weapons and Tactics (SWAT) unit operations. These funds are also used to purchase equipment for SCU and SWAT. Two officers authorized in the 2015-2016 budget enhancements will utilize strategic hot spot policing emphasis as well as supporting the initiatives of the Street Crimes Unit.



continued

Street Crimes Unit - continued

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

- A Conduct drug investigations of street level drug dealing by using confidential sources or undercover detectives
- B Arrest suspected drug dealers and assist in the successful prosecution of the offenders, after concluding an investigation
- C Use confidential sources to obtain search warrants
- D Seize drug evidence, unlawful firearms, and other assets
- E Assist outside agencies with their investigations including Alcohol, Tobacco and Firearms (ATF), Drug Enforcement Agency (DEA), Federal Bureau of Investigations (FBI), and any other local or state agency requesting assistance
- F Conduct other felony investigations as they are identified or assigned, conduct public presentations and education on gang issues
- G Initiate and assist in civil abatement and forfeiture of property
- H Proactive gang enforcement - conduct public presentations and education on gang issues
- J Assist Patrol and Investigative Unit with surveillance

	2013	2014	2015	2016
Performance Measures	Actual	Target	Target	Target
A/B Number of felony drug investigations leading to arrests	118	125	133	133
D Amount of drugs seized in grams, including marijuana, meth, cocaine, and heroin	2,654g	500 g	2,000g	2,000 g
D Number of other felony non-drug arrests	9	25	38	38
D Number of firearms seized	8	5	10	10
G Number of other properties abated or forfeited	N/A	N/A	1	1
Number of misdemeanor other arrests	17	17	26	26
F Conduct public presentations and education on gang issues	N/A	0	5	5
Number of misdemeanor warrants served	24	25	38	38
F Number of felony warrants served	52	50	50	50

Public Safety Retirement \$1,122,580

This program provides for payment of police LEOFF 1 medical and long-term disability premiums.

Risk Management \$740,180

There are several areas within the Longview Police Department that require risk management. Because of the unique nature of police services, risk management in the following areas is particularly important: resolving citizen complaints, personnel matters, internal investigations, reviewing critical incidents, hiring employees, and updating departmental policies.

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

- A Investigate and resolve citizen complaints
- B Conduct internal investigations
- C Conduct employee and volunteer background investigations
- D Conduct critical incident reviews
- E Develop and review policies and procedures
- F Recruit and retain personnel
- G Handle personnel matters
- H Conduct employee performance evaluations
- I Maintain proficiency in key job skills
- J Train employees on policies and procedures
- K Cross-train employees to cover for short staffing days

continued

General Fund

Risk Management- continued

	2013	2014	2015	2016
Performance Measures	Actual	Target	Target	Target
B Percent of internal investigations completed within 90 days	N/A	100%	100%	100%
C Number of employee backgrounds completed	18	20	20	20
F Percent turnover rate	.50%	4%	2%	2%
F Percent of budgeted positions filled	98%	>90%	>90%	>90%

Community Services Unit \$635,270

The Community Services Unit (CSU) consists of a sergeant, 1 Corporal, reserve officers, cadets, Satellite Office volunteers, and the Alley Gator volunteers whom are assigned to work out of the LPD Satellite Office in the Highlands neighborhood. In addition, the CSU sergeant supervises the school resource officer (SRO) and reserve officer programs. The CSU works closely with local agencies and businesses to address community problems in the hope of reducing crime and improving quality of life issues. Some of the agencies and groups include the Highlands Neighborhood Association (HNA), property owners, managers, renters (e.g. Longview Safe Housing Partnership Program and Block Watch), and other government entities such as Economic Development (for abatement issues). CSU provides Crime Prevention Through Environmental Design (CPTED) suggestions to businesses and citizens. A recent example of CPTED was the result of complaints about transients in the area of the Triangle Shopping Center. The CSU sergeant is one of the coordinators of the Citizen’s Police Academy as well as many other community events and outreach. The Corporal position will be assigned to the Satellite Office and will be supervising the volunteers, monitoring homeless and social issue and coordinating other outreach programs.

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

- A Provide community outreach for the purpose of reducing crime and increasing quality of life (e.g. Block Watch, CPTED, National Night Out, Cop Chats, Go Fourth Activities, Parades, bike rodeos, Citizen’s Police Academy)
- B Engage businesses and citizens on a personal level while assisting in problem solving and prevention (Satellite office walk-ins, repoding to complaints about transient camps in problem areas such as downtown Longview, by the Cowlitz River, near West Side Highway and Fisher’s Lane, the Civic Center, and near the Community House
- C Promote and establish partnerships between individuals, citizen groups, and service/government agencies (e.g. HNA, Lv Economic Development, Lower Columbia Mental Health)
- D Partner with businesses to solve problems (CPTED advice to businesses on providing better lighting, installing necessary signs (e.g. no trespassing signs), trimming trees, bushes and overgrown grass to provide a safer, more open property and to discourage transient loiterers/illegal campers)
- E Supervise Satellite Office volunteers
- F Coordinate Block Watch Program

	2013	2014	2015	2016
Performance Measures	Actual	Target	Target	Target
A Responses to loitering & transient camp complaints	43	41	40	35
A/B Number of crime notification letters sent to landlords	1,177	N/A	1,000	1,050
A/B Number of block watch groups	48	45	50	50
C Number of community outreach activities/meetings	53	50	100	100
D Number of businesses implementing CPTED concepts	11	5	3	5

K9 \$321,120

The Longview Police Department K9 Unit is currently made up of one officer and his K9 partner. The K9 is trained as a “tracking” dog. The K9 team locates felony and misdemeanor suspects who run from the scene of a crime and attempt to hide. The K9 tracking team works as part of the Patrol Division, but

K9 - continued

frequently works with the Lower Columbia SWAT Team, the Street Crimes Unit (SCU), the Cowlitz/Wahkiakum Narcotics Task Force (NTF), and local outside agencies in Cowlitz and Columbia Counties to chase fleeing suspects during search warrants service and to search buildings, as needed. In many cases, the police dog goes into places that would be unreasonably dangerous for an officer to enter. Using his keen sense of smell, eyesight, and hearing, the dog can be effective in conditions of darkness or reduced light where officers either could not, or could only do so at substantial risk to their personal safety. The police dog also provides a visible deterrent to the suspect and is often able to convince a suspect to surrender without the necessity of using physical force.

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

- A Track fleeing suspects
- B Conduct building searches
- C Conduct evidence searches
- D Provide protection for the dog handler and other law enforcement officers
- E Provide assistance to SWAT, SCU, CIU and NTF in search warrant services
- F Conduct demonstrations and other public relations activities

Performance Measures	2013	2014	2015	2016
	Actual	Target	Target	Target
A Number of suspects captured	21	5	25	25
B Number of building searches conducted	22	10	25	25
C-E Number of K9 applications	50	50	50	50
F Number of community demonstrations conducted	2	6	5	5

Crime Analysis \$216,360

The Crime Analyst is responsible for providing crime data and trend analysis to all units in the Longview Police Department (LPD), as well as providing information to the public upon request. The Crime Analyst is also the LPD system administrator for the Spillman Records system and provides technical support on all police computer equipment. A new IT Specialist position will be funded through the IT Department and assigned to the Police Department to provide support technology systems at the police department to include in car video, in car computer systems, police department desktop computers, Automated Licence Plate readers (ALPR), new computer aided dispatch (CAD) system, police building video, cop logic (on-line citizen reporting system), Raids (on-line crime analysis tool), LEADS (paw slip program), Sector (electronic traffic tickets & collision reports), laptops, iPads, cell phone analysis technology, Computer Voice Stress Analyzer (CVSA) - truth verification system, copy/fax machines, map plotter printer, audio recording devices, video surveillance evidence collection system, Spillman Police records management system and Parking computer system. With the new IT Specialist position, this will free up our Crime Analyst to spend time on analysis rather than troubleshooting various technology problems on a daily basis.

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

- A Fulfill crime analysis requests from LPD employees (call studies, maps, photo montages, retrieve jail phone records, etc.)
- B Provide crime analysis reports to citizens, upon request
- C Provide technical support, troubleshooting and updates on all police department technology
- D Research and make recommendations on new technology acquisitions
- E Train new employees on software and systems
- F Participates in implementations of new systems / stay current on computer hardware/software changes in collaboration with IT dept.
- G Troubleshoots computer issues and liaisons with the City of Longview Information Technology Department

General Fund

Crime Analysis - continued

	2013	2014	2015	2016
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of crime analysis and technology requests from LPD employees	2,085	1,500	2,000	2,000
B Number of crime analysis and information requests from citizens	324	300	300	300
C Number of IT requested completed	N/A	520	1,100	1,100

Lower Columbia SWAT Team \$62,210

The Longview Police Department is a member of a county-wide SWAT team called Lower Columbia SWAT. The Longview Police Department, the Cowlitz County Sheriff’s Office, and the Kelso Police Department work together to provide a highly trained and skilled tactical team as a resource for those agencies within Cowlitz County who need assistance with critical incidents. The presence of a highly trained, highly skilled police tactical unit has been shown to substantially reduce the risk of injury or loss of life to citizens, police officers, and suspects. A well managed “team” responding to critical incidents usually produces a successful resolution. The Lower Columbia SWAT Team is considered a part-time team. The officers that make up the team have primary duties as patrol officers and investigators within their respective law enforcement agency. Time spent responding to SWAT call outs and training are ancillary duties.

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

- A Respond to hostage situations
- B Respond to barricade situations (armed/potentially armed subjects)
- C Respond to sniper situations (firing upon citizens and/or police by an armed suspect)
- D Provide high-risk apprehension of suspects
- E Serve high-risk search and arrest warrants
- F Provide personal protection (security of special persons such as VIPs, witnesses, or suspects)
- G Conduct special assignments (any assignment with a high level of threat or potential threat)
- H Assist with tactical training of non-SWAT officers
- I Provide public outreach and education regarding SWAT and public safety
- J Train SWAT members to maintain unit proficiency

	2013	2014	2015	2016
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A-G Number of SWAT missions	8	15	10	10
A-G Meet mission objectives for each SWAT call out	100%	100%	100%	100%
H Number of training hours for SWAT team and department employees	1,391	1,500	1,200	1,200
J Percent of time SWAT team meets proficiency standards for weapons handling and physical fitness	100%	100%	100%	100%

Community Policing \$42,750

The Community Service Officer (CSO) handles low-priority, not-in-progress property crimes with no suspect information at the time of contact, allowing patrol officers more time to do proactive enforcement. The two full-time patrol CSOs handle priority 3 and 4 calls which include burglary, theft, vandalism, stolen vehicles, vehicle prowl, and runaway reports. CSOs also respond to complaints of abandoned vehicles on public property (streets and alleys) and some parking complaints not handled by the department’s full-time parking enforcement officer. CSO’s also provide crime prevention tips to the public as they respond to calls for service. In addition, they assist with missing and endangered person calls, respond to reports received through our online Coplogic system, assist with traffic control, and provide additional presence in the community.

continued

Community Policing - continued

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

- A Respond, investigate, and report priority 3 and 4 property crime calls with no initial suspects
- B Respond to and remove abandoned vehicles from the public right of way and issue hulk permits
- C Provide crime prevention information, conduct public presentations, and represent LPD at community events
- D In emergency situations, help provide traffic control at accident scenes, fire scenes and natural disasters
- E Report suspicious and criminal behavior to communications center
- F Collect and process evidence at crime scenes for priority 3 and 4 investigations
- G Enforce city and state parking codes
- H Assist officers in protecting crime scenes and other scenes as needed
- I Assist at special events such as fairs and parades

	2013	2014	2015	2016
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of priority 4 call responses	13,341	14,500	13,500	13,500
A Number of abandoned vehicle calls received	536	1,340	700	700
B Number of abandoned vehicles towed	25	190	100	100
B Number of abandoned vehicle calls that were moved/legally parked	90	595	300	300
A/B Number of parking tickets issued by CSO's	52	320	75	75

Narcotics Task Force \$24,090

This is a multi-agency drug task force that focuses investigations on mid- and upper-level drug manufacturers and distributors. The mission of the task force is to dismantle and/or disrupt drug trafficking organizations (DTOs) that are operating within Cowlitz and Wahkiakum counties. The task force is comprised of members from the Longview Police Department, Kelso Police Department, Cowlitz County Sheriff's Office, the Washington State Patrol, and the Cowlitz County Prosecutor's Office.

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

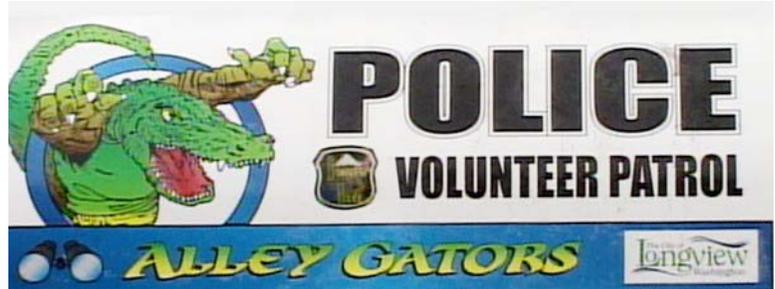
- A Target, investigate, and dismantle/disrupt drug trafficking organizations (DTOs)
- B Initiate and conduct criminal drug investigations
- C Arrest and prosecute drug offenders
- D Conduct seizures of drugs and assets
- E Oversee forfeiture of illicit assets and money

	2013	2014	2015	2016
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of DTOs investigated	28	4	10	10
A Number of DTOs dismantled	13	4	8	8
B Number of criminal investigations initiated	46	40	40	40
C Number of felony drug arrests made	132	70	100	100
C Percent of prosecutions where defendant is found guilty	86%	100%	100%	100%
D Amount of drugs seized (in grams)	2,389	7,500	7,500	7,500

General Fund

Reserve Unit/Alley Gator Program \$18,910

Reserves are non-paid citizen volunteers who receive extensive training to support regular police officers. There are three levels of reserve officers: I, II, and III, with III being the most highly trained. In addition to working with regular officers on patrol, reserves play a key role in police support at all major events in Longview including the parades and 4th of July lake-bank activities. Reserves are also called upon to assist when



unexpected events occur such as major crime scenes, floods, high winds, and other disasters (both natural and man-made). The “Alley Gator” program is a partnership between the Longview Police Department and volunteers acting as the “eyes and ears” of law enforcement. The Alley Gators patrol the streets and alleys of the city of Longview reporting suspicious or criminal activity to the 911 Center. They perform such duties as extra patrol for areas experiencing vandalism, graffiti, loitering, stolen vehicle locates, assisting in searches for missing children and Alzheimer’s patients, extra patrols when citizens are on vacation, helping patrol the lake by vehicle and foot during the 4th of July celebration, and other duties as seen fit. The Alley Gators currently log and photograph graffiti and forward that information to our Street Crimes Unit (SCU). They have also started to post vehicle prowl report cards when they see vehicles at risk for break ins. The program is intended to reduce crime through deterrence and the fear of crime by providing a “presence” in the community.

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

- A Assist regular patrol officers with both self-initiated activities (such as traffic stops) and calls for service
- B Assist regular officers with lake-bank security during the annual Go-4th celebration
- C Assist regular officers with security at other events such as car cruises and parades
- D Assist with crime scene security
- E Assist regular officers at disaster scenes of various kinds
- F Alley Gators - patrol city streets and report suspicious activity
- G Alley Gators - provide focused patrols in high-crime areas to deter crime
- H Alley Gators - target the recovery of stolen vehicles and stolen license plates

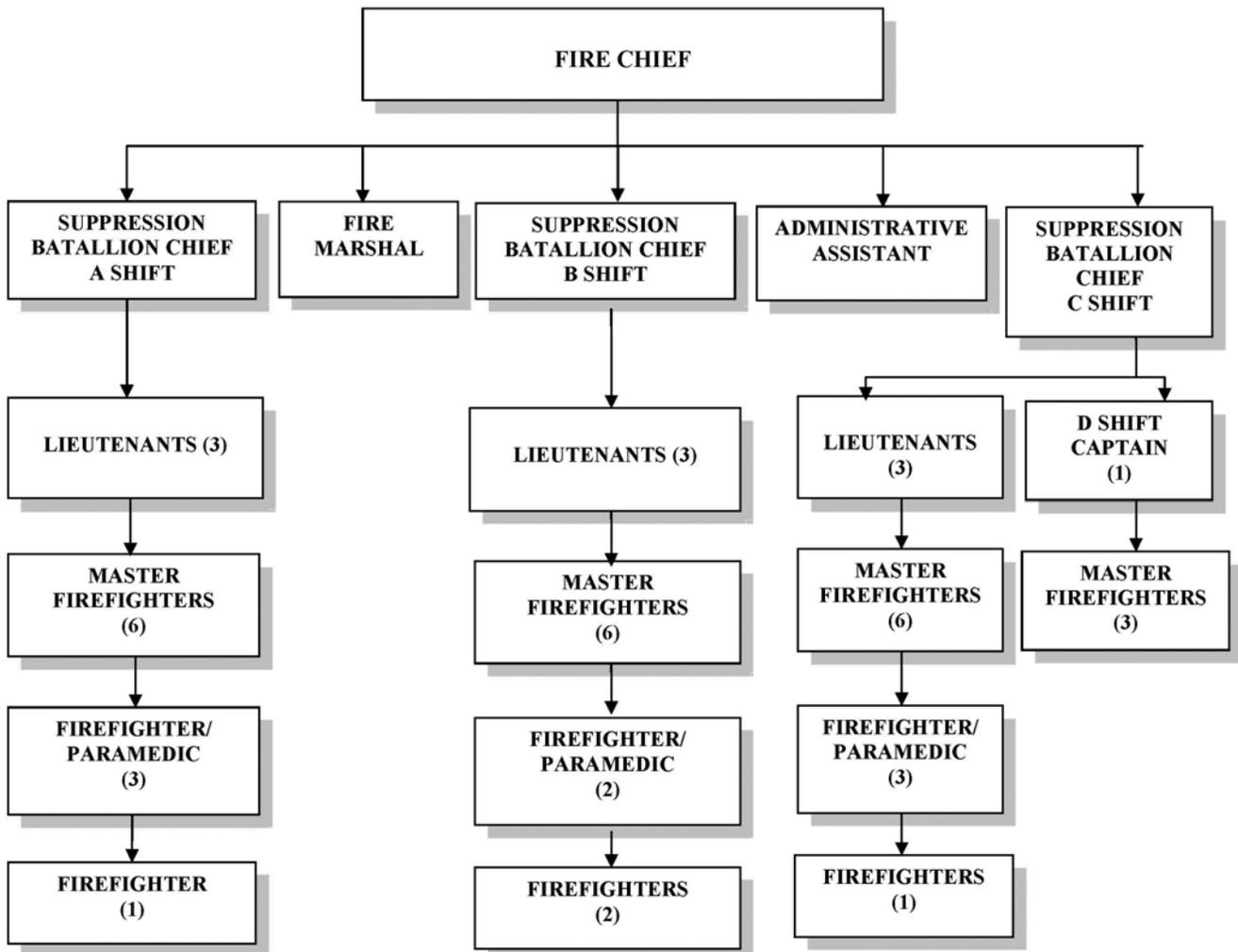
Performance Measures

	2013 Actual	2014 Target	2015 Target	2016 Target
A-E Number of reserve hours donated	639	900	900	900
A-E Number of reserve officers serving	4	4	4	4
F-H Number of Alley Gator hours donated	770	1,250	1,250	1,250
F-H Number of active Alley Gators	6	2	2	2

TOTAL FOR ALL PROGRAMS \$23,112,250

Organization Chart

Fire



General Fund

Expenditure Summary

Department Summary: Fire

Total Expenditures By Object	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Salaries & Wages	\$4,317,589	\$4,587,910	\$4,751,300	3.6%	\$4,922,320	3.6%	\$9,673,620
Personnel Benefits	\$1,235,090	\$1,348,270	\$1,346,300	-0.1%	\$1,387,240	3.0%	\$2,733,540
Supplies	\$110,573	\$113,300	\$124,700	10.1%	\$123,700	-0.8%	\$248,400
Other Services & Charges	\$408,192	\$414,000	\$446,370	7.8%	\$454,440	1.8%	\$900,810
Intergovernmental	\$257,996	\$178,880	\$181,850	1.7%	\$190,950	5.0%	\$372,800
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$761,484	\$773,020	\$816,310	5.6%	\$833,990	2.2%	\$1,650,300
TOTAL EXPENDITURES	\$7,090,924	\$7,415,380	\$7,666,830	3.4%	\$7,912,640	3.2%	\$15,579,470

Program Descriptions - Initiatives - Performance Measures

Fire Suppression \$6,539,900

The fire suppression program comprises of one of the Fire Department’s primary missions; controlling and extinguishing fires. Under this program, the department responds to calls for service including residential and commercial fires, brush fires, fire alarm activations, and hazardous conditions. Training and preparation to respond to fire emergencies constitutes a major portion of firefighters’ activity time.

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

- A Minimize harm and loss of life from exposure to fires
- B Effectively respond to and extinguish fires
- C Assure skills proficiencies of firefighters through training
- D Manage emergency response contracts for services to industries outside city



Performance Measures

	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of injuries/fatalities as a result of fire	0	0	0	0
A Number of fire responses	205	228	220	215
A Percent of structure fires confined to room of origin	90%	100%	100%	100%
B Percent of time able to respond to fire emergencies in less than 6 minutes	70%	70%	90%	90%
B Percent of time able to arrive at “Full Alarm” fire emergencies in less than 9 minutes	89%	91%	90%	90%
B Percent of time able to respond to technical/hazmat emergencies in less than 8 minutes	98%	90%	90%	90%
B Percent of time able to respond to aid hazmat in less than 1 hour	100%	90%	90%	90%
C Number of training hours delivered (actual hours per firefighter)	129	200	200	200
D Number of industry training hours (450 minimum) contracted	490	462	720	720
D Amount of billing fees collected from contracted services (in thousands)	\$604,299	\$684,753	\$634,877	\$647,574

Emergency Medical Services (EMS) \$4,681,360

Through the EMS program, the Fire Department provides basic and advanced life emergency medical services. Firefighter EMTs and Paramedics respond to medical emergencies that vary from vehicle accidents and emergency rescues to cardiac emergencies and trauma situations. The program provides pre-hospital care that is an essential component of emergency medical services as coordinated under the direction of Cowlitz County’s Medical Program Director. Emergency medical response accounts for the majority of the department’s calls for service and is our greatest opportunity to provide benefit to citizens. EMS transports are being done by the fire department are part of the EMS level of service when private ambulance provider is not available.

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

- A Effectively respond to emergency medical incidents
- B Assure quality EMS care is provided in coordination with Cowlitz County’s Medical Program Director
- C Assure proficiency of Firefighter/EMT emergency medical skills through training
- D LFD provides emergency medical transport services when private provider is not available

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of time able to respond to medical emergencies in less than 6 minutes	65%	73.6%	90%	90%
A Number of emergency medical responses	3,198	3,373	4,000	4,000
B Percent of time able to respond to ALS medical emergencies in less than 8 minutes	86%	92%	90%	90%
C Number of EMS training hours delivered (per firefighter)	24	24	24	24
D Number of EMS transports performed	32	80	100	100
D Revenue collected from EMS transports (in thousands)	\$8	\$15	\$50	\$50

Fire Prevention \$2,167,910

The Fire Prevention Program seeks to prevent and minimize the negative effects of fires and promotes life safety through public education and code administration. There are four divisions within the program: existing occupancy inspection, new construction plan review and inspections, public education, and fire investigation. The existing occupancy division incorporates engine company occupancy inspections, high hazard occupancy inspections, new business license review and inspection, and hazard complaint mitigation. The new construction division performs plan reviews and inspections for new construction and special events. Public education is delivered through school programs, Fire Prevention Week, and special events. The fire investigation division determines the cause of fires, manages the Arson Team, and makes initial contact with juvenile fire setters.

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

- A Conduct company level fire and life safety inspections of commercial properties
- B Conduct fire and life safety inspections of high-risk/target hazard properties
- C Review and inspect new business license applications
- D Perform new construction plan reviews
- E Perform new construction and special event inspections
- F Deliver school programs/station tours/public education and public relations events

continued

2015/2016 Budget _____
General Fund

Fire Prevention - continued

- G Conduct Fire Prevention Week/Open House activities throughout the month of October
- H Perform fire investigations for the purpose of determining origin and cause
- I Consult with and evaluate juvenile fire setters
- J Provide certification maintenance training and professional development for Fire Marshal and Fire Inspector

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of company level inspections completed	1,136	1,265	1,265	1,265
B Number of high-risk/target hazard inspections completed	27	62	62	62
C Number of business license reviews completed	495	500	500	500
D Number of new construction fire/life safety plan reviews completed	80	80	90	100
E Number of new construction building and fire/life safety inspections completed	291	290	300	310
F Number of fire prevention education and public relations events conducted outside of Fire Prevention Week	22	20	20	20
G Number of fire prevention events conducted during Fire Prevention Week, including school visits	162	184	200	200
H Number of fire investigations conducted	69	100%	100%	100%
I Number of new construction building permit plan reviews completed	149	130	140	150
J Number of special event inspections completed	99	100	100	100

Public Safety Retirement \$1,548,620

This program provides for fire pension funding in accordance with the City of Longview’s Fire Pension actuarial report.

Emergency Preparedness \$641,680

The Emergency Preparedness Program assures safety of the community in the event of major disasters such as floods, storms, seismic events, and tornadoes. This program manages the City’s Emergency Readiness and Response Plan, interacts with the state’s Region IV Homeland Security Council, participates in the County’s Local Emergency Planning Committee (LEPC), and coordinates emergency exercises in concert with area-wide public safety agencies and Cowlitz County Department of Emergency Management. In addition, the program assures that the Area Coordinating Center (ACC) is in a state of readiness and that the City’s emergency plans and contact procedures are properly maintained.



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

- A Maintain Emergency Readiness and Response Plan
- B Oversee readiness of Emergency Management Zone (EMZ)
- C Oversee readiness of personnel responding to major emergencies
- D Participate in LEPC (Local Emergency Planning Committee) activities
- E Participate in Region IV Homeland Security Council activities
- F Maintain emergency contact lists

continued

Emergency Preparedness - continued

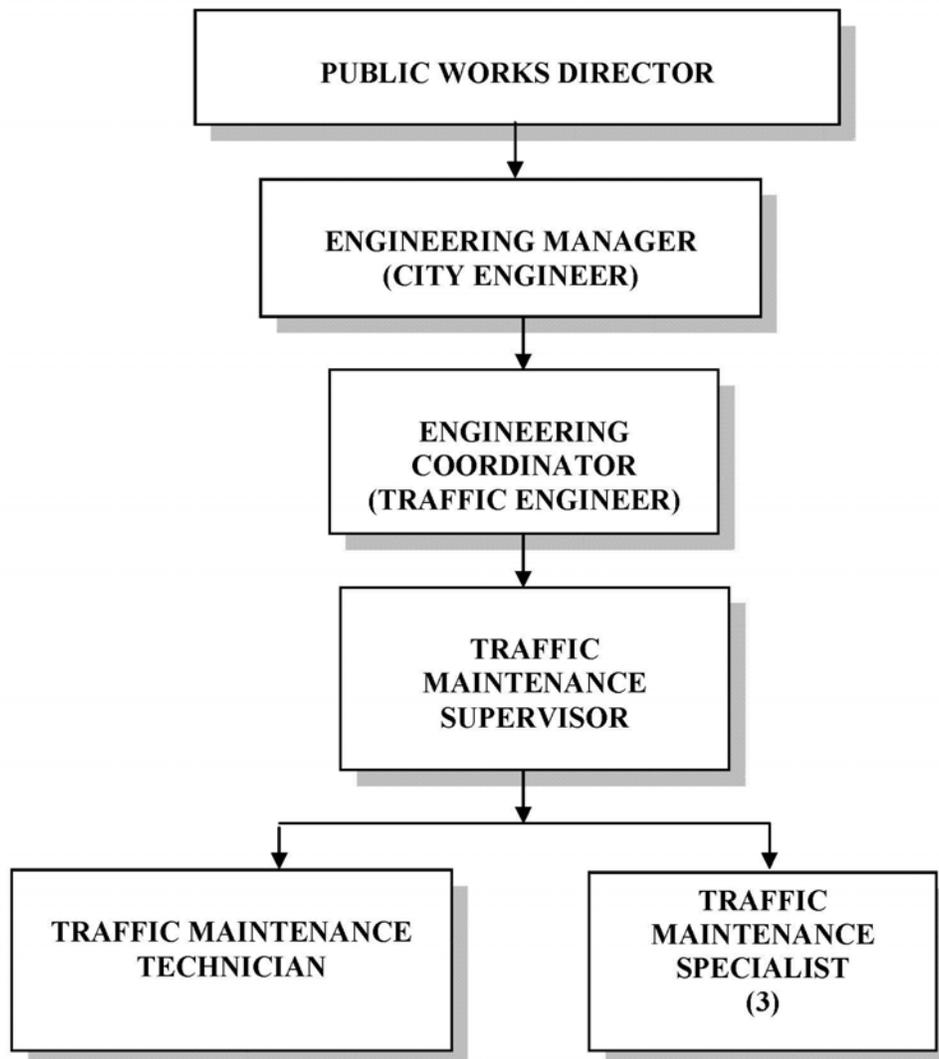
Performance Measures		2013 Actual	2014 Target	2015 Target	2016 Target
A	Number of times Readiness and Reponse Plan is reviewed per year	0	1	1	1
B	Number of times exercise and inventory of EMZ is conducted (quarterly, at a minimum)	0	2	4	4
C	Number of times annual tabletop exercise is coordinated	0	0	1	1
C	Number of times annual practical exercise is coordinated	0	1	1	1
D	Number of LEPC activites participated in per year	4	4	4	4
E	Number of times participated in regional DHS training/exercises per year	0	0	1	1
F	Number of times emergency contact list is updated (semi-annually, at a minimum)	0	2	2	2

TOTAL FOR ALL PROGRAMS \$15,579,470

General Fund

Organization Chart

Traffic



General Fund

Expenditure Summary

Department Summary: Traffic

Total Expenditures By Object	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Salaries & Wages	\$339,028	\$342,950	\$435,530	27.0%	\$452,760	4.0%	\$888,290
Personnel Benefits	\$133,176	\$139,220	\$187,900	35.0%	\$198,850	5.8%	\$386,750
Supplies	\$96,142	\$140,410	\$144,430	2.9%	\$144,430	0.0%	\$288,860
Other Services & Charges	\$406,340	\$507,790	\$362,330	-28.6%	\$377,610	4.2%	\$739,940
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$974,686	\$1,130,370	\$1,130,190	0.0%	\$1,173,650	3.8%	\$2,303,840

Program Descriptions - Initiatives - Performance Measures

Street Light Maintenance \$672,940

This program maintains the existing illumination system, school flashers, and flashing lights at all-way stop signs.

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

- A Respond to illumination and flashing light malfunctions
- B Energize and de-energize school flashers
- C Maintain street light system
- D Locate existing illumination system (underground)
- E Respond to emergency calls from vehicle knock downs

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of hours spent responding to malfunctioning illumination/flashers	2,118	1,900	1,900	1,900
A Number of street lights maintained	2,582	2,582	2,582	2,582
C School flashers maintained and energized/de-energized	7	7	7	7
D Number of hours spent locating illumination/flashers underground system	203	200	200	200
E Number of street lights replaced	—	—	18	18

Traffic Signal Maintenance \$583,340

This program maintains the existing traffic signal system, performs minor construction to improve the traffic signal system, implements signal timing programs, and manages signal operations and the City’s computerized traffic signal interconnect systems (MATS).

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

- A Respond to traffic signal malfunctions
- B Perform traffic signal preventative maintenance
- C Program new traffic signal timing patterns
- D Locate existing traffic system (underground)
- E Respond to Emergency calls

continued

Traffic Signal Maintenance - continued

	2013	2014	2015	2016
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of hours spent on traffic signal maintenance	2,064	2,000	2,000	2,000
B Number of traffic signals receiving preventative maintenance	148	148	148	148
D Number of hours spent locating underground traffic signal system	115	120	120	120
E Number of hours on emergency calls	—	—	12	12

Signs..... \$329,510

This program installs and maintains traffic signs within the city system.

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

- A Maintain signs
- B Perform night-time inspection of signs for reflectivity

	2013	2014	2015	2016
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of hours spent maintaining signs	2,441	2,200	2,200	2,200
B Number of night-time hours spent inspecting signs for reflectivity	80	80	80	80

Traffic Striping \$216,250

This program’s purpose is to paint yellow and white stripes city-wide, including centerline, lane lines, and edge lines, in both City streets and City-owned parking lots.

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

- A Paint double yellow centerlines
- B Paint yellow skip centerlines
- C Paint lane lines
- D Paint crosswalks
- E Paint white skip lines
- F Paint edge lines and bike lanes
- G Paint two-way, left-turn lanes
- H Paint directional arrow

	2013	2014	2015	2016
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of feet of double yellow lines painted	80,000	80,000	80,000	80,000
D Number of crosswalks painted	150	150	150	150
F Number of feet of edge line and bike lanes painted	77,000	77,000	77,000	77,000
G Number of feet of two-way, left-turn lanes painted	55,000	55,000	55,000	55,000

Interdepartmental Support..... \$152,710

This program provides assistance to other City departments, including reviewing, developing, and implementing traffic control plans and assisting other City departments, as needed. It also includes providing inspection and review of traffic-related capital and development projects.

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

- A Inspection, review and implementation of traffic control plans for capital and development projects

	2013	2014	2015	2016
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Hours spent preparing and implementing traffic control plans and providing aid to other City Departments	391	500	500	500

General Fund

Traffic Engineering \$132,070

This program performs and/or manages traffic engineering duties including responding to citizen requests, designing traffic signals, traffic operations, staff, traffic data collection, traffic studies, and providing presentations to City Council and the public. Traffic engineering also develops and implements traffic signal timing patterns and manages traffic signal operations and the City’s computerized traffic signal interconnect system (MATS). Traffic engineering also represents the City and provides technical expertise for regional transportation planning efforts.

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

- A Respond to citizen requests
- B Design and/or manage traffic signal & illumination systems
- C Manage traffic operations
- D Represent City regarding transportation planning
- E Perform traffic studies & prepare traffic reports
- F Apply for federal grants
- G Maintain traffic-related databases

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of hours spent responding to citizen requests	0	100	200	200
D Number of hours spent attending Metropolitan Planning Organization Technical Advisory Committee and study meetings.	0	40	40	40
G Number of traffic collision entered into data base	526	600	600	600

Pavement Markings \$110,810

The purpose of this program is to install and maintain pavement markings on the City street system, including raised pavement markers, raised reflective pavement markers, thermoplastic directional arrows, and thermoplastic crosswalks.

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

- A Install and maintain raised pavement markers
- B Install and maintain thermoplastic directional arrows
- C Install and maintain thermoplastic crosswalks
- D Install and maintain pavement markings for speed humps
- E Install and maintain railroad crossing pavement markings

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of raised relective markers installed/maintained	600	500	500	500
A Number of raised pavement markers installed/maintained	1,200	1,200	1,200	1,200
C Number of hours spent placing thermoplastic at crosswalks	71	100	100	100

Civic Functions \$82,110

This program provides support for civic functions such as Go 4th, car cruises, parades, Christmas lights for the Central Business District (CBD), Farmer’s Market, Terry Taylor garage sale, Cowlitz County Fair, and block parties. This includes setting up and removing traffic detours, manufacturing special signs, and staffing detour routes.

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

- A Provide support for civic functions and street use permits
- B Install Christmas lights downtown
- C Install and remove banners on Nichols Boulevard
- D Install and remove banners city-wide

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of hours spent on civic functions	343	400	400	400
B Number of civic functions supported	24	24	24	24

Traffic Data Collection \$24,100

This program collects traffic data for the annual traffic count program and collects traffic data for various traffic studies.

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

- A Collect traffic counts for the annual traffic count program
- B Collect traffic counts for traffic studies
- C Collect traffic speed data for traffic studies

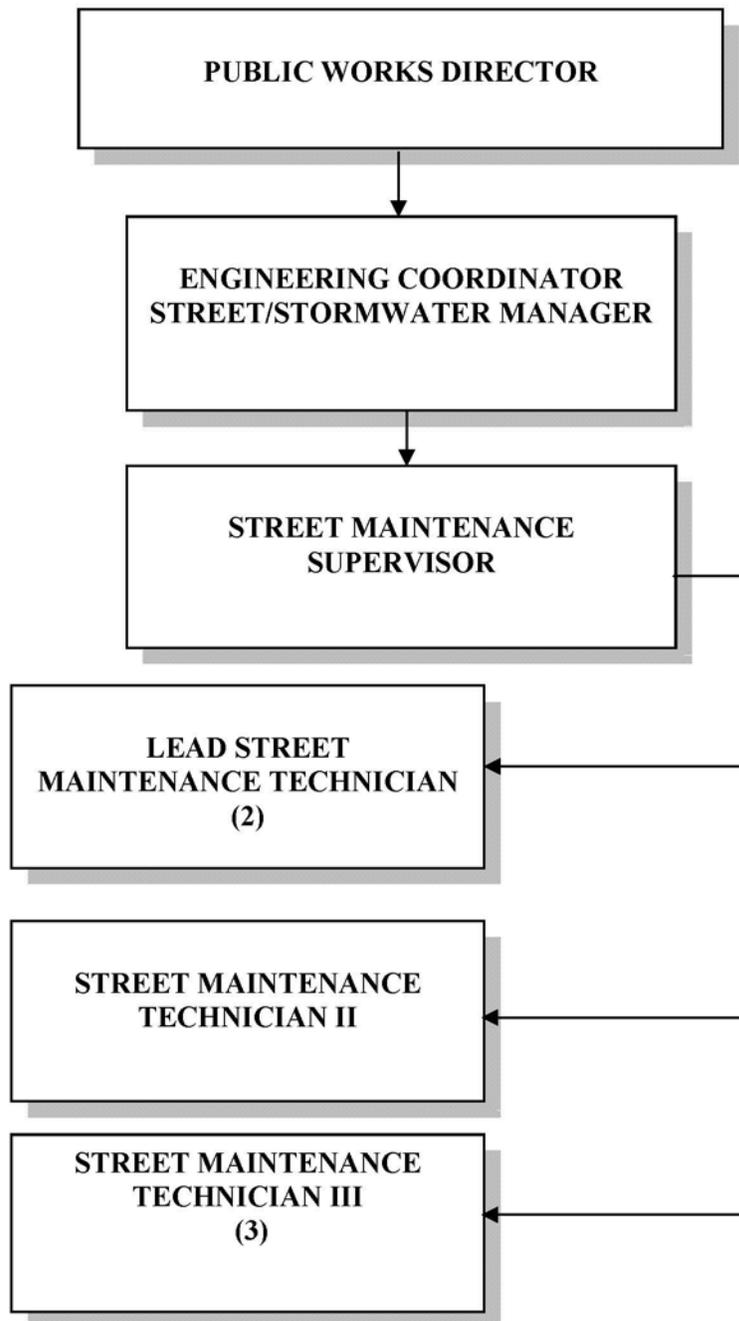
Performance Measures	2011	2012	2013	2014
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of locations counted per year (annual count program)	0	0	0	0
B Number of hours spent gathering data for traffic studies	74	75	100	100

TOTAL FOR ALL PROGRAMS \$2,303,840

General Fund

Organization Chart

Street Maintenance



General Fund

Expenditure Summary

Department Summary: Street Maintenance

Total Expenditures By Object	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Salaries & Wages	\$337,271	\$338,530	\$362,170	7.0%	\$382,140	5.5%	\$744,310
Personnel Benefits	\$152,436	\$129,440	\$162,550	25.6%	\$172,360	6.0%	\$334,910
Supplies	\$92,733	\$136,200	\$184,780	35.7%	\$190,460	3.1%	\$375,240
Other Services & Charges	\$249,797	\$289,240	\$204,490	-29.3%	\$213,320	4.3%	\$417,810
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$832,237	\$893,410	\$913,990	2.3%	\$958,280	4.8%	\$1,872,270

Program Descriptions - Initiatives - Performance Measures

Street and Alley Maintenance \$1,069,370

This program maintains the City’s streets and alleys. The current level of program funding is insufficient to prevent deterioration of city-wide average pavement condition from “good” to “fair” by 2016, and the number of streets requiring complete replacement will double.



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

- A Improve deteriorated cement concrete streets and alleys
- B Place asphalt concrete on deteriorated asphalt, bituminous, and concrete streets as a leveling or wearing course
- C Provide a chip seal to existing bituminous and asphalt streets
- D Seal cracks and joints with rubberized asphalt material
- E Blade alleys on a rotating basis and provide gravel when needed

Performance Measures

	2013 Actual	2014 Target	2015 Target	2016 Target
A Cubic yards of concrete placed	414	320	320	320
B Tons of asphalt placed	70	150	150	150
C Number of lane miles (10’ x 5,280’) chip-sealed per year	3.9	3.7	3.7	3.7
D Pounds of sealant applied	13,308	12,500	12,500	12,500
E Number of alleys bladed	335	384	384	384

Interdepartmental \$475,300

The Interdepartmental Program provides a variety of services to other departments within the City. These services include response during storm events, placing asphalt concrete and/or Portland cement concrete in utility cuts, paving walking paths, participating in the 50/50 sidewalk program, placing traffic calming devices, repairing bus shelters, removing bus shelters, assisting with traffic control, laying pipe, hauling various types of material, and excavation.



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

- A Engineering
- B Facilities
- C Fleet Services
- D Mint Valley Golf Course
- E Parks
- F Sanitation/Recycling
- G Stormwater
- H Traffic
- I Water Filter Plant
- J Water/Sewer Shop

Performance Measures

All Average number of hours of interdepartmental support

2013 <u>Actual</u>	2014 <u>Target</u>	2015 <u>Target</u>	2016 <u>Target</u>
2,371	3,000	3,000	3,000

Miscellaneous Maintenance Activities \$225,800

This program provides maintenance activities and other services that are variable from year to year. These activities include bridge maintenance, patching potholes, applying vegetation control herbicides, snow and ice control and plowing, and guardrail maintenance.



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

- A Maintain bridges
- B Patch potholes
- C Perform traffic control
- D Apply herbicides
- E Place medians and dividers
- F Provide snow and ice control
- G Perform guardrail maintenance
- H Attend safety meetings
- I Provide staff training
- J Administer maintenance program

Performance Measures

- A Hours spent on bridge maintenance
- B Tons of cold mix pothole patching
- B Tons of hot mix pothole patching
- D Gallons of herbicide applied
- F Hours of snow and ice control

2013 <u>Actual</u>	2014 <u>Target</u>	2015 <u>Target</u>	2016 <u>Target</u>
60	48	48	48
21.6	5	5	5
15	15	15	15
510	700	700	700
52	250	250	250

General Fund

Sidewalk/Curb Cuts \$101,800

This program provides for repair and maintenance of public sidewalks not otherwise damaged by the Urban Forest, and for the construction of curb cuts (wheelchair accessible ramps) throughout the City, as needed. This program includes assistance for home-owner responsible sidewalks.

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

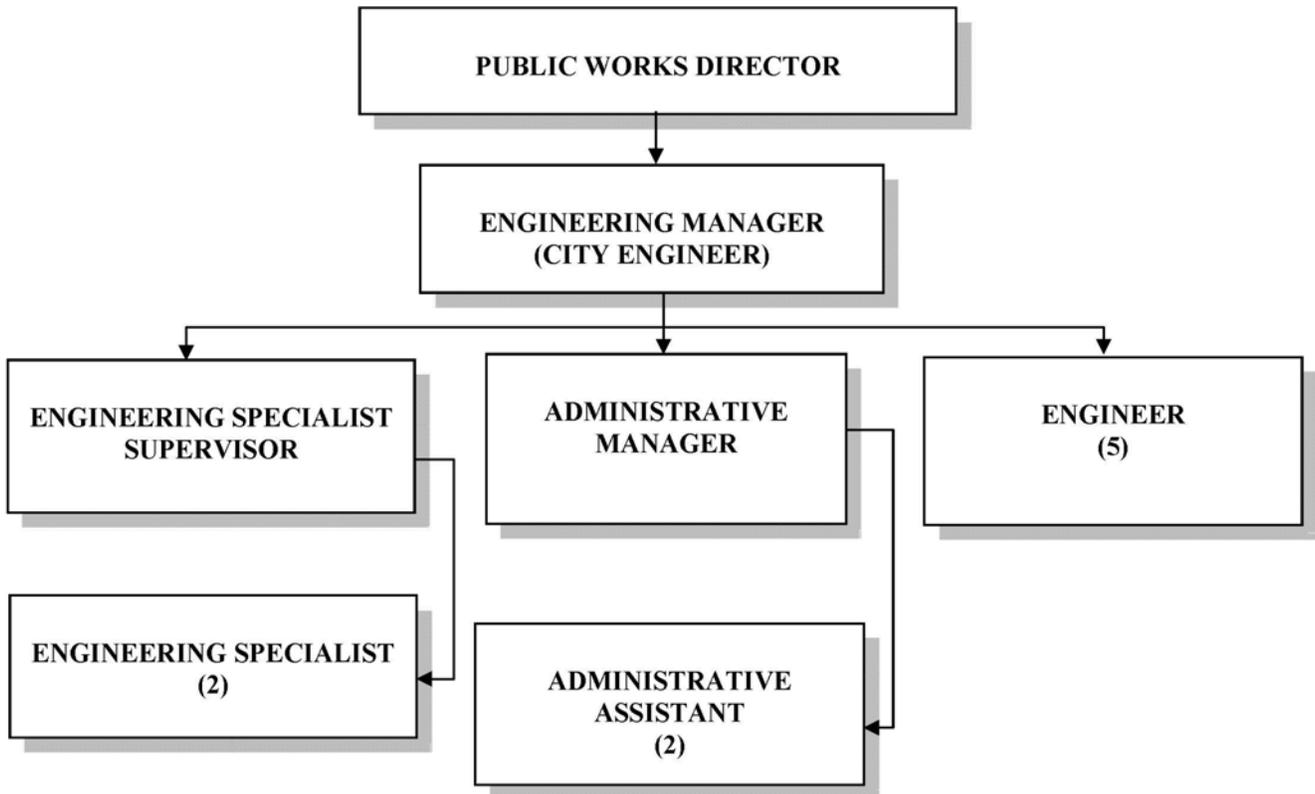
- A Grind sidewalks
- B Rehabilitate or reconstruct sidewalks
- C Construct curb cuts (wheelchair accessible ramps)

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Linear feet of sidewalk grinding	180	200	200	200
B Square feet of rehabilitated and reconstructed panels	1,350	1,000	1,000	1,000
C Number of curb cuts (wheelchair accessible ramps) constructed	3	20	20	20

TOTAL FOR ALL PROGRAMS \$1,872,270

Organization Chart

Engineering



General Fund

Expenditure Summary

Department Summary: Engineering							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Salaries & Wages	\$660,620	\$671,000	\$780,440	16.3%	\$801,610	2.7%	\$1,582,050
Personnel Benefits	\$240,402	\$253,110	\$295,650	16.8%	\$311,210	5.3%	\$606,860
Supplies	\$6,906	\$5,700	\$7,700	35.1%	\$7,700	0.0%	\$15,400
Other Services & Charges	\$54,175	\$61,490	\$64,700	5.2%	\$66,200	2.3%	\$130,900
TOTAL EXPENDITURES	\$962,103	\$991,300	\$1,148,490	15.9%	\$1,186,720	3.3%	\$2,335,210

Program Descriptions - Initiatives - Performance Measures

Capital Project Program \$1,106,140

The purpose of this program is to administer public works contracts including engineering design, administration, and inspection for new and refurbished public infrastructure and facilities. Capital improvement projects are funded through various programs including federal funds, state funds, water construction funds, sewer construction funds, storm water construction funds, local improvement districts (LIDs), arterial street funds, and the capital improvement funds.

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

- A Administer project design, environmental permitting, inspection, and administration
- B Provide grant administration, reporting, reimbursement, and auditing
- C Conduct interfund transfers
- D Administer LID formation and administration
- E Prepare Council agenda items and presentations including maps and PowerPoint presentations
- F Administer easement and right-of-way acquisition including document preparation, research, and legal descriptions

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of capital projects completed	9	10	10	10
A Number of hours spent on capital project administration, design, and inspection	11,072	9,000	9,000	9,000
B Number of grant-funded projects	9	8	8	8
C Dollar amount of interfund transfers	\$674,715	\$600,000	\$600,000	\$600,000
E Number of project-related Council agenda items	54	50	50	50
A-F Percent of Engineering Budget reimbursed to the General Fund	69.6%	58%	60%	58%

Customer Service \$788,750

This program provides general engineering and customer service to the public, other City departments, City Council, and county, state and federal agencies as required by law and City policy.



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

- A Provide public information (phone, counter, and field customer service, including right-of-way violations and research)
- B Issue street use/special events, banner, and motor vehicle applications and permits, and ensure compliance
- C Process accounts receivable and payable (invoices, vouchers, and account numbers)
- D Administer federal and state grant applications and six-year Transportation Improvement Plan
- E Provide City support services (maps, utility and property line locates, contract administration, surveys, agreements, annexations)
- F Administer personnel policies and monitor personnel issues, benefits, and leave time
- G Monitor and ensure accountability reporting of time sheets, work orders, cost accounting, budget preparation and monitoring, and reimbursements
- H Prepare Council agendas and presentations, including maps and PowerPoint presentations
- I Provide City limits descriptions, prepare general easements, and perform right-of-way vacation and local improvement district (LID) research

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A/E Number of hours of customer service provided to the public and interdepartmental support	1,522	1,500	1,500	1,500
B Number of street use/special event permits issued	37	35	35	35
D Number of grant applications submitted	3	6	6	6
H Number of general Council agenda items submitted	18	20	20	20
I Number of right-of-way vacation and LID petitions processed	0	1	1	1
A-I Percent of Engineering Budget Reimbursed to General Fund	0%	0%	0%	0%

Development Review \$411,750

The Development Review Program provides development review and field inspection for commercial and industrial development and subdivisions building or affecting public infrastructure.

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

- A Review development applications and improvement plans (commercial, industrial, and residential)
- B Perform field inspections

continued

General Fund

Development Review - continued

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

- C Perform right-of-way and easement research and document preparation
- D Issue permits and calculate fees (right-of-way, occupancy, infrastructure, and erosion)

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of hours of development review	399	400	400	400
B Number of hours of field inspection	650	700	700	700
D Number of right-of-way permits issued	168	160	170	170
D Dollar amount of right-of-way permit fees	\$24,739	\$20,000	\$20,000	\$20,000
D Number of public improvement permits issued	2	1	3	3
D Dollar amount collected for public works improvement permit fees \$	\$8,550	\$1,000	\$5,000	\$5,000
A-D Percent of Engineering Budget reimbursement to the General Fund	3.4%	1%	2.5%	2.4%

Traffic Engineering **\$28,570**

Oversight of the Traffic Division management, planning, and operational performance/duties.

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

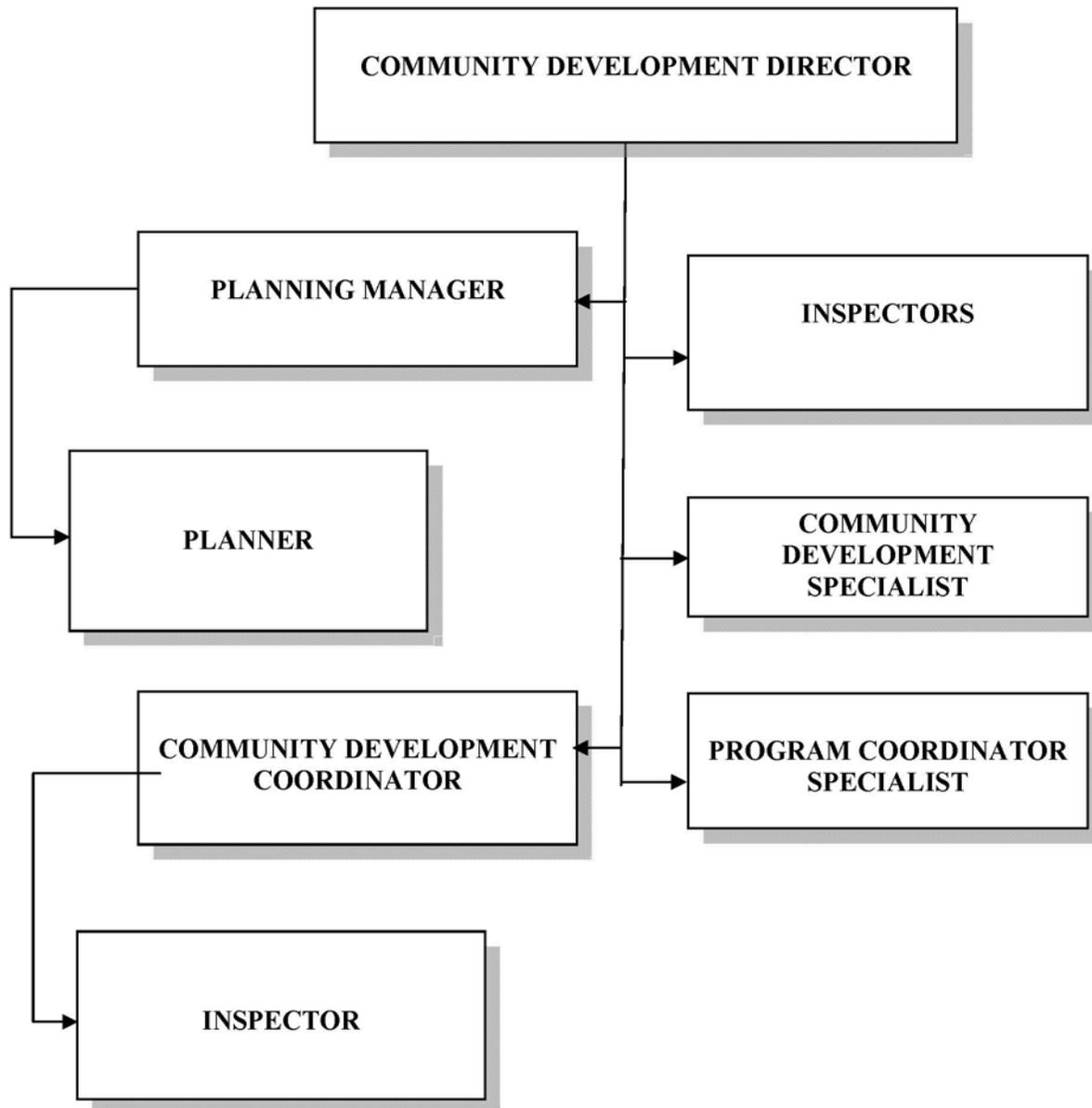
- A Respond to citizen requests
- B Represent City regarding transportation planning
- C Oversight of the Traffic Division

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A/C Number of hours spent responding to citizen requests & oversight of division	372	250	150	150
B Number of hours spent attending Metropolitan Planning Organization Technical Advisory Committee and study meetings	40	40	40	40

TOTAL FOR ALL PROGRAMS \$2,335,210

Organization Chart

Community Development



General Fund

Expenditure Summary

Department Summary: Community Development

Total Expenditures By Object	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Salaries & Wages	\$470,869	\$492,240	\$513,890	4.4%	\$532,770	3.7%	\$1,046,660
Personnel Benefits	\$174,379	\$183,820	\$194,860	6.0%	\$206,650	6.1%	\$401,510
Supplies	\$4,958	\$9,270	\$9,270	0.0%	\$9,270	0.0%	\$18,540
Other Services & Charges	\$96,862	\$82,260	\$61,520	-25.2%	\$61,860	0.6%	\$123,380
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$747,068	\$767,590	\$779,540	1.6%	\$810,550	4.0%	\$1,590,090

Program Descriptions - Initiatives - Performance Measures

Planning/Zoning \$507,130

This program administers and maintains local land use regulations via the Comprehensive Plan, zoning code, Critical Area Ordinance, State Environmental Policy Act (SEPA), Shoreline Management Act, and telecommunication ordinance.



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

- A Assist public with proposed development
- B Administer SEPA
- C Administer Shoreline Management Act
- D Administer Critical Area Ordinance
- E Long-range planning (e.g., zoning code, environmental, and comprehensive plan updates)
- F Prepare applications for and administer planning grants
- G Respond to zoning violations
- H Prepare and process zoning ordinance amendments
- I Process annexations
- J Oversee Appeal Board cases
- K Administer facade improvement program
- L Review and issue temporary use permits
- M Administer sidewalk business license program

Planning/Zoning - continued

	2013	2014	2015	2016
Performance Measures	Actual	Target	Target	Target
A Number of formal subdivision final plats, short plats, and boundary line adjustments processed	6	20	12	20
B Percent of time SEPA review and circulation is done within Longview Municipal Code (LMC) time limits	100%	100%	100%	100%
B Number of SEPAs processed	14	25	18	25
C Number of Shoreline Permits issued	2	4	3	4
D Number of Critical Areas Permits issued	2	10	4	10
E Number of public hearings before the Planning Commission	5	12	12	12
H Number of zoning amendment requests processed	3	4	4	4
I Number of annexations initiated/completed	1	2	2	2
J Number of Appeal Board of Adjustment cases heard	3	8	6	8
K Number of Facade Improvement applications processed	2	6	4	6
L Number of TUPs issued	1	6	6	6
M Number of sidewalk business licenses issued	10	20	20	20

Community Development/Housing \$217,350

This program coordinates and administers the City’s Community Development Block Grant (CDBG) and HOME programs. NOTE: Agencies receiving grant funds have up to five years to complete projects. Unobligated funds are carried over to the following program year.

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

- A Coordinate and administer Longview/Kelso HOME consortium HUD entitlement grant
- B Coordinate and administer Community Development Block Grant (CDBG) entitlement grant
- C Provide public information regarding fair housing and landlord-tenant laws
- D Act as liaison to Cowlitz-Wahkiakum Housing Advisory Committee
- E Coordinate and administer Document Recording Fees

	2013	2014	2015	2016
Performance Measures	Actual	Target	Target	Target
A HOME Consortium monies allocated	\$282,790	\$255,000	\$255,000	\$255,000
B CDBG monies allocated	\$357,076	\$300,000	\$300,000	\$300,000

Permit Processing \$206,240

This program is responsible for receiving and routing plan submittals, permit tracking, permit issuance, compilation of monthly/annual reports regarding construction activities, and creating and maintaining construction-related handouts for public education/information.

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

- A Receive and route submitted construction plans
- B Track projects during City review process
- C Issue building, electrical, mechanical, plumbing, and fire/life safety permits relating to private property projects
- D Compile monthly/annual building activity reports
- E Create and maintain construction-related informational handouts
- F Continue to implement and maintain Eden permit issuance and tracking system

continued

2015/2016 Budget _____
General Fund

Permit Processing - continued

	2013	2014	2015	2016
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percentage of complete plan submittals routed within two working days	100%	100%	100%	100%
C Number of permits issued	2,016	2,500	2,500	2,500
E Number of handouts revised for distribution	0	18	18	18

Commercial Plan Review/Building Inspection \$182,560

This program administers the building and zoning codes and ordinances regulating development and the construction, alteration, and repair of structures to contribute to overall safety and quality of life in the City of Longview.

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

- A Respond to inquiries regarding building and zoning requirements
- B Perform plan reviews on commercial and industrial projects
- C Perform field inspection of commercial and industrial projects
- D Maintain and administer state-mandated building codes
- E Adoption of state-mandated codes for local administration
- F Perform code compliance/correction activities
- G Assist with permit intake and issuance

	2013	2014	2015	2016
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of zoning/building requirement inquiries completed	100%	100%	100%	100%
B Number of commercial plan reviews completed	124	125	125	125
C Percent of inspections performed within 24 hours of request	100%	100%	100%	100%
C Number of commercial project inspections performed	640	750	750	750

Electrical Plans Review and Inspections \$179,820

This program provides electrical plan review and inspection of all electrical construction, modifications, and repairs to ensure compliance with electrical ordinances, codes, and regulations and assure the overall safety of the citizens of the City of Longview.

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

- A Perform electrical plan reviews
- B Perform residential electrical inspections
- C Perform commercial/industrial electrical inspections
- D Provide technical assistance to homeowners
- E Provide technical assistance to contractors
- F Perform code compliance/correction activities
- G Adopt state-mandated code for electrical installations
- H Assist in permit intake and issuance

	2013	2014	2015	2016
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of plan reviews performed	18	50	50	50
B/C Number of electrical inspections performed	1,503	1,500	1,500	1,500
B/C Percent of inspections completed within 24 hours of request	100%	100%	100%	100%

Residential Plans Review/Building Inspection \$161,310

This program is responsible for plan review and inspection of residential building construction, modifications, and repairs to assure compliance with ordinances, codes, and regulations and the overall safety of the citizens of the City of Longview.



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

- A Perform plan review of residential plans
- B Provide building, plumbing, and mechanical inspections
- C Provide public education/information dissemination regarding codes
- D Perform code compliance/correction activities
- E Adoption of state-mandated codes for residential construction
- F Assist with permit intake and issuance

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of plan reviews processed	117	100	100	100
A Percent of time plans reviewed within 2 weeks	100%	100%	100%	100%
B Percent of time Inspections performed within 24 hours of request	100%	100%	100%	100%

Code Enforcement \$114,050

This program responds to citizen complaints regarding public nuisances as defined by City ordinances; provides documentation and/or testimony at Hearing Examiner and court proceedings; and engages in public outreach to educate and inform rental property managers, homeowner groups, and citizens to ensure compliance with City nuisance codes.

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

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

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of complaints investigated	921	1,000	1,000	1,000
B Number of notices issued	787	1,000	1,000	1,000
B Number of citations issued	30	10	10	10
B Number of violations cited	1,091	1,000	1,000	1,000
C Number of cases referred to City Attorney	5	4	4	4
C Number of cases appealed to Hearing Examiner	0	2	2	2
D Number of outreach events attended	8	10	10	10

General Fund

Historic Preservation \$21,630

This program promotes preservation of historic buildings, sites, and features within the Longview community.

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

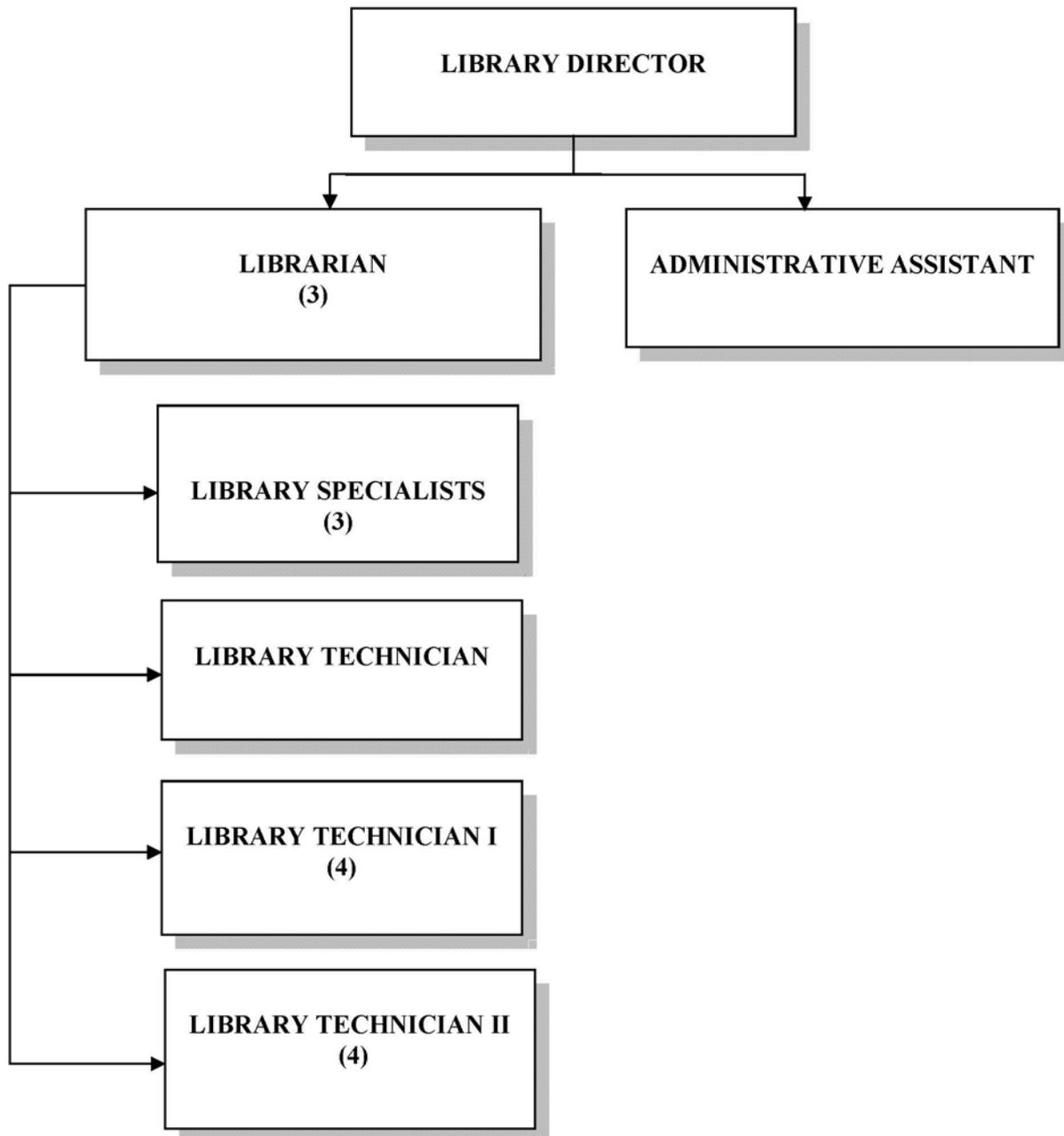
- A Encourage preservation of historic buildings, sites, and features through community education/outreach
- B Maintain register of local structures/sites of historic significance
- C Review proposed alteration, modification, and rehabilitation of historic buildings/sites for appropriateness
- D Apply for and administer Historic Preservation Grant for inventory of historic structures/places
- E Present Historic Preservation special valuation tax assessment awards for qualifying projects

Performance Measures		2013	2014	2015	2016
		<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A	Number of Historic Preservation Committee meetings held	17	14	14	14
C	Number of Certificates of Appropriateness issued	6	18	10	18
D	Number of grants administered	1	1	1	1
E	Number of special valuation tax assessment awards issued	0	10	5	10

TOTAL FOR ALL PROGRAMS \$1,590,090

Organization Chart

Library



General Fund

Expenditure Summary

Department Summary: Library

Total Expenditures By Object	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Salaries & Wages	\$989,251	\$1,045,940	\$1,063,100	1.6%	\$1,093,790	2.9%	\$2,156,890
Personnel Benefits	\$385,383	\$390,990	\$434,820	11.2%	\$458,920	5.5%	\$893,740
Supplies	\$33,978	\$26,700	\$28,500	6.7%	\$28,500	0.0%	\$57,000
Other Services & Charges	\$337,837	\$352,820	\$334,470	-5.2%	\$341,850	2.2%	\$676,320
Debt Service	\$55,799	\$56,480	\$56,430	-0.1%	\$38,280	-32.2%	\$94,710
Capital Outlay	\$118,762	\$84,520	\$82,120	-2.8%	\$82,120	0.0%	\$164,240
TOTAL EXPENDITURES	\$1,921,010	\$1,957,450	\$1,999,440	2.1%	\$2,043,460	2.2%	\$4,042,900

Program Descriptions - Initiatives - Performance Measures

Public Services \$1,566,450

With an emphasis on customer service, this program oversees the services that are offered to the public which includes the borrowing of materials and the provision of information to individuals, organizations, and other libraries. This can include the orderly flow of materials from the time they are taken from their location on the shelves, checked out, used, and returned by patrons, to the final re-shelving. A primary focus is to constantly evaluate and modify our procedures to ensure a system that strives to keep problems such as overdue and lost materials at a minimum, while at the same time searching for better ways to meet the public's needs. This program also provides information to individuals, organizations and other libraries. It coaches the public in the use of print materials and electronic resources, aids patrons in the design of research strategies, evaluates materials for accuracy, authoritativeness, and timeliness, and answers requests for information in person, by phone, and by email through the library web site. The program also includes management of the Library's magazine collection including invoicing, preparation for the shelves, and storage in paper, microfiche, and microfilm formats. This program cooperates with the Genealogical Society to provide genealogical materials in print and electronic formats.

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

- A Provide the means for free public access to information
- B Assist the public in obtaining library cards, borrowing library materials, including sending overdue and billing notices
- C Help the public obtain materials by requesting items not currently in the library and through other local libraries
- D Maintain the orderly storage of materials so the public can find what they need with minimal effort
- E Answer questions from the public in person, by telephone, mail, and email
- F Assist the public in the use of library technology
- G Maintain reference materials including tax forms, Washington documents, obituaries, online databases, and archived periodicals

Performance Measures

	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of hours open to the public	2,600	2,652	2,652	2,652
A Number of people visiting the library	182,813	192,000	195,000	198,000

continued

Public Services - continued

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
AB Number of new library cards issued	2,358	2,100	2,200	2,200
AB Number of regular borrowers	30,420	31,000	30,000	30,000
ABC Total e-materials borrowed	16,752	24,000	30,000	36,000
ABCD Total library materials borrowed (excluding e-materials)	388,588	370,000	375,000	380,000
D Total volunteer hours reshelving materials	400	400	400	400
E Number of questions answered	44,425	42,000	42,000	43,000
F Number of Internet users	24,221	24,000	24,000	23,500
G Number of database searches	18,185	19,000	20,000	21,000

Technical Services \$1,400,530

Technical Services provides support for other library programs by selecting, ordering, receiving, and preparing all new and donated materials for use by the public. With the goal of providing excellent customer service, this program works to maintain a balanced collection of materials to provide basic access to information for the public efficiently and effectively. This is done by maintaining the library database, adding and deleting bibliographic information, doing the physical preparation of items for circulation and use, and maintaining and repairing items already in the collection. The program’s goal is to handle items as quickly and accurately as possible so that the public can access what they need in a timely way. This program plans, implements, and manages all library-related technology including computers, software, and other technology including the library’s website.

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

- A Enter items into the database by downloading from a existing database or by creating an original computerrecord
- B Assign location and call number to each item
- C Physically prepare the item (label with call number, book jacket, identifying stickers, and property stamping)
- D Maintain integrated library system computer files
- E Select and order materials using professional reviews, best-seller lists, and customer and librarian input
- F Assess existing collection for replacement of outdated, disused, or damaged materials
- G Receive, evaluate, and process donated materials fo the library’s collection
- H Maintain and enhance existing library technologies, including the library website

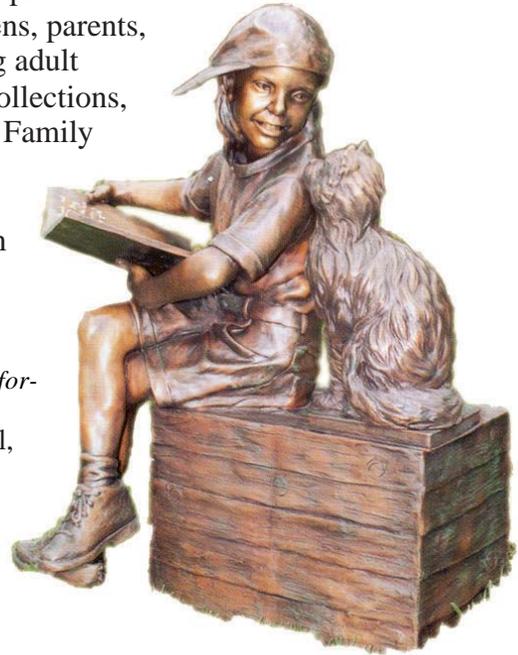
Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
ABCEG Number of items added to the collection (including donations)	7,200	7,400	7,200	7,400
D Total number of items in collection	183,842	185,000	183,000	182,000
F Number of items withdrawn from collection	15,141	15,000	16,000	17,000
H Number of library website hits	72,547	75,000	78,000	81,000
H Number of patrons accessing accounts through Internet	42,491	41000	42,000	43,000



General Fund

Youth Services & Family Literacy \$564,470

The Youth Services and Family Literacy/Early Learning Program provides excellent customer service in a variety of services to children, teens, parents, teachers, caregivers, and adults interested in children’s and young adult literature. Besides selecting and maintaining the youth services collections, offering readers advisory and reference services, and providing a Family Literacy Program, the department develops and conducts regular programming, special events, and the summer reading program. The focus is to foster the love and value of books and literature in the daily lives of families and young people by providing quality resources and programs.



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

- A Build and maintain a collection of resources to support educational, family, and youth recreational needs
- B Provide and implement programs and story times for families and youths of all ages
- C Design and implement cooperative summer reading program for over 1,000 youths
- D Provide service to schools, home-school families, and youth organizations through programs, tours, resources and research instruction
- E Provide outreach services to youth and family organizations, Head Start, teenparents, day care facilities s, and other parent groups
- F Develop grants, solicit donations, and recruit volunteers to supplement and support programs

Performance Measures	2013	2014	2015	2016
	Actual	Target	Target	Target
A Number of books and other materials in collection for Youth Services	30,417	30,500	31,000	30,500
B Number of youth and family programs held	322	350	350	350
B Number of participants in youth and family programs	9,233	9,500	9,500	9,500
C Number enrolled in summer reading program	1,186	1,200	1,250	1,300
C Number of summer program event participants	5,454	5,500	5,550	5,600
C % surveyed parents rating summer reading program as effective (3 or higher)	80	85	90	90
C % 3rd Grade reading scores that met state requirements	73	72	73	73
F Youth services volunteer hours	1,400	1,400	1,400	1,400

Adult Services and Literacy \$511,450

While providing excellent customer service, this program is responsible for providing services and programs for the adult population of the library. Its focus is as a link from the library to community through literacy training, homebound services, literary and other adult programs, tours, building relationships with outside organizations, and other provisions of public information, both within the library and throughout the community.

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

- A Provide adult programming such as Northwest Voices (cooperative program with Lower Columbia College)
- B Provide public information through Public Service Announcements, newspaper articles, signs, newsletters, flyers, posters, social networking sites, and the library’s website
- C Write grants to solicit additional funds for library programming and services

continued

Adult Services and Literacy - continued

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

- D Manage historical collection in the Longview Room
- E Provide adult literacy/citizenship/GED training through the use of volunteers in Project Read
- F Provide liaison activities with the Friends of the Longview Library and other community organizations
- G Provide outreach services (book delivery to the homebound and facility-bound)

Performance Measures	2013	2014	2015	2016
	Actual	Target	Target	Target
A Number of participants in Adult Winter Reading Program	177	120	135	150
A Number of events/people attending adult programs	14/250	20/600	22/650	22/700
A Culture Cards checked out	23	50	50	50
E Number of students participating in Project READ	130	130	130	130
E Number of Project READ volunteer hours	3,600	3,600	3,600	3,600
E Number of students becoming citizens, passing the GED, getting a driver's license, or improving their job skills	51	25	25	25
G Number of outreach participants	65	65	65	65
G Number of outreach materials delivered	8,312	8,400	8,450	8,500

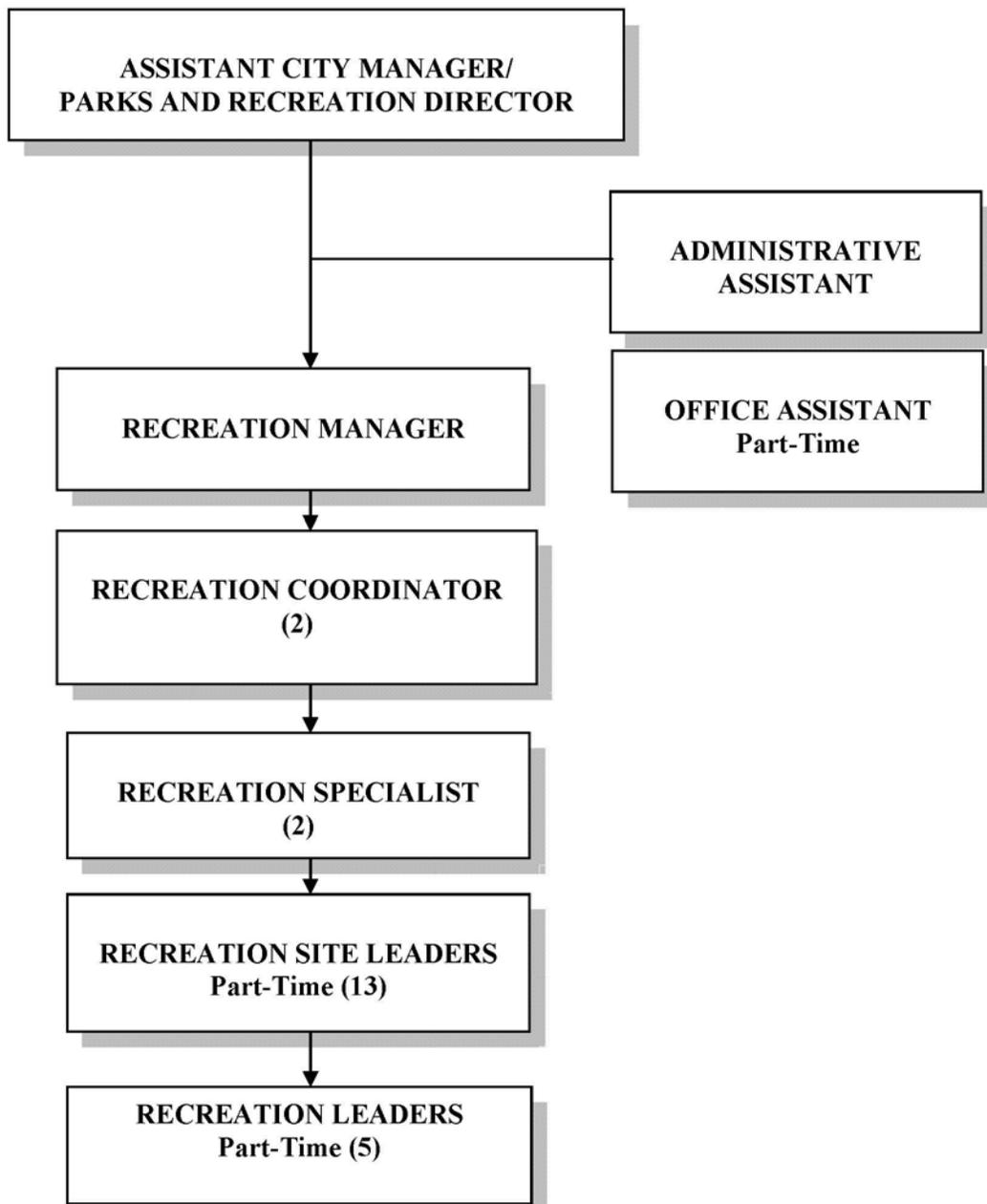


TOTAL FOR ALL PROGRAMS \$4,042,900

General Fund

Organization Chart

Recreation



General Fund

Expenditure Summary

Department Summary: Recreation

Total Expenditures By Object	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Salaries & Wages	\$496,120	\$548,470	\$554,410	1.1%	\$574,080	3.5%	\$1,128,490
Personnel Benefits	\$157,970	\$174,050	\$177,100	1.8%	\$187,440	5.8%	\$364,540
Supplies	\$59,564	\$66,730	\$68,730	3.0%	\$70,790	3.0%	\$139,520
Other Services & Charges	\$323,092	\$371,980	\$336,870	-9.4%	\$350,660	4.1%	\$687,530
TOTAL EXPENDITURES	\$1,036,746	\$1,161,230	\$1,137,110	-2.1%	\$1,182,970	4.0%	\$2,320,080

Program Descriptions - Initiatives - Performance Measures

Facility Use/Operations \$651,180

The mission of this program is to coordinate and operate the Elks Building, Recreation Building, Senior Center, McClelland Center, and Woman’s Club Building. It includes the costs to maintain buildings, utilities, and replace equipment. Buildings are used for City events, by nonprofit organizations, community activities, recreation programs, and school activities, as well as by private residents, local business, and state government. Responsibilities include scheduling, monitoring, and maintenance of buildings and park facilities. Park facilities include outdoor picnic or day use areas and sports fields. Staff support and resources are provided for community events such as Go 4th, nonprofit walks, and other community events at recreation buildings, sports fields, and park facilities.

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

- A Provide facility use for City programs and activities
- B Accommodate school activities and events at recreation buildings and facilities
- C Provide buildings and park facilities for community events and nonprofit organizations
- D Charge rental fees to offset operational cost
- E Provide quality equipment, customer service, and maintenance for facilities
- F Provide resources for clean, quality facilities and staff to schedule or monitor facilities
- G Provide community garden plots for healthy nutrition and sustainable food



Performance Measures

	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of recreation programs at recreation buildings and facilities	1,609	1,500	1,500	1,500
A Number of times citizens participated in recreation activity and enrichment programs at buildings and facilities	2,500	2,500	2,500	2,500

continued

Facility Use/Operations Program - continued

	2013 Actual	2014 Target	2015 Target	2016 Target
Performance Measures				
B Number of times schools use recreation building and facilities for educational purposes	1,200	1,100	1,100	1,100
C Number of times nonprofit organizations use recreation buildings	410	400	400	400
C Number of times youth sports use buildings and facilities to provide youth activity	3,580	3,300	3,300	3,300
D Revenue from fees for operation cost sustainability	\$60,578	\$60,930	\$61,960	\$63,200
E Percent of users satisfied with building and facility maintenance, cleanliness, and equipment	97%	98%	98%	98%
F Percent of users satisfied with customer service, facility cost, and rental process	95%	97%	97%	97%
G Number of community garden spaces used to support healthy nutrition and sustainable food sources	126	126	126	126

Adult Programs..... \$401,810

The mission of adult programs is to provide enrichment classes and organized sports leagues for people 18 and over. A variety of recreation, education, and enrichment classes are offered in art, technology, music, language, dance, cooking, fitness, health, sports, and outdoor activities. Enrichment classes focus on specific topics. These are high-quality classes taught by experienced professional instructors with expertise in the subject material. Sports programs include organized leagues in basketball, frisbee, and softball, as well as drop-in recreational open gym programs. Enrichment classes and sports programs are held at recreation buildings, park facilities, schools, and business locations. Fees are charged to cover the direct costs and a percentage of the overhead costs to provide adult programs.

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

- A Provide enrichment and learning opportunities and classes for the community
- B Collect fees to cover direct and some indirect costs
- C Provide fitness and health programs that lower health care costs and improve citizens health
- D Provide outlet for adults to exercise and participate in sports programs
- E Offer a variety of recreational and educational enrichment opportunities for personal development
- F Obtain results showing programs are meeting needs of adult citizens in our community

	2013 Actual	2014 Target	2015 Target	2016 Target
Performance Measures				
A Number of registered citizens learning skills and enhancing education in enrichment classes	1,950	1,900	1,900	1,900
A Number of enrichment classes conducted to increase knowledge and learn skills	195	190	190	190
B Percent of direct program costs offset by revenue collected	100%	100%	100%	100%
B User fees and charges collected to sustain programs	\$122,489	\$125,539	\$125,951	\$128,470
D Number of physical activity and sports programs improving health and well being	30	30	30	30
D Number of enrolled citizens improving health through physical activity and sports programs	3,875	3,875	3,875	3,875
E Number of diverse program areas offered to meet residents needs and interest	9	10	10	10
E Percent of quality programs conducted successfully	85%	85%	85%	85%
F Percent of users satisfied with program service and quality	98%	97%	97%	97%

General Fund

Out-of-School Youth Programs \$397,130

Out-of-school programs provide safe, supervised after-school activities, when youth are most vulnerable and at risk, at Kessler, Northlake, CVG, Robert Gray, and St. Helens elementary schools. A before-school program is also held at Robert Gray Elementary School, and summer programs are held at three elementary schools. The mission of this program area is to engage children in educational learning, physical activity, and recreation which includes crafts, organized games, active sports, homework help, special events, and guest presentations. They also provide healthy snacks and increase nutritional literacy. Out-of-school programs are a partnership with many nonprofit organizations and the Longview School District. Parents rely on out-of-school programs between the end of school and when they get off work.



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

- A Provide a safe, supervised program to youth who may otherwise be home alone during out-of-school hours
- B Provide a quality program with a variety of activities and learning opportunities
- C Collaborate and have positive partnership with schools to support learning and provide meals
- D Collaborate with businesses and nonprofit organizations
- E Provide quality staff to work with youth who meet state certification standards
- F Obtain results showing programs are meeting needs of parents, youth, school, and community
- G Collect fees, donations, grants, and sponsors to support programs
- H Encourage parental involvement in programs
- J Enhance and extend school learning during out-of-school hours

Performance Measures

	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of registered children in a safe, supervised program	956	900	900	900
A Staff to student ratio to assure quality program standards	1:12	1:12	1:12	1:12
B Number of days children are cared for in a safe, supervised program	240	233	233	233
A/B Number of times children attend after school, before school, and summer programs	21,000	22,000	22,000	22,000
C Number of school partnerships maintained to increase learning and homework help	7	7	7	7
D Number of community support and partnership commitments received from local businesses and nonprofit organizations	51	45	45	45
E Number of hours invested in staff training and professional development	35 hr	35 hr	35 hr	35 hr
F Percent of users satisfied with program supervision, safety, learning, and care of children	98%	98%	98%	98%
G Revenue collected to sustain programs	\$99,510	\$96,700	\$98,634	\$100,607

Youth Programs \$297,090

This program area provides youth programs, activities, classes, and events for youth from preschool through elementary age. Revenue-producing enrichment classes are held in art, science, music, language, fitness, theater, health, safety, culture, dance, technology, cooking, nature, animals, sports, and outdoor activities. These are high-quality recreation and education enrichment classes taught by professional instructors. Programs are held at recreation buildings, park facilities, schools, and businesses. Youth programs cover all direct costs to operate the programs. These programs teach life skills and give children a sense of accomplishment as they increase self esteem. Youth programs empower youth and offer constructive alternatives to risky or negative behavior.



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

- A Provide enrichment and learning opportunities for children
- B Collect fees to pay for direct and some indirect costs
- C Offer safe, supervised programs to deter negative youth behavior
- D Employ adult, college, and high school students in part-time jobs
- E Provide youth program volunteers through the teen leadership development program
- F Collaborate with businesses and nonprofit groups to maximize learning
- G Obtain evaluation results showing programs are meeting needs
- H Offer a variety of quality programs that serve our community
- I Keep youth engaged in positive activity to deter negative youth behaviour



Performance Measures

	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of enrichment classes and physical activity programs offered	254	225	225	225
A Number of children registered in programs, learning new skills, and improving health	1,863	1,800	1,800	1,800
B Percent of direct program costs offset by revenue collected	100%	100%	100%	100%
B Amount of revenue generated to sustain programs	\$51,646	\$52,678	\$53,375	\$55,398
C Percent of time programs successfully conducted versus cancelled	85%	87%	87%	87%
E Number of volunteers involved in community service at youth programs	79	70	70	70
E Number of hours donated by volunteers in youth programs	1,550	1,200	1,200	1,200
F Number of collaboration and partnerships with local business and nonprofit organizations	55	50	50	50
GH Percent of participants satisfied with customer service and program quality	98%	97%	97%	97%

Family Programs \$259,410

Family programs include enrichment classes and events that parents and children or families can attend together. Special and community events are part of family programs and include the Mother-Son Outdoor Adventure, Father-Daughter Dance, Earth Day, fishing events, photo show, Breakfast with Santa, and Summer Concerts at the Lake. Families that spend time together contribute to positive individual development, a quality work place and workforce, caring communities, and a healthy nation. Family programs are held at recreation buildings, schools, parks, recreation facilities, Youth & Family Link, and business locations.

continued

2015/2016 Budget _____
General Fund

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

- A Promote parent/caregiver and youth bonding to strengthen families
- B Provide programs and locations for families to learn, interact, and spend time together
- C Collect fees to cover direct and some indirect costs D Collaborate with businesses and nonprofit groups
- E Effectively utilize volunteers
- F Obtain results showing programs are meeting needs of parents, families, youth, and the community

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
AB Number of programs offered that build family unity and strengthen families	165	160	160	160
AB Number of times families attend programs together	32,600	32,600	32,600	32,600
CD Dollar amount of community in-kind services from business and nonprofit partners	\$32,400	\$34,200	\$34,200	\$34,200
C Revenue generated from business collaboration, nonprofit partners, and program fees	\$67,245	\$68,789	\$68,750	\$70,815
C Percent of direct program costs offset by revenue collected	100%	100%	100%	100%
D Number of community-supported partnerships with businesses and nonprofit organizations	115	100	100	100
E Number of volunteers sharing skills and providing community service	375	315	315	315
E Number of volunteer hours donated through community service	1,807	1,800	1,800	1,800
F Percent of quality programs successfully conducted versus canceled	95%	95%	95%	95%
F Percent of users satisfied with service and program quality	97%	98%	98%	98%

Therapeutic Programs \$142,460

Therapeutic programs provide activities, events, and enrichment classes for developmentally disabled individuals. Special Olympics offers physical activity to increase health and reduce health costs and is officially conducted by Longview Recreation through Washington Special Olympics. Therapeutic programs give developmentally disabled individuals the opportunity for recreation and educational pursuits. Therapeutic programs are held at the Elks Building, Woman’s Club Building, other recreation facilities, and schools.

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

- A Provide safe, supervised programs for developmentally disabled individuals
- B Encourage community volunteers to provide service
- C Enhance programs through community donations and in-kind contributions
- D Collaborate with businesses and form partnerships with nonprofit organizations
- E Obtain evaluation results showing programs are meeting needs

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of programs conducted for social, enrichment, and activity opportunities	24	24	24	24
A Number of registered participants improving mental and physical health and well-being	280	285	300	310
A Number of times citizens are learning new skills and socializing at programs	4,850	4,860	4,880	5,000
B Number of volunteers sharing skills and providing community service	151	151	153	153
B Number of volunteer hours donated through community service	3,600	3,630	3,675	3,730
C Dollar value of donations and in-kind services from businesses and nonprofit organizations	\$7,580	\$75.00	\$7,700	\$7,900
C Revenue generated from fees to sustain programs	\$2,775	\$2,830	\$2,887	\$2,944
D Number of partnerships with businesses and nonprofit organizations	43	43	45	45
E Percent of users satisfied with program quality and safety	100%	100%	100%	100%

Teen Programs \$95,000

The purpose and goals of teen programs include providing ongoing activities, enrichment learning and events for teenagers from middle school through high school (11 to 18 years old) at The Boulevard (Elks Building at Lake Sacajawea Park). Programs are free of charge and help to deter crime, violence, substance use, and other negative youth behavior.

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

- A Offer programs that give teens positive outlets for activity and education to promote healthy choices and deter negative behavior
- B Hold programs during out-of-school time when teens are at the greatest risk for substance abuse, violence, crime, and pregnancy
- C Apply for grant funding and seek donations from individuals, businesses, and foundations to provide additional resources
- D Collect revenue from events, trips, and classes to pay direct program cost for sustainability
- E Train college and high school staff in jobs that serve teens to assure safe, quality, and supervised programs
- F Offer leadership development and opportunity for work experience and job training while promoting community service
- G Collaborate with businesses and nonprofit organizations to assure cooperation, share resources, and reduce duplication
- H Obtain input from teens to evaluate programs and have a sense of ownership while engaging teens to become more active
- I Assure safe and quality programs through standards and acceptable practices
- J Keep young people engaged in positive activity and deter negative teen behavior

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of safe and supervised programs conducted	180	180	180	180
A Percent of quality programs conducted versus those cancelled	100%	100%	100%	100%
B Number of times teenagers attend programs that provide activity and enrichment	3,700	3,500	3,500	3,500
B Number of teenagers registered in programs that deter negative behavior	178	200	200	200
C Value of donations and in-kind contributions from businesses and nonprofit organizations	\$1,000	\$500	\$500	\$500
D Revenue collected from fees to support teen programs	\$0	\$0	\$0	\$0
E Number of trainings offered to staff with emphasis on education and working with young people	4	4	4	4
F Number of junior leaders committed to learning leadership and gaining work experience in community service	4	4	5	6
F Number of community service hours from volunteer junior leaders	300	200	300	500
G Number of partnerships with business and nonprofit organizations to enhance programs	10	10	12	12
H Percent of participants satisfied with program quality and service	96%	95%	95%	95%

Senior Programs \$76,000

This program offers senior programs, classes, trips, and events for citizens 50 years old and over. Enrichment classes are offered in art, dance, healthy cooking, technology, health, fitness, investment, and other interests. Services are available in health care, tax preparation, safe driving education, healthy nutrition, disease reduction, and other health and safety resources. Events include entertainment, dances, social activity, and interaction. Programs are in partnership with the Friends of Longview Senior Center nonprofit organization, AARP, and other partners at the Senior Center, community locations, recreation buildings, and other facilities.

continued

General Fund

Senior Programs - continued

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

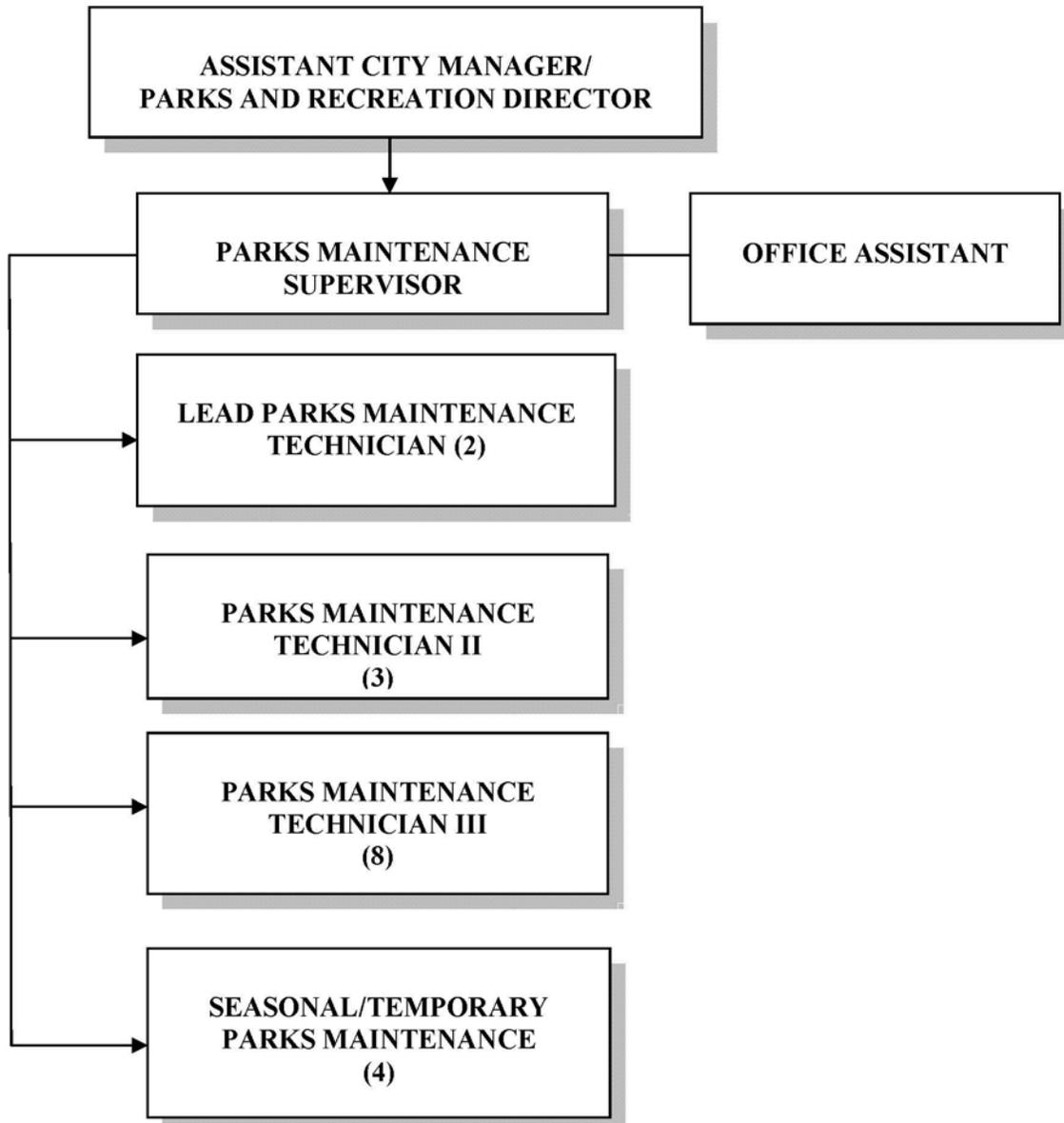
- A Provide programs and facilities for recreation, activity, social interaction, and learning enrichment
- B Provide deterrent to feelings of isolation and loneliness
- C Provide programs and facilities for health, safety, and physical fitness
- D Maintain partnerships and collaborate with nonprofit organizations and local businesses for resources and to reduce duplication of efforts
- E Encourage volunteers to donate community service time for senior programs

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
AB Number of recreation programs offered to deter isolation, decrease loneliness, and promote interaction	0	0	0	0
AB Number of seniors registered in enrichment programs to increase social interaction and learn skills	0	0	0	0
C Number of programs offered to provide health and physical activity to improve safety and well-being	0	0	0	0
C Number of seniors enrolled in health and physical activity programs	0	0	0	0
D Number of business collaborations and nonprofit partnerships to provide quality programs	0	0	0	0
F Number of volunteers who provide community service and share resources or skills	0	0	0	0
F Number of hours that volunteers share skills and knowledge	0	0	0	0

TOTAL FOR ALL PROGRAMS \$2,320,080

Organization Chart

Parks



General Fund

Expenditure Summary

Department Summary: Parks

Total Expenditures By Object	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Salaries & Wages	\$624,287	\$694,050	\$701,260	1.0%	\$722,770	3.1%	\$1,424,030
Personnel Benefits	\$263,207	\$285,640	\$304,990	6.8%	\$320,810	5.2%	\$625,800
Supplies	\$84,948	\$114,080	\$123,220	8.0%	\$123,220	0.0%	\$246,440
Other Services & Charges	\$459,653	\$561,800	\$446,550	-20.5%	\$452,480	1.3%	\$899,030
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$1,432,095	\$1,655,570	\$1,576,020	-4.8%	\$1,619,280	2.7%	\$3,195,300

Program Descriptions - Initiatives - Performance Measures

General Park Maintenance \$1,606,910

This program provides maintenance of shrub beds and other planted areas, path maintenance, and adult softball field preparation. It also includes documentation, administration, and data entry for all parks division tasks and their locations, as well as documenting citizen input and service requests. Other specific activities performed through this program include site inspections, community event set up and clean up, community garden plot maintenance, assistance to other City departments, vandalism prevention/repair, equipment preventive maintenance, supplies and infrastructure inventories, preparation of park rentals, and shop/vehicle cleaning.



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

- A Complete all extraneous tasks, tasks not included under other programs, and projects as assigned
- B Respond to all incoming calls and record and issue work orders, as appropriate
- C Input all work on computer
- D Generate reports, as needed
- E Apply rodenticides, herbicides, and retardents, introduce new IPM approaches, and perform trapping, as needed
- F Edge, fertilize, aerate, topdress, and seed turfgrass areas as time allows, with priority given to high-use areas
- G Perform inventory control and purchasing
- H Perform path repair, electrical repair, infield maintenance on ballfields, drainage projects, and park amenity repair (tables etc.)

General Park Maintenance - continued

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
E Number of hours required to administer IPM practices to lawns and shrub beds	500	500	500	500
F Number of shrub beds maintained	200	200	200	200
G Number of times annual inventory is performed to track supplies used	2	2	2	2
H Number of times lake paths are repaired with new gravel each year	4	4	4	4
H Number of hours needed to prepare softball infields during season	525	525	600	600

Turf Maintenance \$759,610

This program includes mowing and edging all landscaped areas and certain designated right-of ways that are assigned as the responsibility of the Parks Division. All 61 sites are mowed at least once per week, more frequently during spring growth, and less frequently (every two weeks) during the latter part of the summer prior to fall leaf drop. Included in the management of a healthy stand of grass is mechanical and chemical insect and weed control. Other processes used to maintain the turf are aeration, dethatching, overseeding, top dressing, and fertilizing when the need is determined by soil testing. Turf maintenance includes roadways and periphery of public community gardens.

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

- A Manage 425 acres of turfgrass, including right-of-ways
- C Travel to each area and mow (depending on equipment assigned)
- D Pick up all litter prior to mowing or concurrently with mowing
- E Complete preventative maintenance on all mowers daily
- F Sharpen equipment blades

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of hours required for mowing parks and right-of-ways	2,600	2,600	2,800	2,800
A Number of hours required for IPM practices to reduce weed removal and the necessity of edging along sidewalks, curbs, and around posts	2,300	2,300	2,300	2,300
C Percent reduction in fuel consumption by reducing mowing sites and planning routes more efficiently	2%	2%	0%	0%

Restroom Maintenance, Sanitation, Litter Control \$418,540

This program supplies the open public restrooms and cleans, repairs, unplugs, and replaces fixtures, repairs leaks, and paints or removes graffiti in all such facilities on a daily basis. Responsibilities also include the repair of vandalism, trash collection, litter control, and re-stocking mutt mitt dispensers.

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

- A Clean and sanitize toilets and sinks with a bleach solution
- B Re-stock paper products
- C Hose or mop floors
- D Clear all plugged fixtures
- E Paint over, or remove, all painted graffiti
- F Monitor locked areas to ensure they have not been compromised
- G Pick up all litter
- H Empty all trash cans in each park and replace the plastic liner (58 trash cans)

continued

2015/2016 Budget
General Fund

Restroom Maintenance, Sanitation, and Litter Control - continued

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of citizen complaints per year	5	5	5	5
A Number of restrooms maintained daily (7 days per week, April-October)	38	38	12	12
A Number of restrooms maintained three times per week (November-March)	11	11	6	6
E Number of hours needed to repair vandalism	750	750	750	750
H Number of trash cans checked and emptied daily, as needed (April-October)	85	85	85	85

Water Management and Irrigation Maintenance \$216,750

The purpose of this program is to monitor, adjust, and repair all irrigation systems, both automated and manual quick-coupler, and pulling hoses, as needed. It involves familiarity with stress symptoms of turfgrass to enable the employee to diagnose water stress by observation and to inspect and resolve problems as they occur. Time periods on automated electrical valve systems are adjusted and each irrigation head is repaired, as needed. Systems are activated and checked each spring and de-activated in the fall. In some cases, lines are evacuated and displaced with air to ensure against freezing. Consumption must be monitored to ensure leaks are not visible. Systems are installed and heads and lines are upgraded, as necessary. Drain line installation is accomplished where needed to eliminate standing water issues. Lake Sacajawea levels and clarity are monitored, screens are checked for blockage of flow, gates are adjusted to maintain levels, and plant material growth is monitored.



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

- A Test and activate each system each spring for accurate coverage and proper clock operation
- B Repair or replace all non-functioning heads if they are vandalized or tampered with
- C Change irrigation timers as day lengths lengthen and shorten
- D Install new irrigation lines as necessary
- E Finish upgrading the irrigation system at Lake Sacajawea

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of times irrigation systems are activated and deactivated per year	2	2	2	2
A Number of sites with irrigation systems	16	16	16	16
B Number of heads repaired or replaced per year	30	30	30	30
D Number of acres of automated irrigation	53	53	53	53
D Number of acres manually irrigated, as staffing allows	82	82	82	82



Playground Maintenance \$193,490

This program includes inspecting all play areas with the highest concentration being on youth playgrounds. It also includes the BMX track, skateboard facility, tennis courts, volleyball courts, horseshoe pits, and public trails. A special emphasis is placed on the safety of the playgrounds to ensure compliance with safety standards. Inspections include apparatus surfaces, fastening devices, egress pads, swing s-hooks and seats, and cushioning material. Employees assigned to this particular task are required to obtain a rigorously-detailed playground certification. Eighteen playgrounds are currently in use and the newer playgrounds each have two different playgrounds for different age levels. Repair or replacement of broken or vandalized equipment is performed immediately, if possible, after discovery or reported by citizens. Informal inspections are continuous and more formal, detailed inspections are documented on a regular schedule.



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

- A Observe condition of cushioning materials surrounding playgrounds
- B Look for obvious breakage or vandalism and repair, if necessary
- C Walk through, inspect, and repair damage to skate park on a daily basis
- D Complete additionally assigned playground projects
- E Complete monthly close inspections of playground equipment
- F Frequently check tennis nets for damage and tautness, as well as court cleanliness, repairing and cleaning, as needed

Performance Measures

- B Number of formal playground inspections/yr (2 formal - remainder, as needed)
- B Number of equipment repair hours
- D Number of newly-developed playgrounds
- E Number of preventive maintenance visits to sites each year
- E Number of play structures maintained

	2013 Actual	2014 Target	2015 Target	2016 Target
	2	2	2	2
	150	150	150	150
	0	0	0	0
	70	70	70	70
	31	31	31	31

TOTAL FOR ALL PROGRAMS \$3,195,300

General Fund

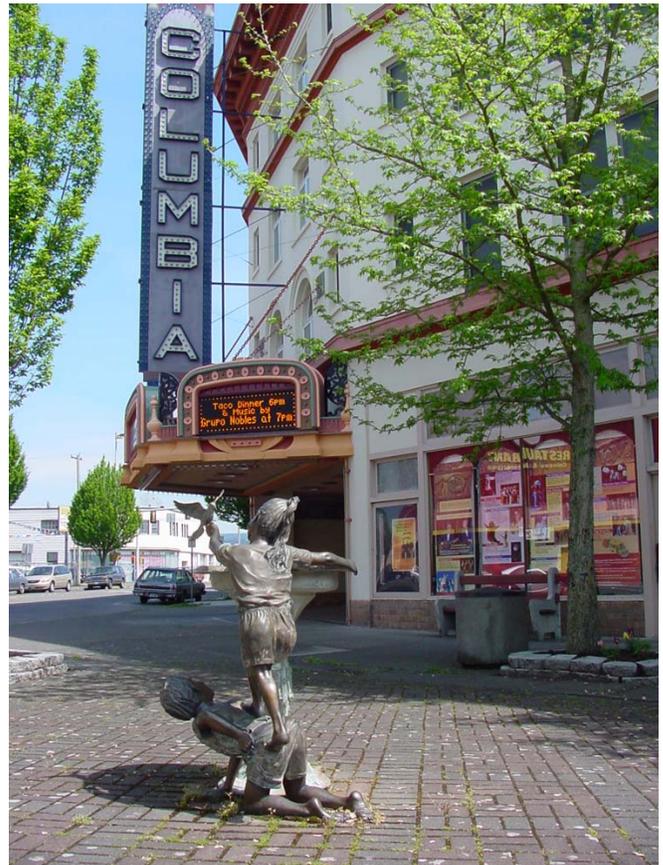
Non-Departmental Summary Expenditure Summary

Department Summary: Non-Departmental

Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$5,960	0.0%	\$5,960	0.0%	\$11,920
Personnel Benefits	\$0	\$0	\$620	0.0%	\$620	0.0%	\$1,240
Supplies	\$65	\$2,500	\$750	-70.0%	\$1,000	33.3%	\$1,750
Other Services & Charges	\$949,848	\$1,103,570	\$1,607,520	45.7%	\$1,640,910	2.1%	\$3,248,430
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$111,467	\$3,360	\$319,880	9420.2%	\$326,610	2.1%	\$646,490
Interfund Transfers	\$424,776	\$472,460	\$54,880	-88.4%	\$53,530	-2.5%	\$108,410
TOTAL EXPENDITURES	\$1,486,156	\$1,581,890	\$1,989,610	25.8%	\$2,028,630	2.0%	\$4,018,240

Program Descriptions - Initiatives - Performance Measures

All other activities funded by the City and not specific to the operation of a particular office or fund comprise the non-departmental department. Some of the items that are charged to the non-departmental department include but are not limited to outside agency support (Chamber of Commerce, Community Health Partners, and CAP Meals on Wheels), non-outside contracted services (Columbia Theatre, KLTV, Humane Society, Council of Governments, County Emergency Management, SW Air Pollution Control Authority), debt service (Columbia Theatre Groundwater Mitigation), operating transfers (General Fund facility maintenance charges, liability insurance, office equipment reserve, and miscellaneous professional services).



TOTAL FOR ALL PROGRAMS \$4,018,240

Special Revenue Funds

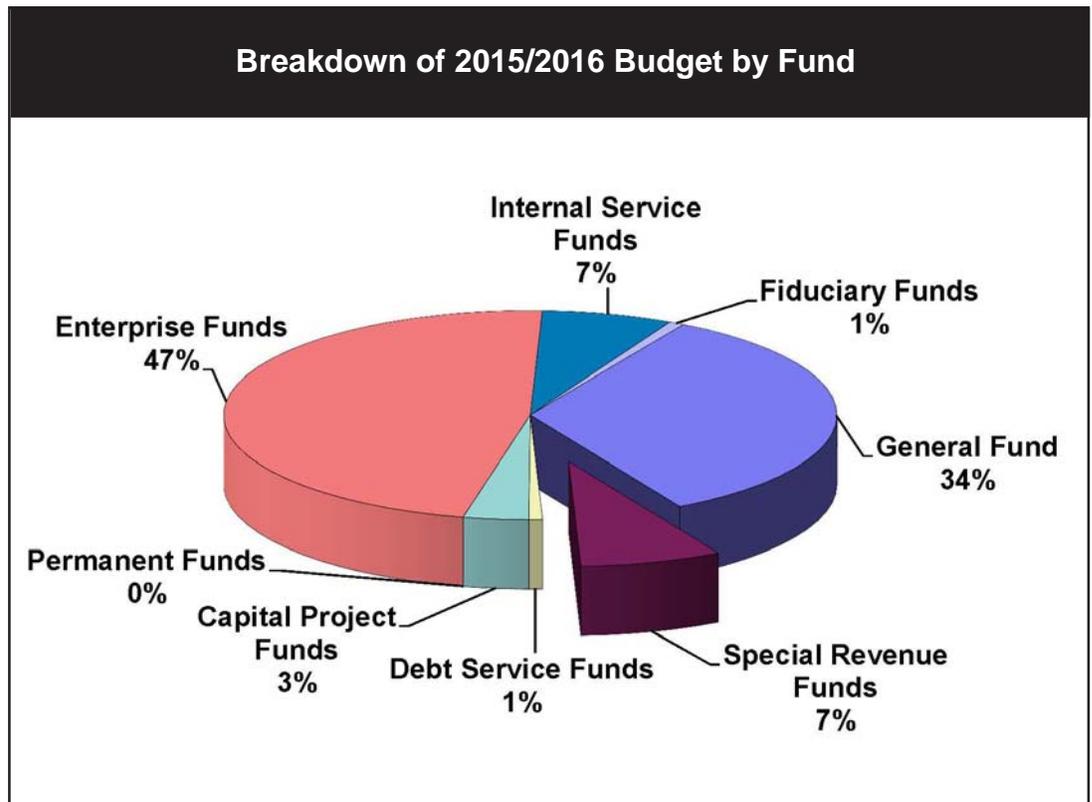
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Special Revenue Funds

Special Revenue Funds

Special Revenue Funds are established to account for the proceeds of specific revenue sources, or to finance specific activities as required by law or administrative regulations. Their revenues are segregated into individual funds to ensure that expenditures are made exclusively for qualified purposes. Special revenue-classified funds are created by local ordinance and are often mandated under State statutes. The following fall under Special Revenue Funds:

- ◆ Arterial Street Fund
- ◆ Downtown Parking Fund
- ◆ Economic Development Fund
- ◆ Home Investment Partnership Program (HOME Fund)
- ◆ Community Development Block Grant Fund
- ◆ Library Grant Fund
- ◆ Criminal Justice Assistance Fund
- ◆ Public Safety Fund
- ◆ Tourism Fund
- ◆ Parks & Recreation Memorial Trust Fund
- ◆ Northwest Health Foundation Fund



Revenue Summary

FUND SUMMARY		Arterial Street Fund							
Special Revenue Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
Arterial Street	Jeff Cameron	By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$329,160	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$8,130,460	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$329,160	Intergovernmental	\$935,780	\$6,897,830	\$5,983,730	-13.3%	\$530,530	-91.1%	\$6,514,260
Total 2015/2016 Revenue	\$8,459,620	Charges for Services	\$0	\$2,500	\$2,500	0.0%	\$2,500	0.0%	\$5,000
2015/2016 Estimated Expenditures	\$8,086,460	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$373,160	Miscellaneous	\$220	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$8,459,620	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$373,160	Other Financing Sources	\$0	\$120,000	\$1,120,000	833.3%	\$491,200	-56.1%	\$1,611,200
		Beg Resources Req to Balance	\$0	\$250,000	\$329,160	31.7%	\$0	-100.0%	\$329,160
		TOTAL REVENUES	\$936,000	\$7,270,330	\$7,435,390	2.3%	\$1,024,230	-86.2%	\$8,459,620

Expenditure Summary

Arterial Street Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$373,160	0.0%	\$373,160
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$38,551	\$55,000	\$33,000	-40.0%	\$32,000	-3.0%	\$65,000
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$894,168	\$7,030,000	\$7,142,390	1.6%	\$509,070	-92.9%	\$7,651,460
Debt Service	\$34,659	\$35,330	\$110,000	211.4%	\$110,000	0.0%	\$220,000
Interfund Transfers	\$0	\$150,000	\$150,000	0.0%	\$0	0.0%	\$150,000
TOTAL EXPENDITURES	\$967,378	\$7,270,330	\$7,435,390	2.3%	\$1,024,230	-86.2%	\$8,459,620

Program Descriptions - Initiatives - Performance Measures

The **Arterial Street Fund** is supported by the State's one-half cent gas tax and is used for major street/transportation infrastructure.

TOTAL FOR ALL PROGRAMS \$8,459,620

Special Revenue Funds

Revenue Summary

FUND SUMMARY		Downtown Parking Fund							
Special Revenue Fund Title Downtown Parking	Department Head Responsible Jim Duschka	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$104,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$81,500	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$55,670	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$137,170	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$137,170	Fines & Forfeits	\$21,940	\$45,200	\$21,200	-53.1%	\$21,200	0.0%	\$42,400
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$9,220	\$3,080	\$19,550	534.7%	\$19,550	0.0%	\$39,100
Total 2015/2016 Expenditures	\$137,170	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$48,330	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$69,680	\$26,260	-62.3%	\$29,410	12.0%	\$55,670
		TOTAL REVENUES	\$31,160	\$117,960	\$67,010	-43.2%	\$70,160	4.7%	\$137,170

Expenditure Summary

Downtown Parking Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$37,901	\$65,880	\$33,480	-49.2%	\$35,540	6.2%	\$69,020
Personnel Benefits	\$17,951	\$33,400	\$15,780	-52.8%	\$16,810	6.5%	\$32,590
Supplies	\$891	\$1,050	\$1,050	0.0%	\$1,050	0.0%	\$2,100
Other Services & Charges	\$13,716	\$17,330	\$16,700	-3.6%	\$16,760	0.4%	\$33,460
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$300	\$0	-100.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$70,458	\$117,960	\$67,010	-43.2%	\$70,160	4.7%	\$137,170

Program Descriptions - Initiatives - Performance Measures

Resources from and costs of providing parking in the city's central business district are reported in the **Downtown Parking Fund**.

Parking Enforcement \$137,170

The Parking Enforcement unit is responsible for enforcing parking laws primarily in the downtown area of Longview. Our Parking Enforcement officer responds to parking complaints on a wider city basis and do some special event parking enforcement. Our Parking Enforcement Officer (PEO) has the authority to immobilize and tow vehicles. Our PEO is also responsible for issuing all parking permits for City lots, collecting and processing revenue from parking permits and parking infractions, collecting outstanding parking fines, assisting as a back up to the LPD front counter, processing of payments and other documents with regards to the photo enforcement program.

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

- A Enforce parking laws
- B Collect parking revenue
- C Issue parking permits
- D Immobilize (boot) vehicles that have three or more unpaid parking tickets

Performance Measures

	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of parking citations issued	573	1,400	1,400	1,400
C Number of parking permits issued	36	46	40	40
D Number of vehicles immobilized	3	9	5	5

TOTAL FOR ALL PROGRAMS \$137,170



Special Revenue Funds

Revenue Summary

FUND SUMMARY		Economic Development Fund							
Special Revenue Fund Title Economic Development Fund	Department Head Responsible Bob Gregory	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$1,656,000	Taxes	\$481,740	\$462,000	\$469,000	1.5%	\$477,000	1.7%	\$946,000
2015/2016 Estimated Revenue	\$966,460	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$738,420	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$1,704,880	Charges for Services	\$0	\$7,500	\$7,500	0.0%	\$7,500	0.0%	\$15,000
2015/2016 Estimated Expenditures	\$1,704,880	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$20,130	\$2,730	\$2,730	0.0%	\$2,730	0.0%	\$5,460
Total 2015/2016 Expenditures	\$1,704,880	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$917,580	Other Financing Sources	\$0	\$361,560	\$0	-100.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$453,120	0.0%	\$285,300	-37.0%	\$738,420
		TOTAL REVENUES	\$501,870	\$833,790	\$932,350	11.8%	\$772,530	-17.1%	\$1,704,880

Expenditure Summary

Economic Development Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$40,010	\$39,560	\$138,670	250.5%	\$139,900	0.9%	\$278,570
Personnel Benefits	\$8,378	\$8,600	\$38,250	344.8%	\$39,890	4.3%	\$78,140
Supplies	\$9	\$3,250	\$1,000	-69.2%	\$1,000	0.0%	\$2,000
Other Services & Charges	\$37,795	\$90,500	\$70,980	-21.6%	\$70,980	0.0%	\$141,960
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$1,295	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$688,006	\$691,880	\$683,450	-1.2%	\$520,760	-23.8%	\$1,204,210
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$775,493	\$833,790	\$932,350	11.8%	\$772,530	-17.1%	\$1,704,880

Program Descriptions - Initiatives - Performance Measures

The **Economic Development Fund** accounts for projects associated with economic development throughout Longview, including downtown and the Mint Farm Industrial Park.

Economic Recruitment and Development \$1,704,880

The Economic Development Program involves projects associated with economic development throughout Longview, including downtown and the Mint Farm Industrial Park. The Economic Development Program carries out the day-to-day marketing and recruitment activities of the Mint Farm Industrial Park, downtown, and other major, privately-owned industrial and commercial sites in Longview. These activities may be carried out under contract with another organization or firm. Ultimately, deal-making comes as a result of negotiations and sales/leases entered into by property owners and developers. The goal of this program is to bring these deal-making parties together. The purpose is to create more jobs and tax base within the community.

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

- A Market and recruit manufacturing industry to the Mint Farm Industrial Park
- B Economic development recruitment including downtown and other economic development ventures

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of Mint Farm Industrial Park lots sold per year	1	1	1	1
A Number of jobs per acre	10	10	10	10
A Dollars invested per acre (in millions)	\$1.0	\$1.0	\$1.0	\$1.0
A Percentage of development conforming to City Industrial Performance Standards	100%	100%	100%	100%
B Percent increase in annual sales and B&O tax in Downtown Commerce Zone	1%	1%	1%	1%
B Increase in number of residential housing units per year	5	50	5	50
B Recruit hotel/motel	0	1	0	1
B Percent of downtown action plan objectives completed	90%	100%	90%	100%

TOTAL FOR ALL PROGRAMS \$1,704,880

Special Revenue Funds

Revenue Summary

FUND SUMMARY		HOME Fund							
Special Revenue Fund Title HOME Fund	Department Head Responsible Bob Gregory	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
Beginning Fund Balance	\$0	By Source	2013	2014	2015	Variance	2016	Variance	Budget
2015/2016 Estimated Revenue	\$1,118,500	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$1,118,500	Intergovernmental	\$273,490	\$550,650	\$517,500	-6.0%	\$536,000	3.6%	\$1,053,500
2015/2016 Estimated Expenditures	\$1,118,500	Charges for Services	\$28,530	\$32,500	\$32,500	0.0%	\$32,500	0.0%	\$65,000
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$1,118,500	Miscellaneous	\$0	\$100	\$0	-100.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$302,020	\$583,250	\$550,000	-5.7%	\$568,500	3.4%	\$1,118,500

Expenditure Summary

HOME Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$298,161	\$583,250	\$550,000	-5.7%	\$568,500	3.4%	\$1,118,500
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$298,161	\$583,250	\$550,000	-5.7%	\$568,500	3.4%	\$1,118,500

Program Descriptions - Initiatives - Performance Measures

The **Home Investment Partnership Program (HOME Fund)** was established to strengthen the ability to provide lower-income housing, and to expand the capacity of non-profit housing providers.

TOTAL FOR ALL PROGRAMS \$1,118,500

Revenue Summary

FUND SUMMARY		Community Development Block Grant Entitlement Fund							
Special Revenue Fund Title CDBG Entitlement	Department Head Responsible Bob Gregory	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
Beginning Fund Balance	\$0	By Source	2013	2014	2015	Variance	2016	Variance	Budget
2015/2016 Estimated Revenue	\$782,500	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$782,500	Intergovernmental	\$365,440	\$385,000	\$385,000	0.0%	\$397,500	3.2%	\$782,500
2015/2016 Estimated Expenditures	\$782,500	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$782,500	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$140	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$365,580	\$385,000	\$385,000	0.0%	\$397,500	3.2%	\$782,500

Expenditure Summary

FUND SUMMARY		Community Development Block Grant Entitlement Fund							
Special Revenue Fund Title CDBG Entitlement	Department Head Responsible Bob Gregory	Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
Beginning Fund Balance	\$0	By Object	2013	2014	2015	Variance	2016	Variance	Budget
2015/2016 Estimated Revenue	\$782,500	Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$782,500	Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$782,500	Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Other Services & Charges	\$252,787	\$385,000	\$385,000	0.0%	\$397,500	3.2%	\$782,500
Total 2015/2016 Expenditures	\$782,500	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Capital Outlay	\$114,211	\$0	\$0	0.0%	\$0	0.0%	\$0
		Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL EXPENDITURES	\$366,997	\$385,000	\$385,000	0.0%	\$397,500	3.2%	\$782,500

Program Descriptions - Initiatives - Performance Measures

The **Community Development Block Grant Fund** was created to develop viable urban communities by providing decent housing and a suitable living environment, and expanding economic opportunities principally for low- and moderate-income persons.

TOTAL FOR ALL PROGRAMS \$782,500

Special Revenue Funds

Revenue Summary

FUND SUMMARY		Criminal Justice Assistance Fund							
Special Revenue Fund Title Criminal Justice Assistance	Department Head Responsible Jim Duscha	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$450,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$827,680	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$45,330	Intergovernmental	\$612,990	\$614,360	\$477,080	-22.3%	\$302,000	-36.7%	\$779,080
Total 2015/2016 Revenue	\$873,010	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$873,010	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$52,890	\$26,000	\$24,300	-6.5%	\$24,300	0.0%	\$48,600
Total 2015/2016 Expenditures	\$873,010	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$404,670	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$17,270	\$7,380	-57.3%	\$37,950	414.2%	\$45,330
		TOTAL REVENUES	\$665,880	\$657,630	\$508,760	-22.6%	\$364,250	-28.4%	\$873,010

Expenditure Summary

Criminal Justice Assistance Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$333,849	\$403,250	\$303,010	-24.9%	\$208,000	-31.4%	\$511,010
Personnel Benefits	\$111,435	\$158,390	\$94,960	-40.0%	\$62,770	-33.9%	\$157,730
Supplies	\$19,713	\$28,350	\$28,480	0.5%	\$27,210	-4.5%	\$55,690
Other Services & Charges	\$111,949	\$67,640	\$82,310	21.7%	\$66,270	-19.5%	\$148,580
Intergovernmental	\$600	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$14,334	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$591,879	\$657,630	\$508,760	-22.6%	\$364,250	-28.4%	\$873,010

Program Descriptions - Initiatives - Performance Measures

The **Criminal Justice Assistance Fund** is a tax- and grant-supported fund used for law enforcement programs.

School Officer Program \$491,250

The School Resource Officer (SRO) Program is a community partnership between the Longview School District and the City of Longview Police Department (LPD). The SRO Program is designed to assist in maintaining a safe, orderly, educational atmosphere to enhance excellence in education. SROs investigate all crimes occurring on school property and provide consistency in handling all types of incidents on school grounds. SROs are primarily assigned to Mark Morris High School, R.A. Long High School, Cascade Middle School, Monticello Middle School, and share responsibilities at Mt. Solo Middle School.

School Officer Program - continued

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

- A Provide problem-solving and conflict resolution
- B Assist with non-criminal school policy violations (e.g., fighting, bullying, truancy, etc.)
- C Respond and investigate all police calls/criminal incidents occurring on school property during school hours or school related activities
- D Assist school staff with situations that pose a high-risk potential in schools
- E Assist in development and monthly testing of school district emergency/safety plans
- F Educate students and staff on the dangers of drugs, high-risk student behaviors, and other law-related topics
- G Act as a liason between the school district and police department
- H Collaborate with students and school staff to reduce property crimes, drug and alcohol abuse, and violence
- I Monitor school property and properties adjacent to schools for criminal behavior
- J Address traffic-related activities surrounding schools
- K Act as investigative resource for patrol and detectives regarding crimes that involve juveniles, either as offenders or victims

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A-K Number of school calls	480	600	500	500
A-K Calls taken by SRO's	129	600	500	500

COPS Hiring Grant \$135,750

The Longview Police Department was awarded a COPS Hiring grant in 2009. The grant funds three Police Officer positions for three years with the requirement that officer positions will be retained for a fourth year with the use of local funds to sustain the program.

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

- A Hire Police Officers to bring staffing level to 56 officers
- B Complete grant reporting requirements

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of grant funds spent per year	54%	33%	33%	33%

Registered Sex Offender (RSO) Monitoring Grant \$102,000

The State of Washington has increased the verification requirements placed upon police departments in monitoring their registered sex offenders. Longview currently has over 250 registered sex offenders, and this new requirement increases the workload of our officers and our Civilian Investigator. Due to the increase in workload, the State has appropriated funds to help carry-out these new requirements. The City anticipates continued funding as this increased verification requirement is not likely to be reduced.

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

- A Conduct face-to-face verifications of all Level III Sex Offenders on a quarterly basis
- B Refer all registered sex offenders for prosecution that fail to comply with registration requirements
- C Conduct face-to-face verifications of all Level I Sex Offenders once a year
- D Conduct face-to-face verifications of all Level II Sex Offenders every six months

Special Revenue Funds

Registered Sex Offender (RSO) Monitoring Grant - continued

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent of quarterly Level III Sex Offender residency verifications completed	60%	100%	100%	100%
B Percent of RSO's not in compliance and referred for prosecution	3%	100%	5%	5%
C Percent of annual Level I Sex Offender residency verifications completed	N/A	100%	100%	100%
D Percent of biannual Level II Sex Offender residency verifications completed	N/A	100%	100%	100%

Investigation Expense..... \$40,000

U.S. currency and property seized by the police department are restricted for use on drug enforcement-related expenses. Therefore, these funds are used by the Street Crimes Unit (SCU) and the Lower Columbia Special Weapons and Tactics (SWAT) unit for the purchase of equipment, supplies, and controlled purchases of drugs. Property seized, such as vehicles, computers, and other personal property, may be sold. The funds received from these sales are added to the Investigation Expense Program fund.

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

- A Seize money and property from illegal activity through lawful process
- B Forfeiture of seized money and property through lawful process
- C Use forfeited money and property in support of future drug investigations

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Dollar amount of U.S. currency seized	\$33,159	\$12,000	\$20,000	\$20,000
A Number of vehicles seized	15	5	15	15
B Number of firearms forfeited	8	10	10	10

Community Policing..... \$25,680

The satellite office located in the Highlands Neighborhood is also part of the city's community policing efforts. The satellite office expenses are split between the Criminal Justice Assistance (CJA) fund and the Police Department in the General Fund. A Community Service Sergeant is assigned to the satellite office through the General fund and those activities are included in the General budget worksheets. The satellite office Sergeant is responsible for crime prevention, coordinating Block Watch and other community groups, and managing volunteer office staff and the Alley Gators volunteer patrol program. The Highlands Community Services Sergeant supervises the satellite office and works with the community on problem-solving and crime reduction/revitalization in the Highlands neighborhood. The satellite office provides a space for law enforcement officers to conduct field interviews, write reports, take breaks, and collect needed supplies.

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

- A Conduct community activities on crime prevention and educate the community on crime prevention techniques
- B Staff the satellite office with volunteers

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of community presentations given	53	30	15	15
A Number of attendees at presentations	4,015	2,200	1,000	1,000
B Number of volunteer hours donated	2,152	3,000	2,000	2,000

Bullet Proof Vest Grant \$24,000

The Longview Police Department is awarded a federal grant annually that pays for 50% of all ballistic vests purchased for law enforcement officers.

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

- A Apply for Federal Bullet Proof Vest Grant
- B Purchase ballistic vests
- C Request reimbursement for ballistic vest purchases

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
B Number of vests purchased	12	18	8	11
C Dollar amount of grant revenue received	\$1,578	\$5,000	\$3,200	\$4,500
C Percent of vest costs covered by grant	50%	50%	50%	50%

Emergency Support Shelter \$20,000

The Longview Police Department (LPD) receives an annual grant from the Department of Community, Trade and Economic Development (CTED). This money is passed from the State of Washington to the City of Longview. No grant application or reporting is necessary. A portion of the grant must be used for “domestic violence reduction programs or counseling.” Therefore, LPD passes that portion of the grant through to the Emergency Support Shelter (ESS) for domestic violence reduction programs and counseling.

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

- A Process Emergency Support Shelter invoices for payment on this grant.

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Percent of pass-through money paid to ESS	100%	100%	100%	100%

STOP Grant \$16,330

The grant is funded through the Washington State Office of Crime Victims and is awarded to one law enforcement agency in our county on a yearly basis. The lead law enforcement agency (LPD will be the lead for 2014 & 2015) is responsible for grant management. The primary purpose of this grant is to provide domestic violence training and equipment to law enforcement officers.

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

- A Provide domestic violence training to law enforcement officers throughout Cowlitz County
- B Complete the grant application and reportin requirements.
- C Purchase equipment to be used in domestic violence investigations

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of officers trained in domestic violence	N/A	30	30	30
C Number of digital cameras purchased with grant	N/A	10	4	4

Traffic Safety Grants \$10,000

The Longview Police Department applies for various State of Washington traffic safety grants. Grant monies received are used to purchase radar devices for traffic law enforcement.

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

- A Apply for traffic safety grants
- B Complete reporting requirements
- C Purchase equipment as specified in grant application
- D Distribute equipment for traffic law enforcement

continued

Special Revenue Funds

Traffic Safety Grants - continued

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
C Percent of grant funds used as outlined in grant application	100%	100%	100%	100%

Police Property Auctions \$8,000

The Longview Police Department auctions property which comes into their possession from unclaimed found property or surrendered through criminal investigations. Police property auctions generate revenue which is mandated by law to be used for the storage and disposal of property and evidence. Therefore, the revenue generated from police property auctions is used for the purchase of equipment and supplies for storing property and evidence.

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

- A Process unclaimed property and other evidence for auction after diligent efforts have been made to locate an owner
- B Deposit property bureau revenue
- C Record and reconcile sale information into evidence database

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A/C Number of items disposed of through auction	243	200	200	200
A/C Average revenue per item auctioned	\$6	\$10	\$10	\$10
B Dollar amount of property bureau revenue collected	\$1,471	\$2,000	\$1,500	\$1,500

TOTAL FOR ALL PROGRAMS \$873,010

Revenue Summary

FUND SUMMARY		Public Safety Fund							
Special Revenue Fund Title Public Safety Fund	Department Head Responsible Jim Duscha	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
Beginning Fund Balance	\$543,750	By Source	2013	2014	2015	Variance	2016	Variance	Budget
2015/2016 Estimated Revenue	\$1,455,720	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$543,750	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$1,999,470	Intergovernmental	\$0	\$0	\$327,000	0.0%	\$0	-100.0%	\$327,000
2015/2016 Estimated Expenditures	\$1,999,470	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$274,350	\$234,220	\$663,600	183.3%	\$464,520	-30.0%	\$1,128,120
Total 2015/2016 Expenditures	\$1,999,470	Miscellaneous	\$70	\$0	\$300	0.0%	\$300	0.0%	\$600
Estimated Ending Fund Balance	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$232,260	0.0%	\$311,490	34.1%	\$543,750
		TOTAL REVENUES	\$274,420	\$234,220	\$1,223,160	183.3%	\$776,310	-36.5%	\$1,999,470

Expenditure Summary

Public Safety Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$84,080	\$30,690	-63.5%	\$32,670	6.5%	\$63,360
Personnel Benefits	\$0	\$37,440	\$15,780	-57.9%	\$16,810	6.5%	\$32,590
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$198,442	\$112,700	\$603,120	435.2%	\$603,170	0.0%	\$1,206,290
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$458,570	0.0%	\$0	-100.0%	\$458,570
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$115,000	0.0%	\$123,660	7.5%	\$238,660
TOTAL EXPENDITURES	\$198,442	\$234,220	\$1,223,160	422.2%	\$776,310	-36.5%	\$1,999,470

Program Descriptions - Initiatives - Performance Measures

School Zone Photo Enforcement \$1,999,470

Longview Police Department contracts with American Traffic Solutions (ATS) to provide photo enforcement technology to be used for school speed zone enforcement in the city of Longview. Speed zone cameras are currently located in the Mint Valley, Cowlitz Valley Gardens, Kessler, Olympic, and St. Helens Elementary school zones, and the Mark Morris High School zone. Longview Police officers review both photo and video coverage of speed violations and decide whether or not to issue a ticket based on the photo/video evidence. Once approved by an officer, ATS mails speed violation tickets to the registered owner of the vehicle.

Special Revenue Funds

School Zone Photo Enforcement - continued

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

- A Review photo/video evidence of speed violations
- B Issue speed violations
- C Handle questions and complaints from citizens
- D Accept payment for photo enforcement tickets
- E Complete an annual report on the photo enforcement program
- F Work with District Court regarding tickets that are contested or unpaid and sent to collections
- G Analyze school zone tickets with the goal of reducing speeding school zones

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
G Number of speed violations in Mint Valley school zone	907	780	900	850
G Number of speed violations in CVG school zone	713	1,000	1,050	1,000
G Number of speed violations in Kessler school zone	N/A	800	900	900
G Number of speed violations in Olympic school zone	N/A	600	650	600
G Number of speed violations in St. Helens school zone	N/A	1,400	1,300	1,200
G Number of speed violations in Mark Morris school zone	N/A	6,000	6,500	5,500

TOTAL FOR ALL PROGRAMS \$1,999,470

Revenue Summary

FUND SUMMARY		Library Grant Fund							
Special Revenue Fund Title Library Grant Fund	Department Head Responsible Chris Skaugset	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$0	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$200	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$200	\$0	\$0	0.0%	\$0	0.0%	\$0

Expenditure Summary

Library Grant Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0

Program Descriptions - Initiatives - Performance Measures

The **Library Grant Fund** is a grant supported fund used exclusively for the enrichment of library programs.

TOTAL FOR ALL PROGRAMS \$0

Special Revenue Funds

Revenue Summary

FUND SUMMARY		Tourism Special Revenue Fund							
Special Revenue Fund Title Tourism Special Revenue	Department Head Responsible Bob Gregory	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$95,000	Taxes	\$41,630	\$36,000	\$40,000	11.1%	\$40,000	0.0%	\$80,000
2015/2016 Estimated Revenue	\$147,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$23,780	Intergovernmental	\$0	\$0	\$0	0.0%	\$67,000	0.0%	\$67,000
Total 2015/2016 Revenue	\$170,780	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$170,780	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$130	\$100	\$0	-100.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$170,780	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$71,220	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$8,100	\$13,640	0.0%	\$10,140	-25.7%	\$23,780
		TOTAL REVENUES	\$41,760	\$44,200	\$53,640	21.4%	\$117,140	118.4%	\$170,780

Expenditure Summary

Tourism Special Revenue Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$37,842	\$44,200	\$53,640	21.4%	\$117,140	118.4%	\$170,780
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$37,842	\$44,200	\$53,640	21.4%	\$117,140	118.4%	\$170,780

Program Descriptions - Initiatives - Performance Measures

The **Tourism Fund** is a State tax-supported fund used for promoting tourism, that may include the building or leasing of stadiums and/or convention centers.

TOTAL FOR ALL PROGRAMS \$170,780

Revenue Summary

FUND SUMMARY		Parks and Recreation Memorial Trust Fund							
Special Revenue Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
Memorial Trust	Dave Campbell	By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$304,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$2,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$168,320	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$170,320	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$170,320	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$1,060	\$1,000	\$1,000	0.0%	\$1,000	0.0%	\$2,000
Total 2015/2016 Expenditures	\$170,320	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$135,680	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$107,800	\$88,400	-18.0%	\$79,920	-9.6%	\$168,320
		TOTAL REVENUES	\$1,060	\$108,800	\$89,400	-17.8%	\$80,920	-9.5%	\$170,320

Expenditure Summary

Parks and Recreation Memorial Trust Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$6,000	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$20,048	\$108,800	\$89,400	-17.8%	\$80,920	-9.5%	\$170,320
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$26,048	\$108,800	\$89,400	-17.8%	\$80,920	-9.5%	\$170,320

Program Descriptions - Initiatives - Performance Measures

The **Parks & Recreation Memorial Trust Fund** was established upon the receipt of a bequest intended for improvements and upkeep of Lake Sacajawea.

TOTAL FOR ALL PROGRAMS \$170,320

Special Revenue Funds

Revenue Summary

FUND SUMMARY		Northwest Health Foundation Fund							
Special Revenue Fund Title Northwest Health Foundation	Department Head Responsible John Brickey	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$5,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$100,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$100,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$100,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$0	\$65,000	\$50,000	0.0%	\$50,000	0.0%	\$100,000
Total 2015/2016 Expenditures	\$100,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$5,000	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$0	\$65,000	\$50,000	0.0%	\$50,000	0.0%	\$100,000

Expenditure Summary

Northwest Health Foundation Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$14,050	\$65,000	\$50,000	-23.1%	\$50,000	0.0%	\$100,000
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$14,050	\$65,000	\$50,000	0.0%	\$50,000	0.0%	\$100,000

Program Descriptions - Initiatives - Performance Measures

The Northwest Health Foundation Private-Purpose Trust Fund accounts for Highlands Neighborhood Association grant funds received from the Northwest Health Foundation. Grant funds have been provided for purposes of providing a community coach and for revitalization of the Highlands neighborhood.

TOTAL FOR ALL PROGRAMS \$100,000

Debt Service Funds

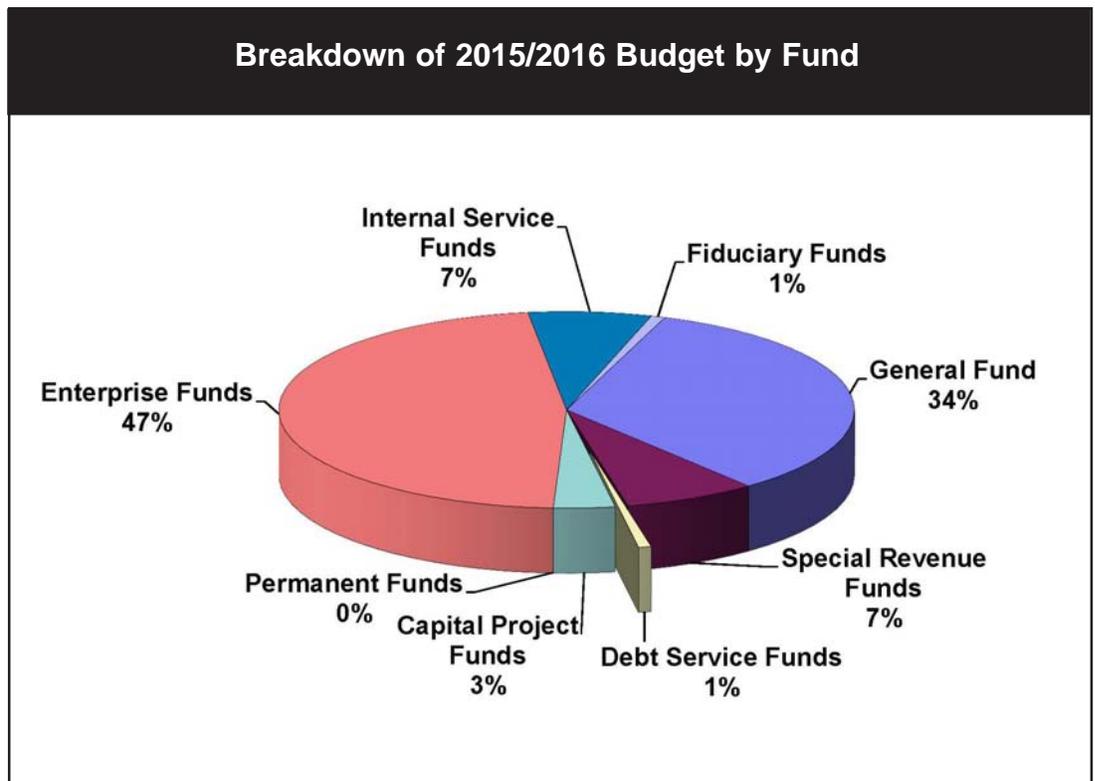
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Debt Service Funds

Debt Service Funds

Debt Service Funds account for the accumulation of resources and payments of principal and interest on general obligation and special assessment long-term debt. Debt Service Funds include:

- ◆ 2007 Limited Tax General Obligation Bond Fund
- ◆ Special Assessment Bond Redemption
- ◆ Special Assessment Guaranty Fund



Revenue Summary

FUND SUMMARY		2007 Limited Tax General Obligation Bond Fund							
Debt Service Fund Title 2007 L.T.G.O. Bond Redemption Fund	Department Head Responsible Bob Gregory	Total Revenues By Source	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$1,250,810	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$1,250,810	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$1,250,810	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$239,370	\$234,330	\$228,830	-2.3%	\$222,050	-3.0%	\$450,880
Total 2015/2016 Expenditures	\$1,250,810	Non-Revenues	\$120,000	\$130,000	\$145,000	11.5%	\$155,000	6.9%	\$300,000
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$287,340	\$234,730	\$252,030	7.4%	\$247,900	-1.6%	\$499,930
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$646,710	\$599,060	\$625,860	4.5%	\$624,950	-0.1%	\$1,250,810

Expenditure Summary

2007 Limited Tax General Obligation Bond Fund							
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	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$302	\$500	\$500	0.0%	\$500	0.0%	\$1,000
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$646,388	\$598,560	\$625,360	4.5%	\$624,450	-0.1%	\$1,249,810
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$646,690	\$599,060	\$625,860	4.5%	\$624,950	-0.1%	\$1,250,810

Program Descriptions - Initiatives - Performance Measures

The **2007 Limited Tax General Obligation (LTGO) Bond Fund** accounts for the 2007 Limited Tax General Obligation bond as well as refunding bond proceeds and associated debt service.

TOTAL FOR ALL PROGRAMS \$1,250,810

Debt Service Funds

Revenue Summary

FUND SUMMARY		Special Assessment Bond Redemption Fund							
Debt Service Fund Title Special Assessment Bond Redemption	Department Head Responsible Bob Gregory	Total Revenues By Source	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$200,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$200,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$200,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$250	\$210,000	\$100,000	-52.4%	\$100,000	0.0%	\$200,000
Total 2015/2016 Expenditures	\$200,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$250	\$210,000	\$100,000	-52.4%	\$100,000	0.0%	\$200,000

Expenditure Summary

Special Assessment Bond Redemption Fund							
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	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$529	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$10,788	\$200,000	\$90,000	-55.0%	\$90,000	0.0%	\$180,000
Interfund Transfers	\$0	\$10,000	\$10,000	0.0%	\$10,000	0.0%	\$20,000
TOTAL EXPENDITURES	\$11,317	\$210,000	\$100,000	-52.4%	\$100,000	0.0%	\$200,000

Program Descriptions - Initiatives - Performance Measures

The **Special Assessment Bond Redemption Fund** accounts for the repayment of assessments against benefiting properties. Projects are financed through the collection of special assessment bond principal and interest.

TOTAL FOR ALL PROGRAMS \$200,000

Revenue Summary

FUND SUMMARY		Special Assessment Guaranty Fund							
Debt Service Fund Title Special Assessment Guaranty	Department Head Responsible Bob Gregory	Total Revenues By Source	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Beginning Fund Balance	\$600	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$27,500	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$27,500	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$27,500	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$0	\$50	\$0	-100.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$27,500	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$600	Other Financing Sources	\$0	\$24,950	\$12,500	-49.9%	\$15,000	20.0%	\$27,500
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$0	\$25,000	\$12,500	-50.0%	\$15,000	20.0%	\$27,500

Expenditure Summary

Special Assessment Guaranty Fund							
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	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$1,000	\$1,000	0.0%	\$1,000	0.0%	\$2,000
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$1,003	\$24,000	\$11,500	0.0%	\$14,000	21.7%	\$25,500
TOTAL EXPENDITURES	\$1,003	\$25,000	\$12,500	-50.0%	\$15,000	20.0%	\$27,500

Program Descriptions - Initiatives - Performance Measures

The **Special Assessment Guaranty Fund** provides security for outstanding local improvement district bonds of the Special Assessment Bond Redemption Fund.

TOTAL FOR ALL PROGRAMS \$27,500

Capital Project Funds

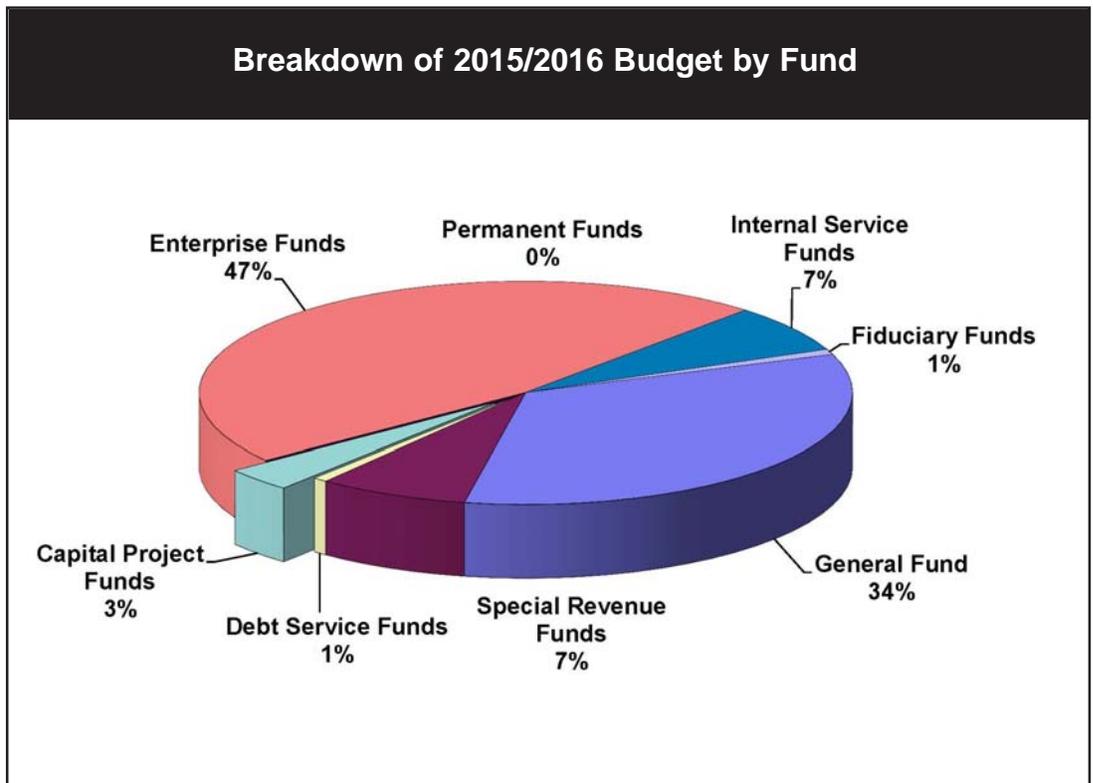
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Capital Project Funds

Capital Project Funds

Capital Projects Funds account for the acquisition or development of capital facilities except those financed by proprietary or similar trust funds. Their major sources of revenue are from real estate excise taxes, general and special assessment bond issues, grants from other agencies, and contributions from other funds. Capital Project Funds include:

- ◆ Capital Project Fund
- ◆ The Local Improvement District Construction Fund
- ◆ Building Replacement Fund



Revenue Summary

FUND SUMMARY		Capital Project Fund							
Capital Projects Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
Capital Projects Fund	Dave Campbell	By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$100,000	Taxes	\$195,720	\$150,000	\$175,000	16.7%	\$175,000	0.0%	\$350,000
2015/2016 Estimated Revenue	\$438,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$	Intergovernmental	\$4,760	\$3,700	\$3,900	5.4%	\$3,900	0.0%	\$7,800
Total 2015/2016 Revenue	\$438,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$438,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$35,120	\$40,500	\$40,100	-1.0%	\$40,100	0.0%	\$80,200
Total 2015/2016 Expenditures	\$438,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$100,000	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$9,200	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$235,600	\$203,400	\$219,000	7.7%	\$219,000	0.0%	\$438,000

Expenditure Summary

Capital Project Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$31,225	\$40,000	\$40,000	0.0%	\$40,000	0.0%	\$80,000
Other Services & Charges	\$18,319	\$28,400	\$28,600	0.7%	\$28,750	0.5%	\$57,350
Intergovernmental	\$0	\$135,000	\$0	-100.0%	\$0	0.0%	\$0
Capital Outlay	\$391,958	\$0	\$150,400	0.0%	\$150,250	-0.1%	\$300,650
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$441,502	\$203,400	\$219,000	7.7%	\$219,000	0.0%	\$438,000

Program Descriptions - Initiatives - Performance Measures

The **Capital Project Fund** is used to fund a variety of capital-natured projects for the City. Its primary revenue source is real estate excise tax.

TOTAL FOR ALL PROGRAMS \$438,000

2015/2016 Budget _____
Capital Project Funds

Revenue Summary

FUND SUMMARY		L.I.D. Construction Fund							
Capital Projects Fund Title L.I.D. Construction Fund	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$6,700,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$6,700,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$6,700,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$6,700,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$3,350,000	\$3,350,000	0.0%	\$3,350,000	0.0%	\$6,700,000
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$0	\$3,350,000	\$3,350,000	0.0%	\$3,350,000	0.0%	\$6,700,000

Expenditure Summary

L.I.D. Construction Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$3,350,000	\$3,350,000	0.0%	\$3,350,000	0.0%	\$6,700,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$0	\$3,350,000	\$3,350,000	0.0%	\$3,350,000	0.0%	\$6,700,000

Program Descriptions - Initiatives - Performance Measures

The Local Improvement District (LID) Construction Fund is used to account for LID construction costs in providing special benefits to a particular area of the city.

TOTAL FOR ALL PROGRAMS \$6,700,000

Revenue Summary

FUND SUMMARY		Building Replacement Fund							
Capital Projects Fund Title Building Replacement Fund	Department Head Responsible Bob Gregory	Total Revenues By Source	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Beginning Fund Balance	\$350,250	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$20,000	Intergovernmental	\$500,000	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$20,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$20,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$3,850	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$20,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$350,250	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$10,000	0.0%	\$10,000	0.0%	\$20,000
		TOTAL REVENUES	\$503,850	\$0	\$10,000	0.0%	\$10,000	0.0%	\$20,000

Expenditure Summary

Building Replacement Fund							
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	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$29,037	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$3,317,792	\$0	\$10,000	0.0%	\$10,000	0.0%	\$20,000
Debt Service	\$23,878	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$3,370,706	\$0	\$10,000	0.0%	\$10,000	0.0%	\$20,000

Program Descriptions - Initiatives - Performance Measures

The **Building Replacement Fund** was created in 1997 to repair, replace, and renovate or modernize City-owned buildings.

TOTAL FOR ALL PROGRAMS \$20,000

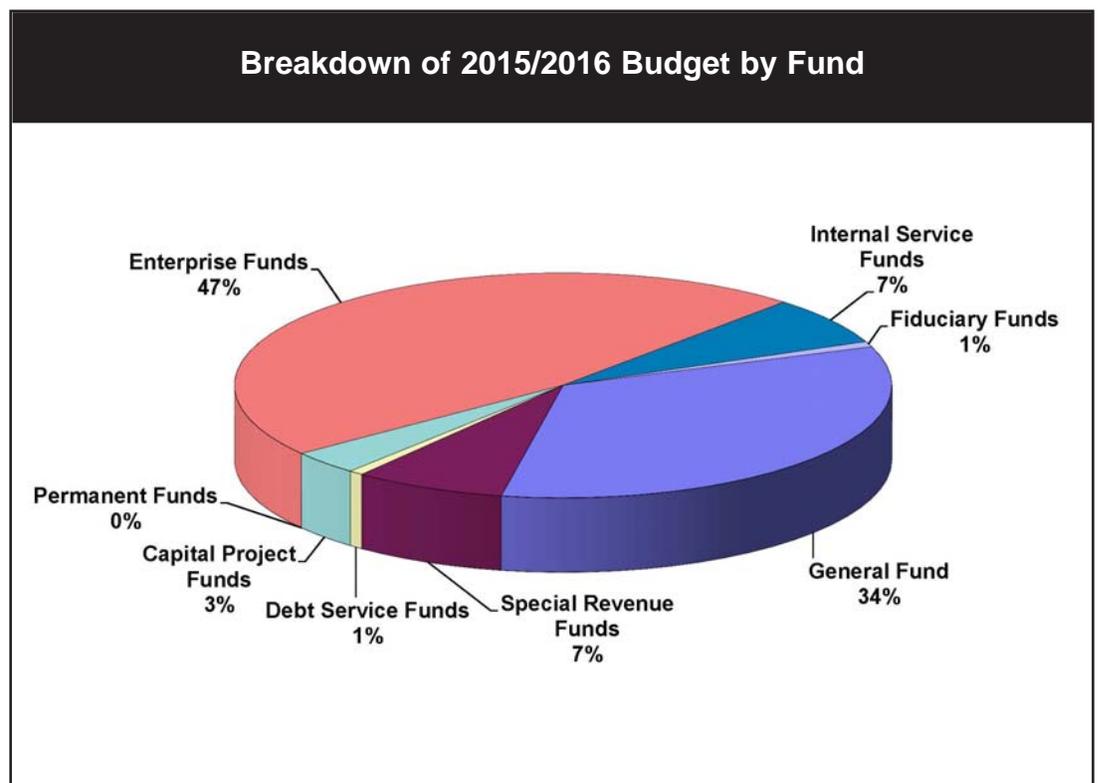
Permanent Funds

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Permanent Funds

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. Longview's only Permanent Fund is titled the Library Memorial Trust Fund.



Revenue Summary

FUND SUMMARY		Library Memorial Trust Fund							
Permanent Fund Title Library Memorial Trust	Department Head Responsible Chris Skaugset	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$19,750	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$2,600	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$2,600	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$2,600	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$20	\$1,300	\$1,300	0.0%	\$1,300	0.0%	\$2,600
Total 2015/2016 Expenditures	\$2,600	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$19,750	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$20	\$1,300	\$1,300	0.0%	\$1,300	0.0%	\$2,600

Expenditure Summary

Library Memorial Trust Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$907	\$1,300	\$1,300	0.0%	\$1,300	0.0%	\$2,600
TOTAL EXPENDITURES	\$907	\$1,300	\$1,300	0.0%	\$1,300	0.0%	\$2,600

Program Descriptions - Initiatives - Performance Measures

The **Library Memorial Trust Fund** is a non-expendable trust fund. The interest earned on investments held by the Library Memorial Trust Fund is utilized for the purchase of books.

TOTAL FOR ALL PROGRAMS \$2,600

Enterprise Funds

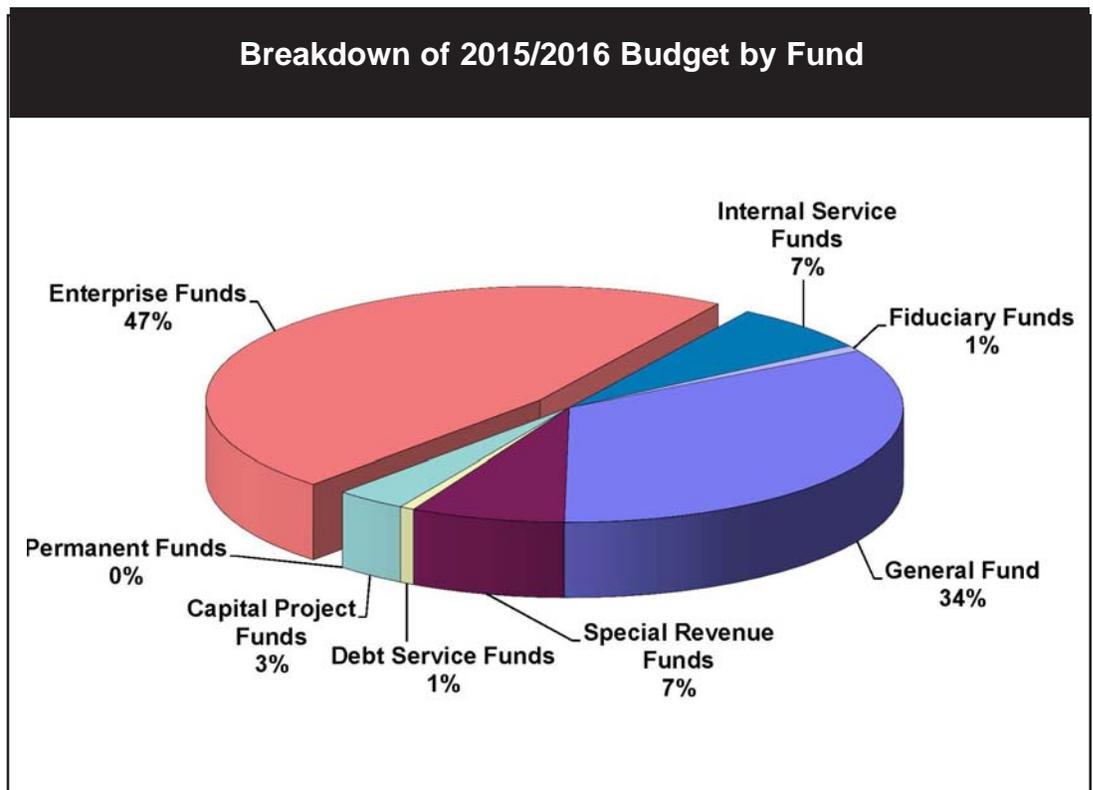
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Enterprise Funds

Enterprise Funds

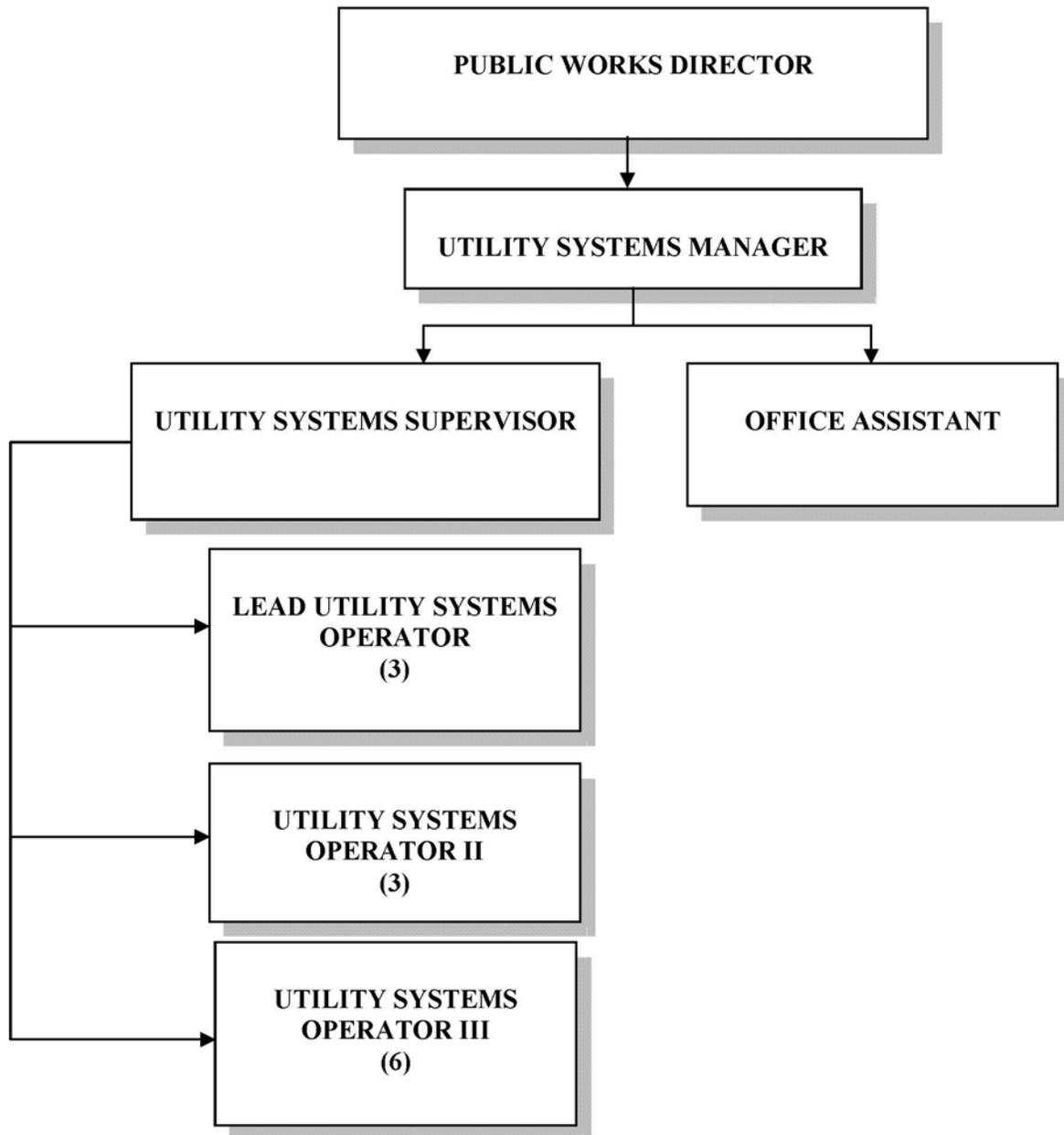
The City’s Enterprise Funds account for the City of Longview’s municipal operations that are primarily financed by service charges, including:

- ◆ **Water Operations** - Operates and maintains the City’s water distribution system to provide safe and reliable water to residents.
- ◆ **Sewer Operations** - Operates and maintains the City’s sewer collection system, and a treatment plant for a small portion of the wastewater that is not treated at the regional sewer treatment facility operated by the 3 Rivers Regional Waste Water Board.
- ◆ **Water Filter Plant** - The Mint Farm Water Treatment Plant operates 365 days a year to treat groundwater and supply high-quality drinking water to customers in the Longview and Beacon Hill Water & Sewer District service areas.
- ◆ **Storm Water Utility** - Provides monies for storm water management and water quality protection through the City’s Storm Water Management program.
- ◆ **Sanitary/Recycling** - Manages the solid waste and recycling programs for the City. Each of these programs is contracted to a private firm that provides collection services to both residential and commercial customers.
- ◆ **Public Transit (CUBS)** - Under contract to the Cowlitz Transit Authority, the Transit Division operates and maintains the Community Urban Bus Systems (CUBS), providing service to the Longview, Kelso and Cowlitz County urban area.
- ◆ **Mint Valley Golf Course** - Provides maintenance, renovation, development, and upkeep of an 18-hole championship golf course, six-hole par-three course and driving range located on a 147-acre site.
- ◆ **Mint Valley Racquet & Fitness Complex** - Operates through a privately administered contract. The facility provides four tennis courts, four racquetball courts and a fitness center.



Organization Chart

Water Operations



2015/2016 Budget _____
Enterprise Funds

Revenue Summary

FUND SUMMARY		Water Operations							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
Water Operations	Jeff Cameron	By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$580,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$10,918,980	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$10,918,980	Charges for Services	\$6,617,310	\$6,571,890	\$5,442,430	-17.2%	\$5,464,050	0.4%	\$10,906,480
2015/2016 Estimated Expenditures	\$10,918,980	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$18,820	\$6,250	\$6,250	0.0%	\$6,250	0.0%	\$12,500
Total 2015/2016 Expenditures	\$10,918,980	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$580,000	Other Financing Sources	\$4,090	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$775,770	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$6,640,220	\$7,353,910	\$5,448,680	-25.9%	\$5,470,300	0.4%	\$10,918,980

Expenditure Summary

Water Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$1,039,867	\$1,086,440	\$1,189,340	9.5%	\$1,235,920	3.9%	\$2,425,260
Personnel Benefits	\$418,545	\$405,870	\$515,580	27.0%	\$544,730	5.7%	\$1,060,310
Supplies	\$1,462,602	\$1,216,280	\$1,456,180	19.7%	\$1,580,280	8.5%	\$3,036,460
Other Services & Charges	\$1,567,279	\$1,601,920	\$1,892,580	18.1%	\$1,954,370	3.3%	\$3,846,950
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$395,000	0.0%	\$155,000	0.0%	\$550,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$354,552	\$3,043,400	\$0	-100.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$4,842,844	\$7,353,910	\$5,448,680	-25.9%	\$5,470,300	0.4%	\$10,918,980

Program Descriptions - Initiatives - Performance Measures

Water Distribution - Operations \$4,245,030

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

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

- A Purchase water for distribution
- B Inspect reservoirs and security fencing
- C Maintain reservoirs and security fencing
- D Inspect and maintain hydrants
- E Inspect and maintain valves

Water Distribution - Operations - continued

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

- F Flush water mains to maintain water quality
- G Inspect new mains; oversee chlorination/de-chlorination
- H Inspect & maintain pump stations, pumps, motors and log equipment readings
- I Perform fire flow tests
- J Locate water mains
- K Test and repair as necessary City owned backflow assemblies

Performance Measures

	2013	2014	2015	2016
	Actual	Target	Target	Target
B Reservoirs inspected	208	288	288	288
C Work orders for maintenance of reservoirs and security fencing	32	52	52	52
D Hydrants inspected and maintained	800	1,200	1,200	1,200
E Valves inspected and maintained	130	750	750	750
G New mains inspected; chlorination/dechlorination	5	6	6	6
H Pump station inspections	489	312	312	312
J Water mains located	1,351	1,200	1,200	1,200
I Fire flow tests performed	9	12	12	12
K City owned backflow assemblies tested and repaired	64	65	65	65

Water Distribution - Metering \$2,366,150

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

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

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

Performance Measures

	2013	2014	2015	2016
	Actual	Target	Target	Target
A Two inch and smaller meters replaced	275	300	600	600
B Meter boxes replaced	66	50	50	50
C Large meters tested	40	70	70	85
D Large meters repaired/replaced	0	1	5	5



Enterprise Funds

Water Distribution - Maintenance \$2,200,270

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

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

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

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Water main repairs	43	24	24	24
B Water service repairs/replacements	149	104	104	104
D Hydrants replaced	11	12	12	12
E Valves replaced	11	6	6	6

Water Distribution - Water Quality \$1,557,530

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

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

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

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Plans reviewed for potential cross connection	104	100	100	100
B New backflow assemblies inspected	34	50	50	50
C Hazard assessment surveys conducted	0	7	104	104
D Bacteriological samples collected	612	580	580	580
E Cross connection control assemblies tracked	1,223	1,300	1,400	1,500

Capital Outlay \$550,000

Purchase equipment, parts, and assets that support the needs of the Water Utility.

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

- A Fund proportionate share of emergency generator serving Fleet Services
- B Equipment: Tapping machine; pipe locator; portable pump; air compressor
- C Vehicle: Trailer mounted vacuum excavator

TOTAL FOR ALL PROGRAMS \$10,918,980

Revenue Summary

FUND SUMMARY		Water Construction							
Enterprise Fund Title Water Construction	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$4,801,240	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$5,783,920	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$4,701,240	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$10,485,160	Charges for Services	\$0	\$486,300	\$1,506,580	0.0%	\$1,535,190	1.9%	\$3,041,770
2015/2016 Estimated Expenditures	\$10,485,160	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$29,930	\$1,500	\$1,500	0.0%	\$1,500	0.0%	\$3,000
Total 2015/2016 Expenditures	\$10,485,160	Non-Revenues	\$3,711,000	\$2,251,000	\$35,000	-98.4%	\$2,704,150	7626.1%	\$2,739,150
Estimated Ending Fund Balance	\$100,000	Other Financing Sources	\$0	\$2,202,560	\$0	-100.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$1,000,000	\$3,758,970	0.0%	\$942,270	-74.9%	\$4,701,240
		TOTAL REVENUES	\$3,740,930	\$5,941,360	\$5,302,050	-10.8%	\$5,183,110	-2.2%	\$10,485,160

Expenditure Summary

Water Construction							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$4,684,821	\$3,434,830	\$3,300,000	-3.9%	\$2,600,000	-21.2%	\$5,900,000
Debt Service	\$1,675,168	\$1,865,330	\$1,865,330	0.0%	\$1,865,330	0.0%	\$3,730,660
Interfund Transfers	\$3,124,870	\$641,200	\$136,720	-78.7%	\$717,780	0.0%	\$854,500
TOTAL EXPENDITURES	\$9,484,859	\$5,941,360	\$5,302,050	-10.8%	\$5,183,110	-2.2%	\$10,485,160

Enterprise Funds

Revenue Summary

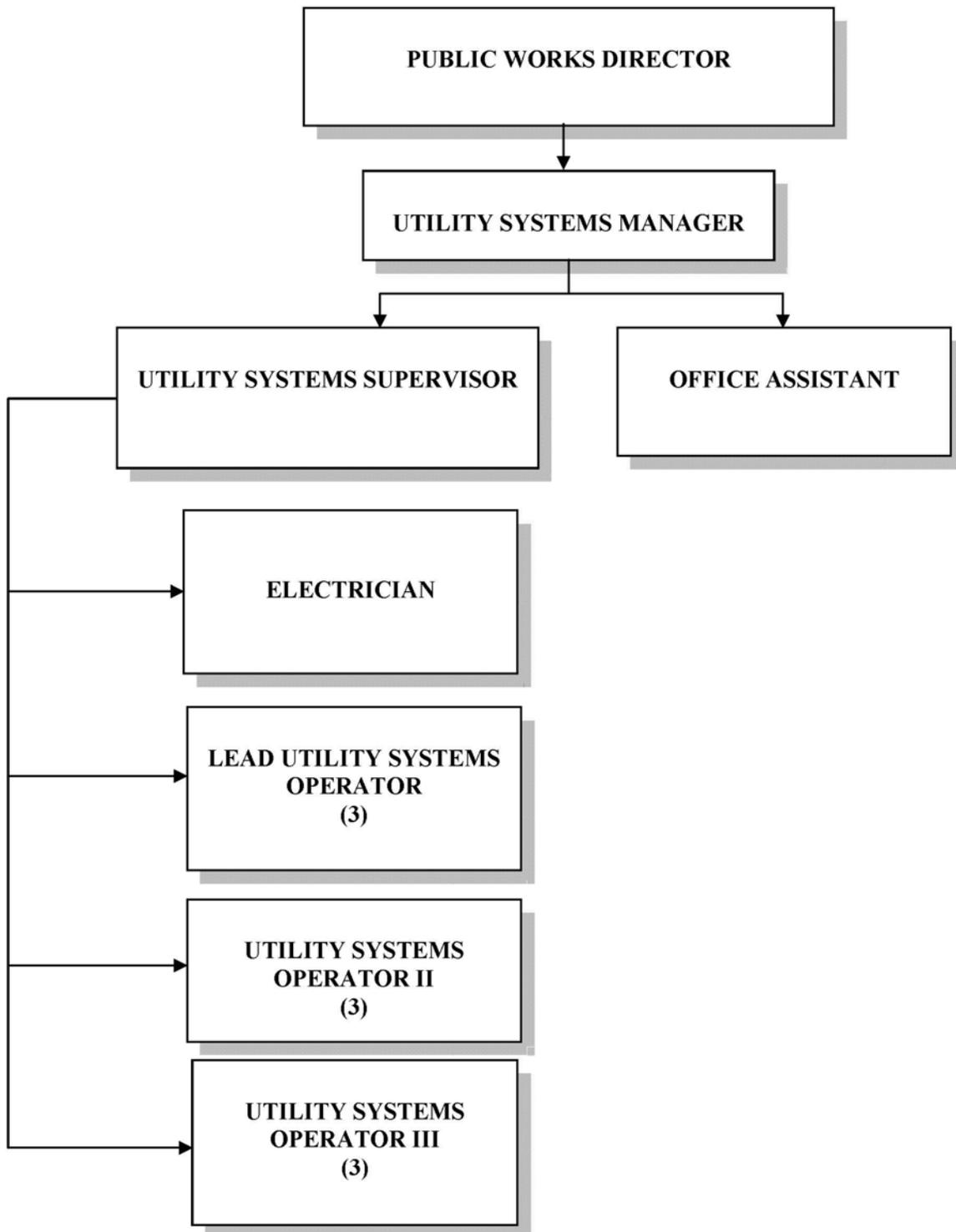
FUND SUMMARY		Water Depreciation Reserve							
Enterprise Fund Title Water Depreciation Reserve	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$0	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0

Expenditure Summary

Water Depreciation Reserve							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0

Organization Chart

Sewer Operations



2015/2016 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Sewer Operations							
Enterprise Fund Title Water Depreciation Reserve	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental		\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$0	Charges for Services	\$11,383,420	\$10,770,440	\$10,907,590	1.3%	\$11,019,660	1.0%	\$21,927,250
2015/2016 Estimated Expenditures	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$19,490	\$13,000	\$13,000	0.0%	\$13,000	0.0%	\$26,000
Total 2015/2016 Expenditures	\$0	Non-Revenues	\$66,300	\$95,000	\$95,000	0.0%	\$95,000	0.0%	\$190,000
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$82,710	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$11,551,920	\$10,878,440	\$11,015,590	1.3%	\$11,127,660	1.0%	\$22,143,250

Expenditure Summary

Sewer Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$812,106	\$1,039,300	\$1,040,670	0.1%	\$1,077,110	3.5%	\$2,117,780
Personnel Benefits	\$331,018	\$413,730	\$424,800	2.7%	\$447,630	5.4%	\$872,430
Supplies	\$99,712	\$156,430	\$131,670	-15.8%	\$131,670	0.0%	\$263,340
Other Services & Charges	\$7,215,054	\$8,222,720	\$8,393,820	2.1%	\$8,466,620	0.9%	\$16,860,440
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$20,000	0.0%	\$0	0.0%	\$20,000
Debt Service	\$835,893	\$122,390	\$199,150	62.7%	\$199,150	0.0%	\$398,300
Interfund Transfers	\$923,868	\$923,870	\$805,480	0.0%	\$805,480	0.0%	\$1,610,960
TOTAL EXPENDITURES	\$10,217,651	\$10,878,440	\$11,015,590	1.3%	\$11,127,660	1.0%	\$22,143,250

Program Descriptions - Initiatives - Performance Measures

Wastewater Treatment Costs \$11,411,050

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

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

A No violations of State requirements

Performance Measures

A Number of violations of State requirements

2013	2014	2015	2016
Actual	Target	Target	Target
0	0	0	0

continued

Wastewater Collection Costs \$10,712,200

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

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

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

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Sewer mains and laterals repaired/replaced	90	100	100	100
B Manhole inspections	95	200	200	200
C Manholes repaired/replaced	6	3	3	3
D Sewer mains cleaned (shown in feet of main cleaned)	58,230	100,000	100,000	100,000
E Sewer main locates performed	1,241	1,000	1,000	1,000
F Lift station inspections	4,472	4,000	3,500	3,500
G Pre-treatment systems and grease abatement systems monitored	0	50	250	250

Capital Outlay \$20,000

Purchase equipment, parts, and assets that support the operational needs of the Sewer Utility.

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

- A Fund proportionate share of emergency generator for Fleet Services.

TOTAL FOR ALL PROGRAMS \$22,143,250

2015/2016 Budget

Enterprise Funds

Revenue Summary

FUND SUMMARY		Sewer Construction							
Enterprise Fund Title Sewer Construction	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$13,466,000	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$13,466,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$13,466,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$50	\$5,000	\$5,000	0.0%	\$5,000	0.0%	\$10,000
Total 2015/2016 Expenditures	\$13,466,000	Non-Revenues	\$30,080	\$3,463,230	\$8,110,000	134.2%	\$5,346,000	-34.1%	\$13,456,000
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$30,130	\$3,468,230	\$8,115,000	134.0%	\$5,351,000	-34.1%	\$13,466,000

Expenditure Summary

Sewer Construction							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$1,497,116	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$4,428,555	\$3,468,230	\$8,115,000	134.0%	\$5,351,000	-34.1%	\$13,466,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$5,925,671	\$3,468,230	\$8,115,000	134.0%	\$5,351,000	-34.1%	\$13,466,000

Revenue Summary

FUND SUMMARY		Sewer Depreciation Reserve							
Enterprise Fund Title Sewer Depreciation Reserve	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$0	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0

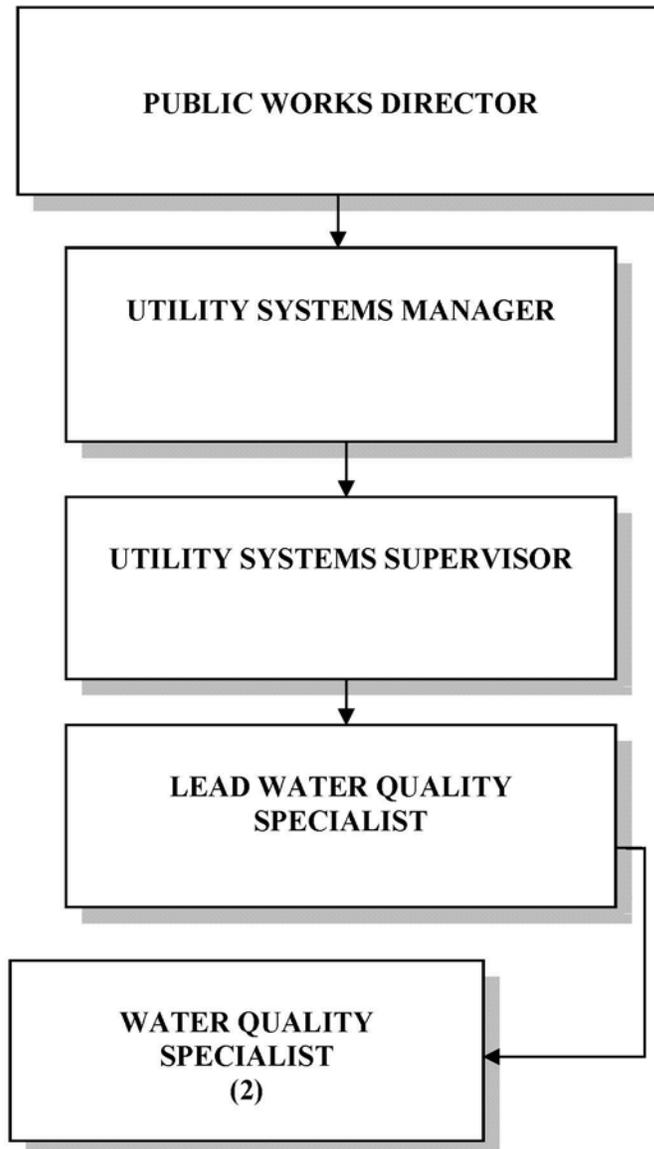
Expenditure Summary

Sewer Depreciation Reserve							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0

Enterprise Funds

Organization Chart

Water Filter Plant



2015/2016 Budget _____
Enterprise Funds

Revenue Summary

FUND SUMMARY		Filter Plant Operations							
Enterprise Fund Title Sewer Depreciation Reserve	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$0	Charges for Services	\$1,176,530	\$1,006,560	\$1,167,990	16.0%	\$1,311,480	12.3%	\$2,479,470
2015/2016 Estimated Expenditures	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$4,960	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$0	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$1,181,490	\$1,006,560	\$1,167,990	16.0%	\$1,311,480	12.3%	\$2,479,470

Expenditure Summary

Filter Plant Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$339,455	\$206,270	\$260,250	26.2%	\$269,370	3.5%	\$529,620
Personnel Benefits	\$108,803	\$73,740	\$105,180	42.6%	\$111,210	5.7%	\$216,390
Supplies	\$99,346	\$118,430	\$205,230	73.3%	\$206,130	0.4%	\$411,360
Other Services & Charges	\$431,929	\$594,050	\$597,330	0.6%	\$724,770	21.3%	\$1,322,100
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$14,076	\$14,070	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$993,609	\$1,006,560	\$1,167,990	16.0%	\$1,311,480	12.3%	\$2,479,470

Program Descriptions - Initiatives - Performance Measures

Water Treatment \$2,479,470

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

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

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

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Number of days finished water meets or exceeds water quality standards	365	365	365	365
B Number of water quality tests performed	13,199	10,000	5,000	1,000
C Average daily production of potable water (in millions of gallons per day)	5.2	5.0	5.0	5.0



TOTAL FOR ALL PROGRAMS \$2,479,470

2015/2016 Budget

Enterprise Funds

Revenue Summary

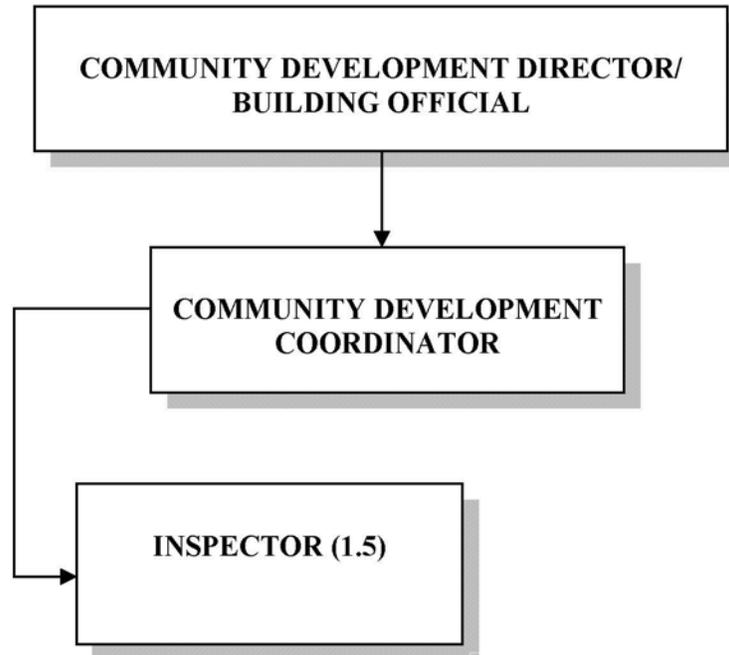
FUND SUMMARY		Filter Plant Construction							
Enterprise Fund Title Filter Plant Construction	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
Beginning Fund Balance	\$0	By Source	2013	2014	2015	Variance	2016	Variance	Budget
2015/2016 Estimated Revenue	\$1,500,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$1,500,000	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$1,500,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$1,500,000	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Non-Revenues	\$527,220	\$750,000	\$232,750	-69.0%	\$840,000	260.9%	\$1,072,750
		Other Financing Sources	\$3,124,870	\$0	\$427,250	0.0%	\$0	-100.0%	\$427,250
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$3,652,090	\$750,000	\$660,000	-12.0%	\$840,000	27.3%	\$1,500,000

Expenditure Summary

Filter Plant Construction							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$1,464,096	\$750,000	\$660,000	-12.0%	\$840,000	27.3%	\$1,500,000
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$1,464,096	\$750,000	\$660,000	-12.0%	\$840,000	27.3%	\$1,500,000

Organization Chart

Sanitary/Recycling



2015/2016 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Sanitary/Recycling							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
Sanitary/Recycling	John Brickey	By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$895,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$9,969,200	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$80,440	Intergovernmental	\$67,910	\$52,500	\$45,000	-14.3%	\$45,000	0.0%	\$90,000
Total 2015/2016 Revenue	\$10,049,640	Charges for Services	\$4,490,260	\$4,615,000	\$4,860,800	5.3%	\$5,006,400	3.0%	\$9,867,200
2015/2016 Estimated Expenditures	\$10,049,640	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$15,990	\$10,000	\$6,000	-40.0%	\$6,000	0.0%	\$12,000
Total 2015/2016 Expenditures	\$10,049,640	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$814,560	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$142,060	\$64,570	-54.5%	\$15,870	-75.4%	\$80,440
		TOTAL REVENUES	\$4,574,160	\$4,819,560	\$4,976,370	3.3%	\$5,073,270	1.9%	\$10,049,640

Expenditure Summary

Sanitary/Recycling							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$245,867	\$261,660	\$273,770	4.6%	\$282,830	3.3%	\$556,600
Personnel Benefits	\$102,905	\$120,880	\$122,820	1.6%	\$129,710	5.6%	\$252,530
Supplies	\$2,594	\$4,400	\$7,100	61.4%	\$3,100	-56.3%	\$10,200
Other Services & Charges	\$4,026,877	\$4,379,130	\$4,572,680	4.4%	\$4,657,630	1.9%	\$9,230,310
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$53,496	\$53,490	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$4,431,739	\$4,819,560	\$4,976,370	3.3%	\$5,073,270	1.9%	\$10,049,640

Program Descriptions - Initiatives - Performance Measures

Solid Waste Collection \$5,552,820

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

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

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

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Percent response to requests received from the general public	100%	100%	100%	100%
B Number of meetings with Waste Control to discuss pending issues	12	12	12	12

Recycling Collection \$3,754,000

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

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

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

Performance Measures	2013 <u>Actual</u>	2014 <u>Target</u>	2015 <u>Target</u>	2016 <u>Target</u>
A Percent response to requests received from the general public	100%	100%	100%	100%
B Number of meetings with Waste Control to discuss pending issues	12	12	12	12
C Number of solid waste and recycling statements reviewed	12	12	12	12
D Annual tonnage of residential recycables collected and processed	2,067	2,000	2,100	2,200

Recycling Enforcement \$319,920

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

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

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

Performance Measures	2013 <u>Actual</u>	2014 <u>Target</u>	2015 <u>Target</u>	2016 <u>Target</u>
A Percent response to requests received from the general public	100%	100%	100%	100%
B Number of meetings with Waste Control to discuss pending issues	12	12	12	12
C Number of monthly inspection reports reviewed	12	12	12	12
C Reduce recycling contamination	22%	22%	21%	20%

Code Enforcement \$296,650

This program responds to citizen complaints regarding public nuisances as defined by City ordinances; provides documentation and/or testimony at Hearing Examiner and court proceedings; and engages in public outreach to educate and inform rental propoerty managers, homeowner groups, and citizens to ensure compliance with City nuisance codes.

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

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

Enterprise Funds

Code Enforcement - continued

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of complaints investigated	921	900	950	950
B Number of notices issued	787	800	850	900
B Number of citations issued	30	20	30	30
B Number of violations cited	1,091	1,000	1,000	1,100
C Number of cases referred to the City Attorney	5	8	5	5
C Number of cases appealed to the Hearing Examiner	0	2	2	2
D Number of outreach events attended	10	10	10	10

Hearings Examiner \$126,250

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

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

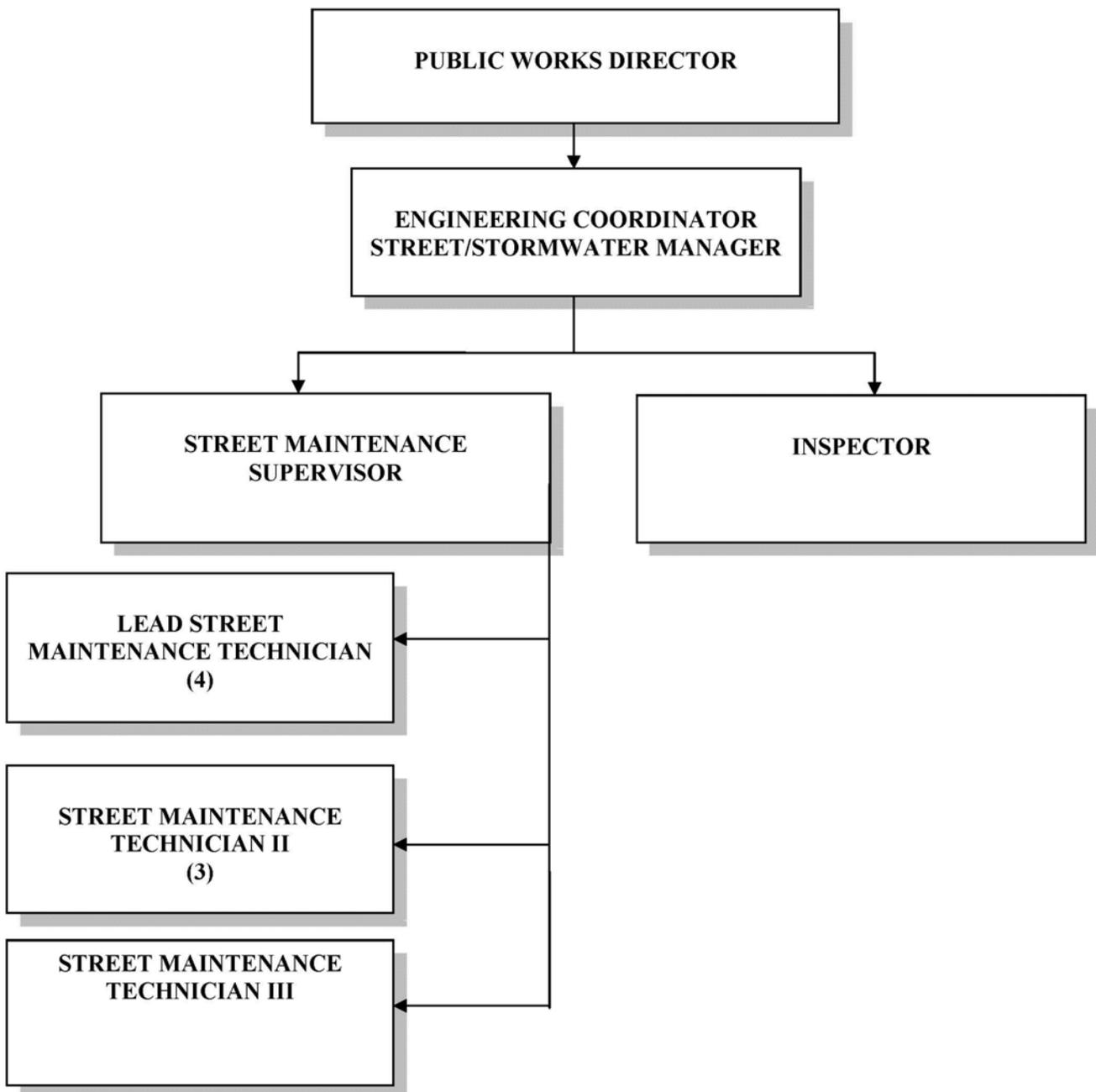
A Provide daily customer service

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Percent response to requests received from the general public	100%	100%	100%	100%

TOTAL FOR ALL PROGRAMS \$10,049,640

Organization Chart

Storm Water



2015/2016 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Storm Water							
Enterprise Fund Title Storm Water	Department Head Responsible Jeff Cameron	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$1,378,880	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$13,849,400	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$866,480	Intergovernmental	\$26,540	\$248,000	\$294,500	18.8%	\$0	-100.0%	\$294,500
Total 2015/2016 Revenue	\$14,715,880	Charges for Services	\$2,467,550	\$2,733,340	\$3,301,120	20.8%	\$3,763,280	14.0%	\$7,064,400
2015/2016 Estimated Expenditures	\$14,715,880	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$3,930	\$750	\$750	0.0%	\$750	0.0%	\$1,500
Total 2015/2016 Expenditures	\$14,715,880	Non-Revenues	\$0	\$847,170	\$3,793,000	347.7%	\$2,696,000	-28.9%	\$6,489,000
Estimated Ending Fund Balance	\$512,400	Other Financing Sources	\$0	\$150,000	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$601,330	0.0%	\$265,150	-55.9%	\$866,480
		TOTAL REVENUES	\$2,498,020	\$3,979,260	\$7,990,700	100.8%	\$6,725,180	-15.8%	\$14,715,880

Expenditure Summary

Storm Water							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$868,403	\$906,600	\$1,016,870	12.2%	\$1,084,700	6.7%	\$2,101,570
Personnel Benefits	\$363,880	\$377,900	\$446,340	18.1%	\$491,230	10.1%	\$937,570
Supplies	\$42,065	\$49,620	\$61,750	24.4%	\$61,750	0.0%	\$123,500
Other Services & Charges	\$1,070,475	\$1,054,260	\$1,359,740	29.0%	\$1,336,700	-1.7%	\$2,696,440
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$134,891	\$1,568,630	\$5,106,000	225.5%	\$3,125,800	-38.8%	\$8,231,800
Debt Service	\$0	\$0	\$0	0.0%	\$625,000	0.0%	\$625,000
Interfund Transfers	\$22,248	\$22,250	\$0	-100.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$2,501,962	\$3,979,260	\$7,990,700	100.8%	\$6,725,180	-15.8%	\$14,715,880

Program Descriptions - Initiatives - Performance Measures

Capital Projects \$8,856,800

This program provides for Stormwater Capital Projects. Funded projects include: miscellaneous infrastructure repairs, the Tennant Way gateway low-impact development streetscape project, replacement of the Lake Sacajawea flushing system, design of the Beech Street culvert replacement, and storm water pump station replacements.

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

- A Initiate planning & design for identified Stormwater capital projects
- B Construct identified Stormwater capital projects
- C Construct Miscellaneous Stormwater capital projects
- G Tennant Way gateway storm water retrofit (green streetscape)

Street Sweeping \$1,226,670

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

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

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

Performance Measures

	2013	2014	2015	2016
	Actual	Target	Target	Target
All Number of lane-miles cleaned per year	12,171	12,000	12,000	12,000
All Tons of debris swept per year (excluding leaves)	726	700	700	700

Urban Forestry (Tree Program) \$1,191,560

This program manages and maintains the City’s Urban Forest. With over 10,000 trees, the forest can be a dynamic asset where the number of trees and vacancies change daily. A current work history is maintained for each tree (this is often requested by insurance adjusters during claim settlement). Inventory upgrades are done as time allows. Hazard evaluations are completed on those trees that visually trigger concerns. Chemical treatments are applied in targeted areas of the forest (usually for insect and fruit control). Community events requiring the use of the tree equipment or crew (i.e. holiday lights, banners, etc.) are supported.

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

- A Apply pesticides
- B Prune
- C Remove trees
- D Grind stumps
- E Replace and plant new trees



Enterprise Funds

Urban Forestry (Tree Program) - continued

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

- F Remove brush and wood
- G Care for park nursery
- I Prune and remove clippings from right-of-way
- H Remove leaves from landscaped areas

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of trees receiving broadcast pesticide and fruit control applications	1,200	1,200	1,200	1,200
B Number of root prunings performed for sidewalk replacement	45	50	45	50
BI Number of prunings performed	2500	12,000	2,500	12,000
C Average number of tree removals, including stumps	300	300	300	350
C,E Total number of trees	12,300	12,400	12,300	12,400
C,E Total number of vacant sites	3,900	4,000	3,900	3,700
E Average number of annual tree plantings	325	325	325	325
H Number of manhours expended for leaf removal	1,400	1,400	1,400	1,400

Miscellaneous \$1,014,700

This program includes all the miscellaneous activities performed by the stormwater crew, such as storm response, hand-cleaning catch basin grates in the fall and winter to remove debris that may cause flooding and pose a potential safety hazard, and marking the location of stormwater infrastructure to comply with the call-before-you-dig law.

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

- A Repair & replace catch basins
- B Respond to customer requests
- C Inspect and maintain three pump stations
- D Replace drainage pipe
- E Inspect and/or clean gates at Lake Sacajawea
- F Inspect and/or clean runoff flow and quality control facilities
- I Respond to storm events

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of catch basins repaired and replaced	5	40	40	40
B Completed customer requests	313	300	300	300
C Number of pump station inspections	46	18	18	18
D Linear feet of pipe laid / replaced	191	1,000	1,000	1,000
F Number of bio-swales and detention basins inspected and/or cleaned	25	25	25	30
I Number of catch basin grates cleaned during storm events	4,460	8,000	8,000	8,000

System Cleaning \$817,340

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

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

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

continued

System Cleaning - continued

	2013	2014	2015	2016
Performance Measures	Actual	Target	Target	Target
A Number of manholes cleaned	313	350	350	350
B Linear feet of storm sewer pipes cleaned	5,516	20,000	20,000	20,000
C Number of catch basins cleaned	1,213	2,000	2,000	2,500
D Linear feet of ditches cleaned	15,889	16,000	16,000	16,000

NPDES Permit \$650,520

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

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

- A Construction: No violations
- B Municipal: Full compliance with implementation schedule
- C Industrial: Maintain no exposure of site activities to stormwater at the City Shop

	2013	2014	2015	2016
Performance Measures	Actual	Target	Target	Target
A Number of violations of any Construction NPDES Permit conditions	0	0	0	0
B Percent compliance with Phase II permit requirements and deadlines	100%	100	100%	100%
C Number of reportable instances of stormwater exposure at the City Shop	0	0	0	0

Urban Forestry (Sidewalk Repair) \$498,600

This program repairs sidewalks damaged by the City’s Urban Forest. The program is important to a livable, walkable City, and to manage liability. In addition to grinding offset panels, the City reconstructs, and more often, rehabilitates affected sidewalks. In both cases, the section is removed (either demolished or lifted aside), the offending roots are cut way, and the base is restored. Reconstruction then involves either installation of a pre-cast panel delivered from the Shop or in-situ placement of new concrete. With rehabilitation, the original panel is simply re-set using a machine called a “Sidewalk Sucker.”

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

- A Grind
- B Rehabilitate - Repair base, re-use existing panel(s)
- C Reconstruct - Repair base, replace with new in-situ or pre-fabricated panel(s)
- D Minimize response time

	2013	2014	2015	2016
Performance Measures	Actual	Target	Target	Target
A Linear feet of sidewalk ground	550	600	600	600
BC Square feet of rehabilitated and reconstructed panels	4,050	3,000	3,000	3,000
D Average inspection response time	3 days	3 days	3 days	3 days

Development Review and Inspection \$197,990

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

Enterprise Funds

Development Review and Inspection - continued

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

- A Review proposed stormwater drainage designs and asses any need for source control
- B Inspect construction sites for compliance with approved plans and stormwater regulations
- C Comply with municipal stormwater NPDES permit inspection requirements for development and post-development

Performance Measures	2013 <u>Actual</u>	2014 <u>Target</u>	2015 <u>Target</u>	2016 <u>Target</u>
A Number of plans reviewed for storm water	370	400	400	400
B Number of site inspections for storm water	184	200	200	200
C Percent of permit-required development and post-development inspections completed	100%	100%	100%	100%

Longview Ditches 303(d) Listing \$146,000

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

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

- A Prepare for or prevent a TMDL Study

Performance Measures	2013 <u>Actual</u>	2014 <u>Target</u>	2015 <u>Target</u>	2016 <u>Target</u>
A Not applicable; the goal/outcome is not readily quantifiable at this time	N/A	N/A	N/A	N/A

Wetlands \$115,700

This program supports the management and maintenance of the Mint Farm Industrial Park wetlands, as required by Ecology and the US Army Corps of Engineers. Activities include irrigation, weed control, planting, monitoring, and reporting.

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

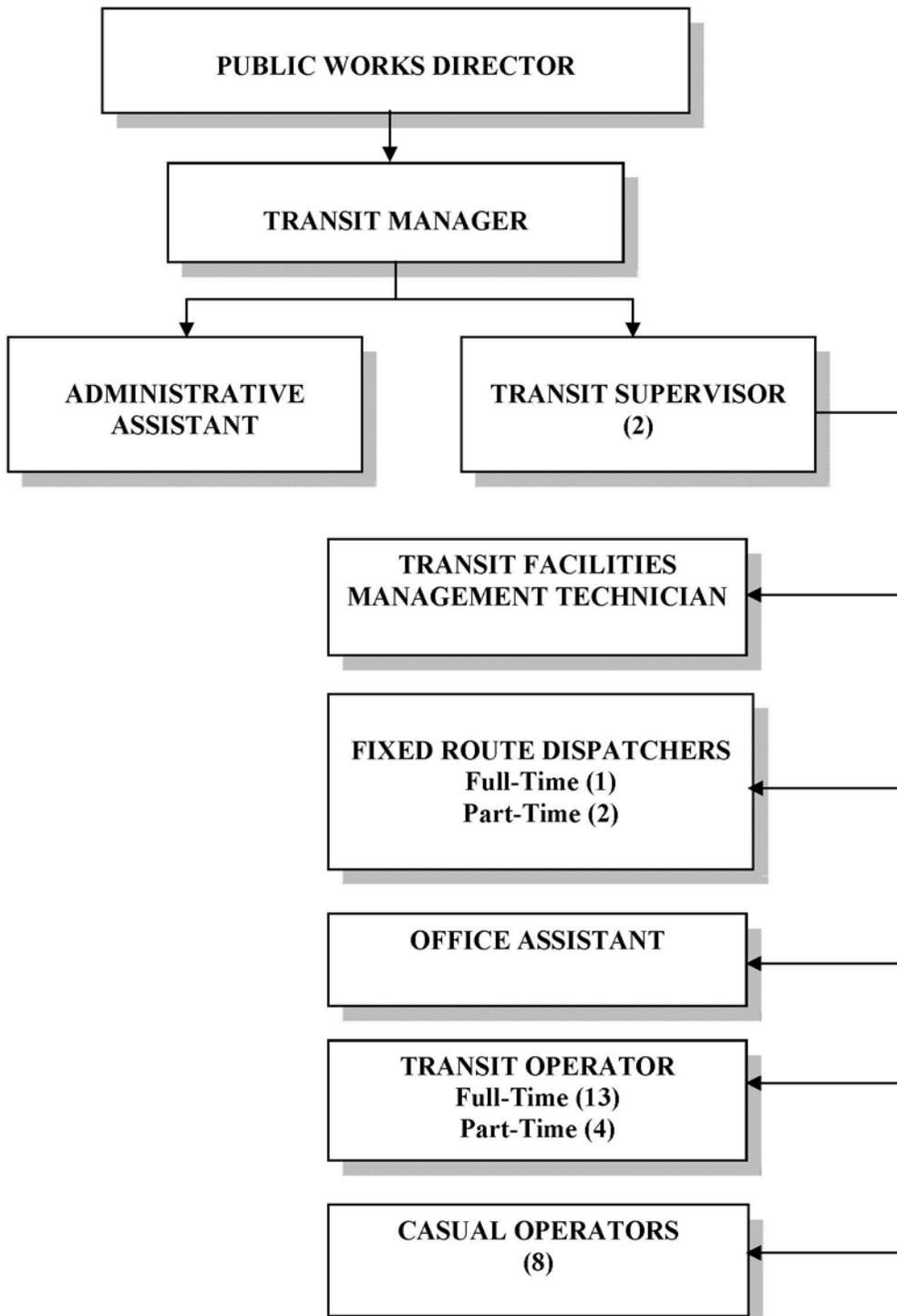
- A Comply with the Wetlands' Implementation Plan

Performance Measures	2013 <u>Actual</u>	2014 <u>Target</u>	2015 <u>Target</u>	2016 <u>Target</u>
A Number of cited violations	0	0	0	0

TOTAL FOR ALL PROGRAMS \$14,715,880

Organization Chart

Public Transit Operations



2015/2016 Budget
Enterprise Funds

Revenue Summary

FUND SUMMARY		Public Transit Operations							
Enterprise Fund Title	Department Head Responsible	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
Public Transit Operations	Jeff Cameron	By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$1,064,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$10,954,300	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$229,080	\$2,539,330	\$1,175,510	-53.7%	\$2,477,950	110.8%	\$3,653,460
Total 2015/2016 Revenue	\$10,954,300	Charges for Services	\$4,304,050	\$5,117,520	\$3,663,900	-28.4%	\$3,559,860	-2.8%	\$7,223,760
2015/2016 Estimated Expenditures	\$10,954,300	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$26,780	\$33,290	\$38,490	15.6%	\$38,590	0.3%	\$77,080
Total 2015/2016 Expenditures	\$10,954,300	Non-Revenues	\$488,870	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$1,064,000	Other Financing Sources	\$350	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$5,049,130	\$7,690,140	\$4,877,900	-36.6%	\$6,076,400	24.6%	\$10,954,300

Expenditure Summary

Public Transit Operations							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$1,050,377	\$889,810	\$1,327,410	49.2%	\$1,402,540	5.7%	\$2,729,950
Personnel Benefits	\$403,370	\$358,740	\$639,580	78.3%	\$678,570	6.1%	\$1,318,150
Supplies	\$69,549	\$34,390	\$33,250	-3.3%	\$33,450	0.6%	\$66,700
Other Services & Charges	\$2,553,818	\$3,482,130	\$2,458,520	-29.4%	\$2,505,840	1.9%	\$4,964,360
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$2,939,705	\$2,884,830	\$419,140	-85.5%	\$1,456,000	247.4%	\$1,875,140
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$40,236	\$40,240	\$0	-100.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$7,057,055	\$7,690,140	\$4,877,900	-36.6%	\$6,076,400	24.6%	\$10,954,300

Program Descriptions - Initiatives - Performance Measures

Fixed Route Public Transportation \$7,319,160

This program provides fixed-route public bus transportation to the citizens of Longview-Kelso, operating Monday through Friday, from 6:30 AM to 7:00 PM, and Saturday from 8:00 AM to 6:00 PM. This program is operated for the Cowlitz Transit Authority, through an interlocal agreement. Local funding is provided by Cowlitz Transit Authority and federal funding is provided directly to City of Longview as the designated recipient of the Federal Transit Administration. Public transportation is operated under the name RiverCities Transit.

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

- A Increase Ridership on Fixed-Route Bus Service
- B Increase Fixed-Route Bus Service Frequency and Add New Routes

Fixed Route Public Transportation - continued

	2013	2014	2015	2016
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
AB Annual Unlinked Passenger Trips	359,742	370,534	381,650	393,100
AB Operating Expense per Vehicle Revenue Hour	\$117	\$119	\$122	\$124

Capital Outlay \$1,875,140

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

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

- A Install automatic gates at the City Shop
- B Fund proportionate share of emergency generator to service Fleet Services
- C Design and construct new transit administrative, driver, and fleet facilities to handle larger fleet and staff size
- D Purchase replacement paratransit vehicles

Paratransit Transportation \$1,760,000

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

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

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

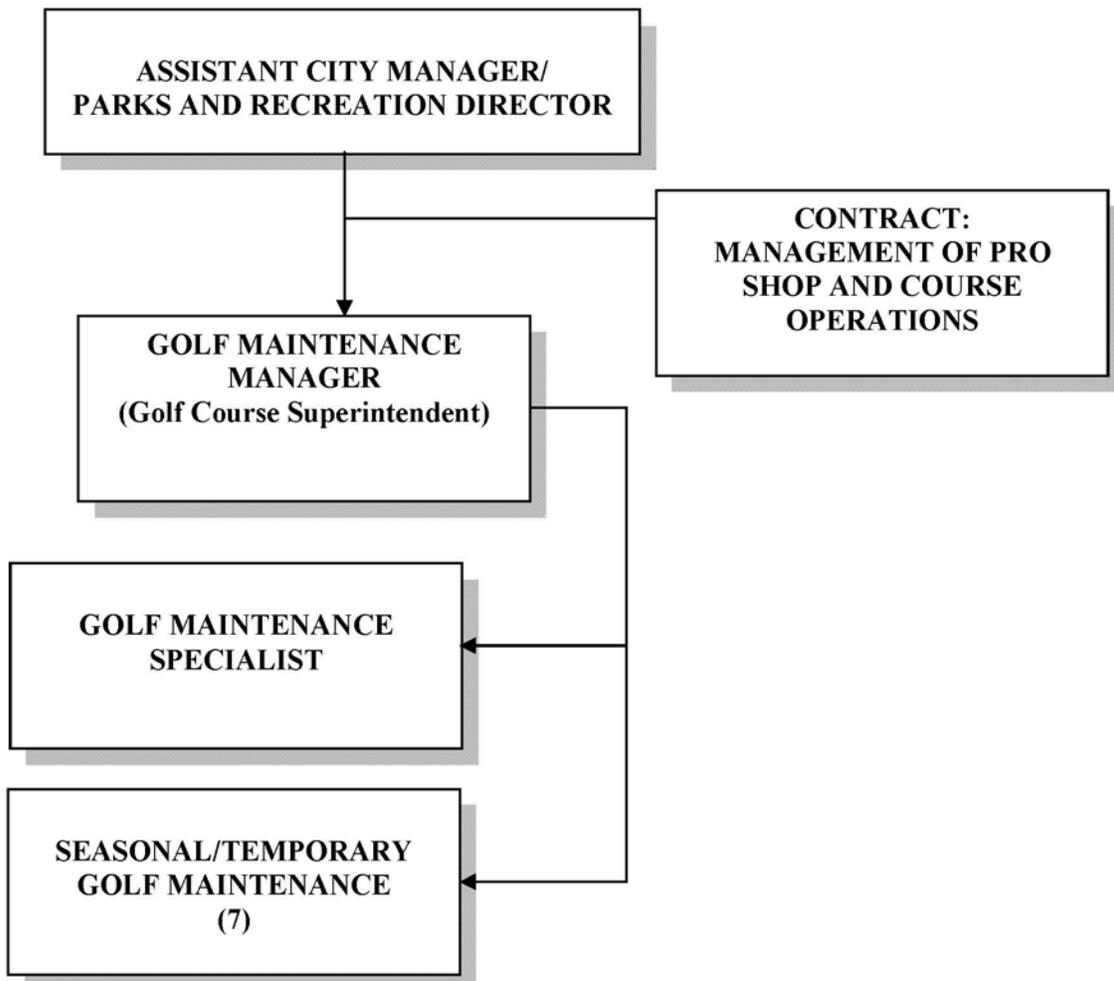
	2013	2014	2015	2016
Performance Measures	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Annual Unlinked Passenger Trips	59,381	59,000	59,000	59,000
A Annual Unlinked Passenger Trips per Vehicle Revenue Hour	2.83	2.85	2.87	2.89

TOTAL FOR ALL PROGRAMS \$10,954,300

Enterprise Funds

Organization Chart

Mint Valley Golf



2015/2016 Budget

Enterprise Funds

Revenue Summary

FUND SUMMARY		Mint Valley Golf							
Enterprise Fund Title Mint Valley Golf	Department Head Responsible Dave Campbell	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$1,219,500	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$1,219,500	Charges for Services	\$528,160	\$678,830	\$550,000	-19.0%	\$564,500	2.6%	\$1,114,500
2015/2016 Estimated Expenditures	\$1,219,500	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$29,890	\$38,900	\$52,000	33.7%	\$53,000	1.9%	\$105,000
Total 2015/2016 Expenditures	\$1,219,500	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$10,570	\$0	-100.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$558,050	\$728,300	\$602,000	-17.3%	\$617,500	2.6%	\$1,219,500

Expenditure Summary

Mint Valley Golf							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$208,327	\$247,880	\$203,110	-18.1%	\$207,580	2.2%	\$410,690
Personnel Benefits	\$70,454	\$88,580	\$73,280	-17.3%	\$76,700	4.7%	\$149,980
Supplies	\$65,896	\$95,070	\$97,920	3.0%	\$105,890	8.1%	\$203,810
Other Services & Charges	\$219,165	\$268,690	\$221,120	-17.7%	\$222,870	0.8%	\$443,990
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$6,565	\$19,990	\$6,570	-67.1%	\$4,460	-32.1%	\$11,030
Interfund Transfers	\$8,088	\$8,090	\$0	-100.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$578,495	\$728,300	\$602,000	-17.3%	\$617,500	2.6%	\$1,219,500

Program Descriptions - Initiatives - Performance Measures

Required Course Maintenance \$1,118,150

The mission of this program is to produce the best possible golf recreation facility within the the budget guidelines. This program involves mowing, aeration, tree care, leaf removal, pesticide and fertilizer application, and equipment repair and replacement which are all essential to the operation and maintenance of the golf course facility.

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

- A Provide consistant maintenance of the turf at an above average, playable standard
- B Perform leaf removal so playing public can always find their golf balls.
- C Apply pesticides and fertilizers only when needed to keep turf healthy and diseases, insects, and weeds under control
- D Provide consistant service on all equipment (replace worn parts, grind units, and perform oil and filter changes)
- E Determine replacement of equipment based on individual life cycle of each piece of equipment
- F Perform annual ongoing tree care
- G Provide a quality facility that attracts increased play each year
- H Provide a quality facility that produces increased City tax revenue

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Percent of course mowed in a day	66%	68%	66%	65%
B Percent of leaves picked up daily in the fall	50%	52%	50%	53%
C Number of pesticide applications in a year	10	9	10	9
D Number of pieces of equipment rebuilt in a year	10	10	10	10
E Number of old equipment pieces replaced annually	4	3	4	3
F Number of trees trimmed annually	63	64	63	64
G Number of rounds played each year	38,234	32,000	34,000	36,000
H Dollar amount of gross sales each year	\$558,050	\$512,500	\$602,000	\$617,500
H Dollar amount of sales tax earned for the City	\$6,100	\$5,650	\$6,625	\$6,800

Irrigation System \$57,900

The mission of this program is to keep the course firm and green with the least amount of irrigation water. This involves maintenance of an irrigation system that is over 37 years old. This program is for the installation of new irrigation heads and for the rebuilding, upkeep, and replacement of old valves, pipe fittings, satellite stations, and aquagators. This allows the golf course to keep its irrigation system automated and keep the turf green and playable.

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

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

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Water cost reductions realized	\$4,750	\$4,800	\$4,750	\$4,800
B Percent of time course is automated	99%	99%	99%	99%
C Number of wet areas fixed yearly	4	4	4	5
D Number of heads rebuilt or replaced	37	39	37	43

Enterprise Funds

Golf Course Sanding \$43,450

Our mission is to make the golf course playable year around. This is an ongoing maintenance program at Mint Valley Golf Course designed to make the fairways firmer, improve winter playability, and increase overall surface drainage. Over the last 3 years we have cut in this area to balance the budget.

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

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

Performance Measures

- A Percent of days fairways can be mowed
- B Yards of sand added to course per year
- D Increase in linear feet of drain tile

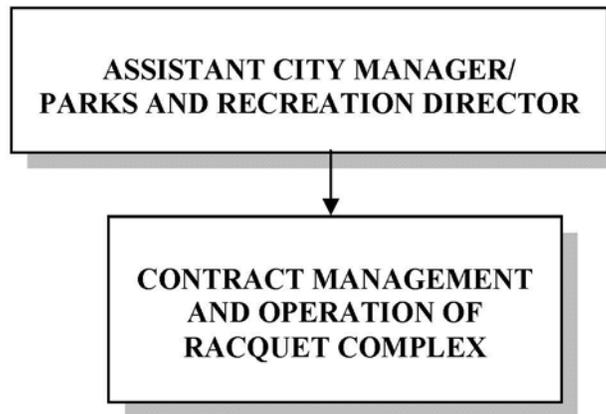
	2013	2014	2015	2016
	Actual	Target	Target	Target
A	96%	96%	96%	96%
B	600	800	150	200
D	500	600	100	200



TOTAL FOR ALL PROGRAMS \$1,219,500

Organization Chart

Mint Valley Racquet and Fitness Complex



2015/2016 Budget _____
Enterprise Funds

Revenue Summary

FUND SUMMARY		Mint Valley Racquet Complex							
Enterprise Fund Title Mint Valley Racquet Complex	Department Head Responsible Dave Campbell	Total Revenues By Source	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$18,900	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$18,900	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$18,900	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$18,900	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$6,000	\$14,380	\$9,350	-35.0%	\$9,550	2.1%	\$18,900
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$6,000	\$14,380	\$9,350	-35.0%	\$9,550	2.1%	\$18,900

Expenditure Summary

Mint Valley Racquet Complex							
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	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$6,000	\$14,380	\$9,350	-35.0%	\$9,550	2.1%	\$18,900
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$6,000	\$14,380	\$9,350	-35.0%	\$9,550	2.1%	\$18,900

Program Descriptions - Initiatives - Performance Measures

Mint Valley Racquet & Fitness Complex \$18,900

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

TOTAL FOR ALL PROGRAMS \$18,900

Internal Service Funds

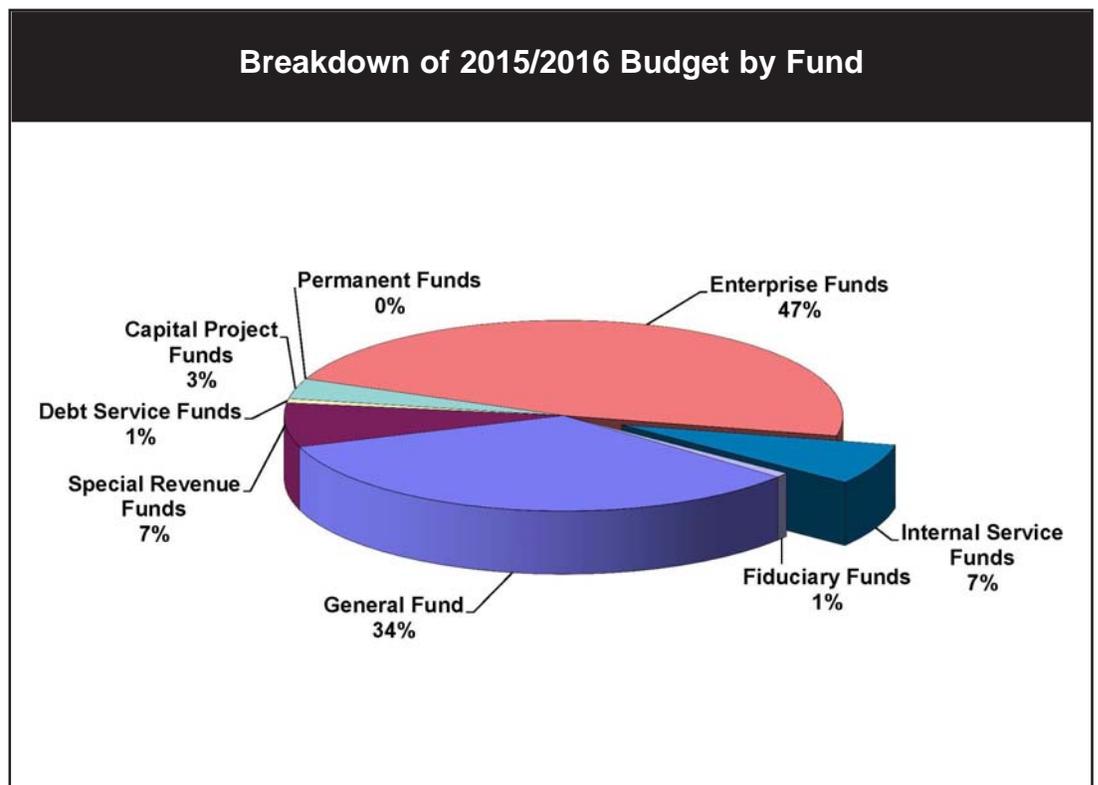
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Internal Service Funds

Internal Service Funds

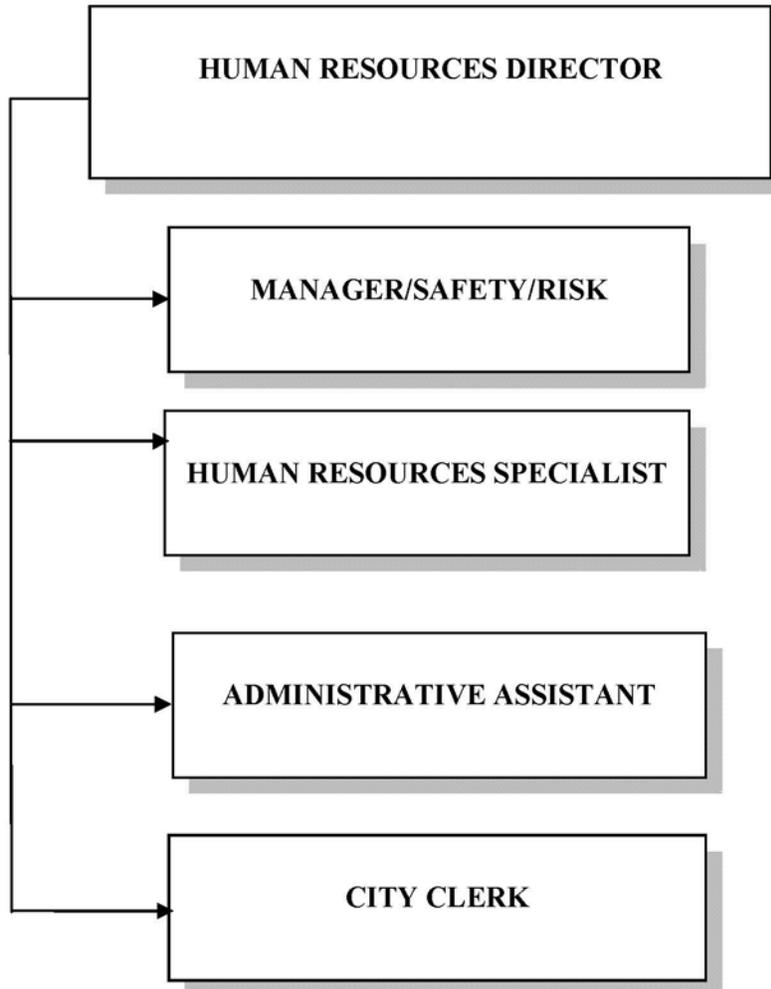
The City of Longview’s Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies within the same government, or to other governments on a cost-reimbursement basis. Internal Service Funds include:

- ◆ Insurance Reserve Fund
- ◆ Office Equipment Reserve Fund
- ◆ Equipment Rental Fund
- ◆ Facility Maintenance Fund
- ◆ Unemployment Compensation Fund
- ◆ Employee Benefits Reserve Fund



Organizational Chart

Insurance Reserve Fund



2015/2016 Budget _____
Internal Service Funds

Revenue Summary

FUND SUMMARY		Insurance Reserve Fund							
Internal Service Fund Title Insurance Reserve	Department Head Responsible Chris Smith	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
Beginning Fund Balance	\$700,000	By Source	2013	2014	2015	Variance	2016	Variance	Budget
2015/2016 Estimated Revenue	\$2,899,720	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$2,899,720	Intergovernmental	\$2,480	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$2,789,500	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$110,220	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Expenditures	\$2,899,720	Miscellaneous	\$1,315,430	\$1,402,840	\$1,427,200	1.7%	\$1,472,520	3.2%	\$2,899,720
Estimated Ending Fund Balance	\$810,220	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Other Financing Sources	\$1,650	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$1,319,560	\$1,402,840	\$1,427,200	1.7%	\$1,472,520	3.2%	\$2,899,720

Expenditure Summary

Insurance Reserve Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$68,410	\$55,810	-18.4%	\$54,410	-2.5%	\$110,220
Salaries & Wages	\$142,741	\$147,240	\$142,860	-3.0%	\$151,140	5.8%	\$294,000
Personnel Benefits	\$420,328	\$451,000	\$458,570	1.7%	\$462,460	0.8%	\$921,030
Supplies	\$2,357	\$8,080	\$7,550	-6.6%	\$7,550	0.0%	\$15,100
Other Services & Charges	\$697,029	\$728,110	\$762,410	4.7%	\$796,960	4.5%	\$1,559,370
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$1,262,455	\$1,402,840	\$1,427,200	1.7%	\$1,472,520	3.2%	\$2,899,720

Program Descriptions - Initiatives - Performance Measures

The **Insurance Reserve Fund** is used to fund and account for the City’s risk management activities.

Safety and Risk Management \$1,948,440

The safety component of this program is responsible for providing a safe work environment through the management of the accident prevention program. This program includes the development of City policies and procedures that ensure compliance with federal, state, and local regulatory bodies, safety compliance inspections, accident investigations, safety training, and safety consultation availability to all city employees. The risk management component is responsible for the mitigation of accidental business and personal losses through the management of the loss control program. This program includes the identification, measurement, investigation, and analysis of the risk of accident loss, administration of property and liability insurance programs, review and coordination of insurance premiums, and coordination of loss claim processing.

continued

Safety and Risk Management - continued

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

- A Loss Control Management
- B Loss Control Management
- C Workers Compensation Program Management
- D Comply with Washington Cities Insurance Authority (WCIA) annual review and audit
- E Identify and prioritize areas of accident loss and initiate strategic plan for remediation
- F Ensure City is adequately insured for property and liability risk
- G Ensure timely processing of loss claims within two days
- H Ensure effectiveness of safety training and safety consultation

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Claim Severity is reduced by 5% over the WCIA actuarial group average in the areas of Auto Liability, E&O, HR, Liability, Public Safety	5%	5%	5%	5%
B Claim Frequency is reduced by 5% over the WCIA actuarial group average in the areas of Auto Liability, E&O, HR, Liability, Public Safety	90%	90%	90%	90%
B Percent of department representatives attending Safety Committee meetings	80%	80%	80%	80%
C Reduce Workers Compensation time loss hours by 5% over previous year	1,497	1,422	1,497	1,422
D Percent compliance with WCIA annual review and audit	100%	100%	100%	100%
E Number of loss claims identified/remediated	2	2	2	2
F Percent City insured for property and liability risk	100%	100%	100%	100%
G Percent claims processed within two days	100%	100%	100%	100%
H Percent employees satisfied with safety training/consultations	95%	95%	95%	95%

Worker’s Compensation Program \$893,100

The Worker’s Compensation Program is responsible for the administration of occupational injury claims including self-insurance funds allocation, claim processing, claim investigation, third party administrative overview, and administration of excess worker’s compensation insurance program. The program also includes administration of industrial compensation payments, medical claims, and Department of Labor & Industries quarterly payments.

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

- A Review worker compensation claims

Performance Measures	2013 Actual	2014 Target	2015 Target	2016 Target
A Percent reduction in time loss as a result of initiation of transitional return to work program	44%	5%	5%	5%

Wellness Health Promotion Program \$58,180

The mission of the Wellness Committee is to promote the improved health and well being of our employees in order to prevent illnesses and injuries, improve morale, reduce absenteeism and enhance productivity and performance. The Wellness Program is established in recognition that: Healthy productive employees are critical to the provision of high quality and efficient local government services, the health and well being of employees has a direct effect on the cost of government services.

continued

Internal Service Funds

Wellness Health Promotion Program - continued

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

- A Develop, implement, and monitor wellness health promotion over previous year
- B Ensure effectiveness of Wellness Health Promotion Program
- C Maintain the City wellness program and related activities
- D Ensure the effectiveness and overall satisfaction of the wellness program
- E Monitor efforts of program outreach
- F Plan, coordinate, and implement a successful employee benefits fair annually

Performance Measures	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
	Actual	Target	Target	Target
A Percent increase of overall employee (and family) participation in wellness program activities from previous year	10%	10%	10%	10%
B Percent of employees satisfied overall with the wellness program each year	96%	96%	96%	96%
C Percent increase of employee participation in the annual wellness survey from previous year	10%	10%	10%	10%
D Percent increase of employee participation in the health screening programs from previous year	20%	20%	20%	20%

TOTAL FOR ALL PROGRAMS \$2,899,720

Revenue Summary

FUND SUMMARY		Office Equipment Reserve Fund							
Internal Service Fund Title Office Equipment Reserve	Department Head Responsible Judy Jones	Total Revenues	Actual	Budget	Percent	Budget	Percent	2015-2016	
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$750,800	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$2,144,040	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$332,040	Intergovernmental	\$0	\$9,000	\$9,000	0.0%	\$9,000	0.0%	\$18,000
Total 2015/2016 Revenue	\$2,476,080	Charges for Services	\$69,770	\$58,850	\$71,870	22.1%	\$71,870	0.0%	\$143,740
2015/2016 Estimated Expenditures	\$2,466,080	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$10,000	Miscellaneous	\$760	\$700	\$991,150	141492.9%	\$991,150	0.0%	\$1,982,300
Total 2015/2016 Expenditures	\$2,476,080	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$428,760	Other Financing Sources	\$764,080	\$763,050	\$0	-100.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$97,980	0.0%	\$234,060	138.9%	\$332,040
		TOTAL REVENUES	\$834,610	\$831,600	\$1,170,000	40.7%	\$1,306,080	11.6%	\$2,476,080

Expenditure Summary

Office Equipment Reserve Fund							
Total Expenditures	Actual	Budget	Percent	Budget	Percent	2015-2016	
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$10,000	\$0	-100.0%	\$10,000	0.0%	\$10,000
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$410,161	\$499,500	\$490,100	-1.9%	\$496,920	1.4%	\$987,020
Other Services & Charges	\$197,036	\$256,900	\$407,270	58.5%	\$356,850	-12.4%	\$764,120
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$128,581	\$65,200	\$272,630	318.1%	\$442,310	62.2%	\$714,940
Debt Service		\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$664	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$736,442	\$831,600	\$1,170,000	40.7%	\$1,306,080	11.6%	\$2,476,080

Program Descriptions - Initiatives - Performance Measures

The **Office Equipment Reserve Fund** is supported by the City's operating funds and provides departments with technological resources.

Infrastructure Support..... \$1,035,330

This program provides infrastructure support (network, internet service provider, fiber) for the City of Longview.

Equipment Replacement \$697,680

This program provides funding for replacement of all desktop hardware/software, laptops, printers, peripherals, telephone hardware/software, network hardware/software, servers, and operating systems.

Internal Service Funds

Software Support \$396,240

This program provides software support (enterprise license fees) for desktops, servers, and the network.

Projects \$242,830

The Projects Program provides for development and implementation of projects for e-government and other services for the City of Longview.

R&D \$80,000

This program provides for research and development of new hardware and software.

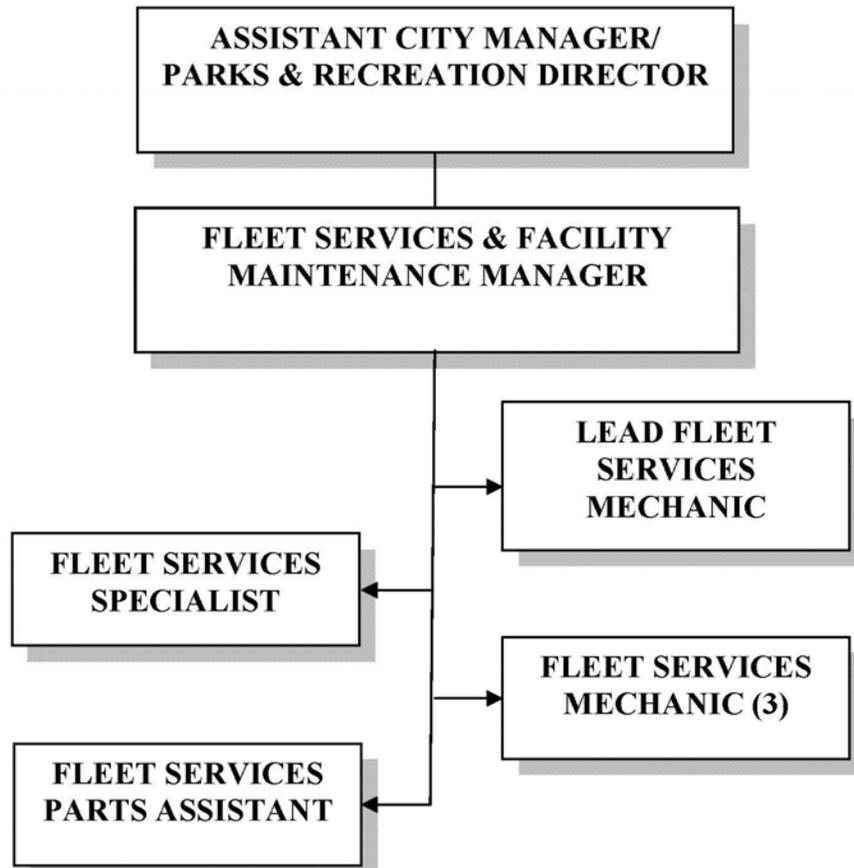
Digital Imaging \$24,000

This project allows the City to move forward in implementing digital imaging.

TOTAL FOR ALL PROGRAMS \$2,476,080

Organizational Chart

Equipment Rental Operation



Internal Service Funds

Revenue Summary

FUND SUMMARY		Equipment Rental Operations Fund							
Internal Service Fund Title Equipment Rental Operations	Department Head Responsible Dave Campbell	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$0	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$4,155,570	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$4,155,570	Charges for Services	\$102,000	\$133,760	\$110,720	-17.2%	\$113,950	2.9%	\$224,670
2015/2016 Estimated Expenditures	\$4,155,570	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$1,865,590	\$1,885,680	\$1,936,300	2.7%	\$1,994,600	3.0%	\$3,930,900
Total 2015/2016 Expenditures	\$4,155,570	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$0	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$0	#DIV/0!	\$0	0.0%	\$0
		TOTAL REVENUES	\$1,967,590	\$2,019,440	\$2,047,020	1.4%	\$2,108,550	3.0%	\$4,155,570

Expenditure Summary

Equipment Rental Operations Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$379,262	\$378,880	\$356,300	-6.0%	\$371,250	4.2%	\$727,550
Personnel Benefits	\$157,574	\$162,110	\$182,820	12.8%	\$193,310	5.7%	\$376,130
Supplies	\$1,003,398	\$1,086,560	\$1,113,690	2.5%	\$1,138,450	2.2%	\$2,252,140
Other Services & Charges	\$303,633	\$369,140	\$393,180	6.5%	\$404,480	2.9%	\$797,660
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$10,833	\$1,000	\$1,030	0.0%	\$1,060	2.9%	\$2,090
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$21,756	\$21,750	\$0	-100.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$1,876,456	\$2,019,440	\$2,047,020	1.4%	\$2,108,550	3.0%	\$4,155,570

Program Descriptions - Initiatives - Performance Measures

The **Equipment Rental Fund** is responsible for the purchase, maintenance, and operations of Longview's fleet.

Preventive Maintenance \$1,663,890

This program provides preventative maintenance on City vehicles and equipment to ensure reliable and safe operating conditions. Preventative maintenance (PM) involves providing systematic inspection, detection, and correction of failures either before they occur or before they develop into major defects. PM activities include inspections, tests, measurements, lubrication, and parts adjustment and/or replacement. These functions are performed specifically to prevent failures from occurring in order to reduce vehicle downtime.

Preventative Maintenance - continued

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

- A Inspect, test, detect, and correct failures on a regular, scheduled basis and adjust or replace parts, as necessary

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A Number of mechanic labor hours charged to PM work orders	1,460	1,460	1,460	1,460
A PM work order expense as a percentage of total work order expense	22%	22%	22%	22%
A Total cost charged to PM work orders	\$209,327	\$209,327	\$209,327	\$209,327

Vehicle and Equipment Repairs \$1,615,370

This program provides for repairs performed at the City maintenance facility on City vehicles and equipment to correct component failures, wear and tear, and unplanned breakdowns. Repair activities include computer and physical diagnostics, component testing, purchasing of replacement parts, and final road testing to ensure the problem or failure has been resolved.

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

- A Perform inspection, diagnostics, and troubleshooting
- B Perform component testing
- C Research and purchase replacement parts
- D Install parts and/or repair components
- E Road test equipment or vehicles

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A-E Number of mechanic labor hours charged to repair work orders	3,538	3,538	3,538	3,538
A-E Repair work order expense as a percentage of total work order expense	71%	71%	71%	71%
A-E Total dollar amount charged to repair work orders	\$727,966	\$727,966	\$727,966	\$727,966

Vehicle Fuel \$477,720

This program provides for fuel purchasing for City vehicles and equipment. This area is the largest single supply expense for fleet operations. Fuel is categorized as a separate expense and is difficult to attribute to a particular program, so it is presented as a stand-alone program.

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

- A Purchase fuel
- B Maintain adequate inventory at all times
- C Dispense fuel on an as needed and continuous basis
- D Charge customers directly, with a small markup for administrative handling

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A-E Fuel purchase costs for unleaded fuel	\$448,456	\$459,667	\$448,456	\$459,667
A-E Fuel purchase costs for diesel fuel	\$361,379	\$370,413	\$361,379	\$370,413

Internal Service Funds

New Vehicle Upfitting \$398,590

This program prepares new vehicles and fleet equipment for operational service. Examples include light bars, push bumpers, prisoner screens and seats on law enforcement vehicles, and similar equipment on other new City vehicles and equipment. These costs are capitalized as part of the total acquisition cost of new vehicles and, as a result, are excluded from fleet operating cost expenditures. Program activities include meeting with user division operators and supervisors to determine functional equipment needs, parts purchasing, control and component placement, installation, component testing, and final road testing.

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

- A Determine functional needs with operators and supervisors
- B Research and purchase necessary parts and components
- C Determine component placement on vehicle
- D Install and test components
- E Road test equipment on vehicles

Performance Measures	2013	2014	2015	2016
	<u>Actual</u>	<u>Target</u>	<u>Target</u>	<u>Target</u>
A-E Number of mechanic labor hours charged to capital work orders	218	218	218	218
A-E Capital work order expense as a percentage of total work order expense	5%	5%	5%	5%
A-E Total expenses charged to capital work orders	\$53,247	\$53,247	\$53,247	\$53,247

TOTAL FOR ALL PROGRAMS \$4,155,570

Revenue Summary

FUND SUMMARY		Equipment Rental Reserve Fund							
Internal Service Fund Title Equipment Rental Reserve	Department Head Responsible Dave Campbell	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$2,750,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$2,380,130	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$386,050	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$2,766,180	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$2,573,810	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$192,370	Miscellaneous	\$998,380	\$1,009,510	\$1,113,350	10.3%	\$1,156,780	3.9%	\$2,270,130
Total 2015/2016 Expenditures	\$2,766,180	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$2,556,320	Other Financing Sources	\$2,000	\$0	\$110,000	0.0%	\$0	-100.0%	\$110,000
		Req Resources Req to Balance	\$0	\$0	\$0	0.0%	\$386,050	0.0%	\$386,050
		TOTAL REVENUES	\$1,000,380	\$1,009,510	\$1,223,350	21.2%	\$1,542,830	26.1%	\$2,766,180

Expenditure Summary

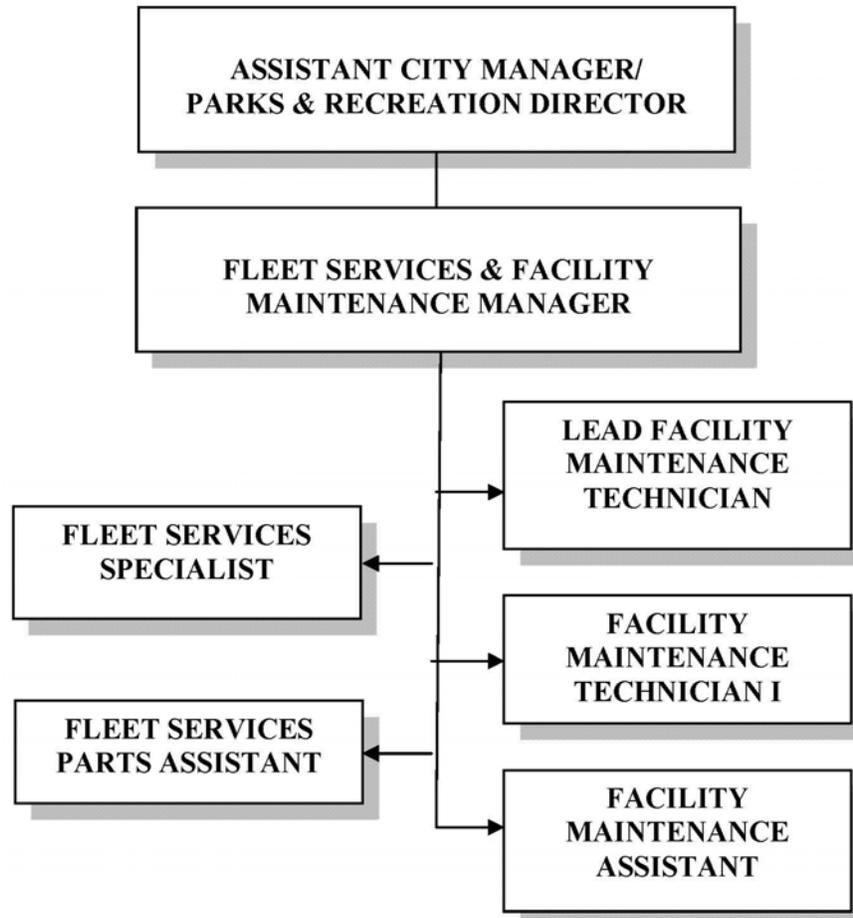
Equipment Rental Reserve Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$268,620	\$192,370	-28.4%	\$0	-100.0%	\$192,370
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$49,980	\$4,500	\$0	-100.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$899,623	\$736,390	\$1,030,980	40.0%	\$1,542,830	49.6%	\$2,573,810
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$949,603	\$1,009,510	\$1,223,350	21.2%	\$1,542,830	26.1%	\$2,766,180

TOTAL FOR ALL PROGRAMS \$2,766,180

Internal Service Funds

Organizational Chart

Facility Maintenance



2015/2016 Budget _____
Internal Service Funds

Revenue Summary

FUND SUMMARY		Facility Maintenance Fund							
Internal Service Fund Title Facility Maintenance	Department Head Responsible Dave Campbell	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$175,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$1,182,580	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$35,990	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$1,218,570	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$1,218,570	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$581,080	\$584,780	\$582,030	-0.5%	\$600,550	3.2%	\$1,182,580
Total 2015/2016 Expenditures	\$1,218,570	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$139,010	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$0	\$13,750	0.0%	\$22,240	61.7%	\$35,990
		TOTAL REVENUES	\$581,080	\$584,780	\$595,780	1.9%	\$622,790	4.5%	\$1,218,570

Expenditure Summary

Facility Maintenance Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$183,055	\$191,420	\$228,350	19.3%	\$240,230	5.2%	\$468,580
Personnel Benefits	\$68,956	\$74,720	\$93,870	25.6%	\$99,620	6.1%	\$193,490
Supplies	\$25,827	\$44,790	\$48,440	8.1%	\$50,010	3.2%	\$98,450
Other Services & Charges	\$251,769	\$266,060	\$225,120	-15.4%	\$232,930	3.5%	\$458,050
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$7,790	\$0	-100.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$529,607	\$584,780	\$595,780	1.9%	\$622,790	4.5%	\$1,218,570



Program Descriptions - Initiatives - Performance Measures

The **Facility Maintenance Fund** receives funds interdepartmentally for the maintenance of City-owned buildings and structures. This department provides scheduled maintenance, repair and renovation of all City of Longview facilities to ensure they remain functional assets.

Facility Maintenance \$1,218,570

This program maintains and repairs all City buildings; contracts cleaning services and in-house cleaning of the library buildings and all other recreational facilities; negotiates and oversees cleaning service, elevator, and security contract services; purchases all cleaning supplies and other material and equipment needed to maintain City buildings, including Columbia Theatre basement pumps, Mint Valley Racquet Complex, Mint Valley Golf Pro Shop, SignMaster Sign Shop, and 1560 and 1562 Olympia Way; repairs and replaces locks, re-keys locks, and maintains the card lock system at City Hall; and, opens and closes City Hall for after-hours meetings.



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

- A Purchase material and chemicals needed for service and repair of HVAC units (change filters, replace belts, clean coils)
- B Service and/or repair circulating pumps on water systems and chilled water lines for air handlers
- C Repair doors, windows, locks, and rekey locks, as needed
- D Do in-house repairs and other projects on and in buildings to save costs and time
- E Purchase and replace lights, ballasts, sensors, timers, and other electrical equipment, as needed, for all buildings
- F Purchase all cleaning supplies, as needed, for all departments
- G Open City Hall for after-hours meetings, turn off lights, and secure the building after meetings have concluded
- H Install and maintain security and fire systems for all city buildings
- I Provide daily in-house cleaning service for the Library, Recreation buildings and Longview Police Department, as needed
- J Negotiate and manage service contracts for all city buildings
- K Schedule annual sprinkler testing on building fire systems
- L Schedule annual fire extinguisher inspections and servicing for all buildings and vehicles (not including Fire vehicles)
- M Provide in-house repairs, upon request, via Customer Relationship Management (CRM) system, email, and phone messages

Performance Measures		2013	2014	2015	2016
		Actual	Target	Target	Target
A	Number of quarterly HVAC units (41 units) filters changed per year	N/A	140	140	140
B	Number of quarterly water circulating pumps serviced	N/A	14	14	14
C	Number of lock repairs, prox card entries, key replacements per year	N/A	100	110	110
D	Number of in-house capital repairs completed	N/A	3	3	3
F	Number of times per year pricing is reviewed and orders placed for cleaning and maintenance supplies	N/A	12	10	12

continued

Internal Service Funds

Facility Maintenance - continued

Performance Measures		2013 Actual	2014 Target	2015 Target	2016 Target
G	Approximate number of openings and closings of City Hall scheduled for after-hours meetings	N/A	24	24	24
H	Number of buildings monitored 24/7 for security/fire and other emergency building issues	N/A	21	21	21
I	Number of in-house cleaning hours per week	N/A	40	40	40
J	Number of annual cleaning, elevator, HVAC, security/fire protection contracts managed	N/A	8	8	8
K	Number of systems requiring annual sprinkler/smoke detector testing	N/A	8	8	8
L	Average number of extinguishers serviced annually	N/A	250	250	250
M	Number of projects and/or work order requests performed monthly	N/A	70	70	70

TOTAL FOR ALL PROGRAMS \$1,218,570

Revenue Summary

FUND SUMMARY		Unemployment Compensation Fund							
Internal Service Fund Title Unemployment Compensation	Department Head Responsible Chris Smith	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$222,900	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$400	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$82,100	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$82,500	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$82,500	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$2,030	\$520	\$200	-61.5%	\$200	0.0%	\$400
Total 2015/2016 Expenditures	\$82,500	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$140,800	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$74,480	\$39,800	-46.6%	\$42,300	6.3%	\$82,100
		TOTAL REVENUES	\$2,030	\$75,000	\$40,000	-46.7%	\$42,500	6.3%	\$82,500

Expenditure Summary

Unemployment Compensation Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$26,384	\$75,000	\$40,000	-46.7%	\$42,500	6.3%	\$82,500
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$26,384	\$75,000	\$40,000	-46.7%	\$42,500	6.3%	\$82,500

Program Descriptions - Initiatives - Performance Measures

The **Unemployment Compensation Fund** accounts for the expenditure of unemployment benefits for which the City is self-insured.

TOTAL FOR ALL PROGRAMS \$82,500

Internal Service Funds

Revenue Summary

FUND SUMMARY		Employee Benefits Reserve Fund							
Internal Service Fund Title Employee Benefits Reserve	Department Head Responsible Chris Smith	Total Revenues	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
		By Source	2013	2014	2015	Variance	2016	Variance	Budget
Beginning Fund Balance	\$568,300	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$446,500	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$338,500	Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Total 2015/2016 Revenue	\$785,000	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$785,000	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$0	Miscellaneous	\$114,640	\$112,250	\$222,000	97.8%	\$224,500	1.1%	\$446,500
Total 2015/2016 Expenditures	\$785,000	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$229,800	Other Financing Sources	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
		Beg Resources Req to Balance	\$0	\$212,750	\$133,000	-37.5%	\$205,500	54.5%	\$338,500
		TOTAL REVENUES	\$114,640	\$325,000	\$355,000	9.2%	\$430,000	21.1%	\$785,000

Expenditure Summary

Employee Benefits Reserve Fund							
Total Expenditures	Actual	Budget	Budget	Percent	Budget	Percent	2015-2016
By Object	2013	2014	2015	Variance	2016	Variance	Budget
Cont to End Fund Balance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Salaries & Wages	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Personnel Benefits	\$121,715	\$270,000	\$300,000	11.1%	\$375,000	25.0%	\$675,000
Supplies	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Other Services & Charges	\$31,091	\$55,000	\$55,000	0.0%	\$55,000	0.0%	\$110,000
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$152,806	\$325,000	\$355,000	9.2%	\$430,000	21.1%	\$785,000

Program Descriptions - Initiatives - Performance Measures

The **Employee Benefits Reserve Fund** provides for the expenditure of accrued benefits for vested City employees.

TOTAL FOR ALL PROGRAMS \$785,000

Fiduciary Funds

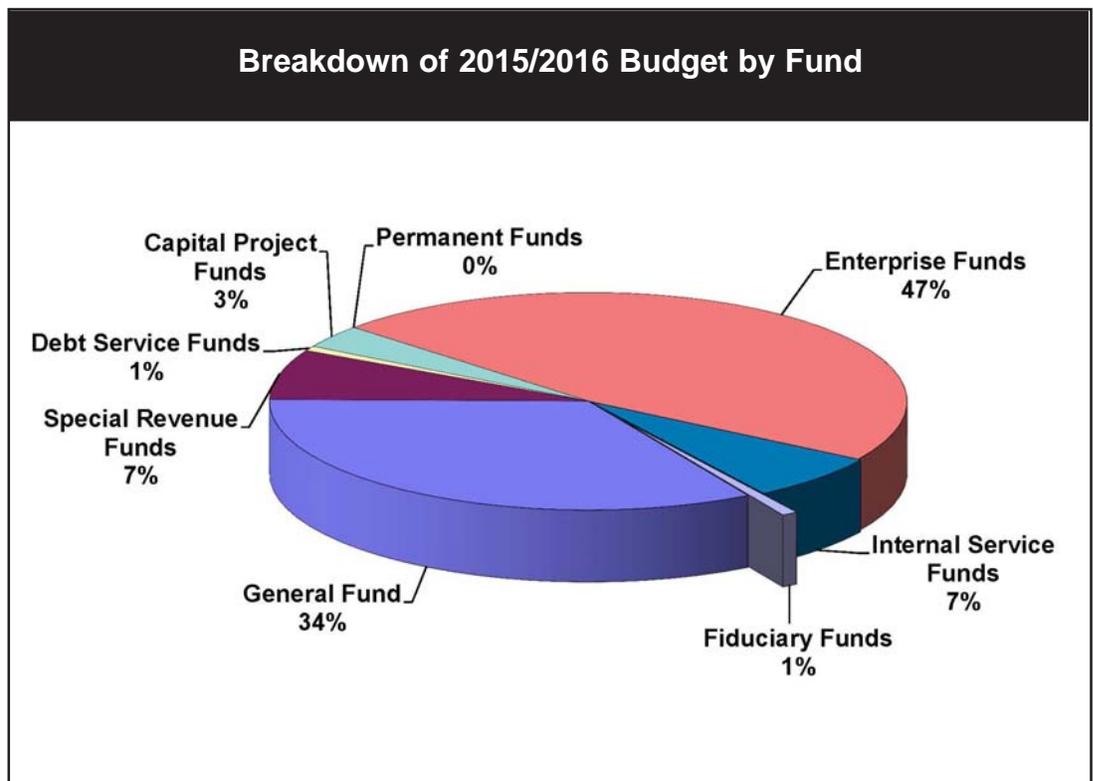
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Fiduciary Funds

Fiduciary Funds

Fiduciary Funds are used to account for assets held by the City of Longview as a trustee or agent for various individuals, private organizations, and other governmental units. Longview budgets for one Fiduciary Fund:

- ◆ Firemen's Pension Trust Fund



Revenue Summary

FUND SUMMARY		Firemen's Pension Trust Fund							
Fiduciary Fund Title	Department Head Responsible City of Longview as Trustee	Total Revenues By Source	Actual 2013	Budget 2014	Budget 2015	Percent Variance	Budget 2016	Percent Variance	2015-2016 Budget
Beginning Fund Balance	\$775,000	Taxes	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Revenue	\$1,639,640	Licenses & Permits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Beginning Cash Required for Operations	\$0	Intergovernmental	\$43,890	\$40,000	\$49,500	23.8%	\$50,250	1.5%	\$99,750
Total 2015/2016 Revenue	\$1,639,640	Charges for Services	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
2015/2016 Estimated Expenditures	\$1,343,950	Fines & Forfeits	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Contribution to Ending Fund Balance	\$295,690	Miscellaneous	\$790	\$1,200	\$850	-29.2%	\$850	0.0%	\$1,700
Total 2015/2016 Expenditures	\$1,639,640	Non-Revenues	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Estimated Ending Fund Balance	\$1,070,690	Other Financing Sources	\$713,620	\$724,080	\$754,190	4.2%	\$784,000	4.0%	\$1,538,190
		Beg Resources Req to Balance	\$0	\$191,100	\$0	-100.0%	\$0	0.0%	\$0
		TOTAL REVENUES	\$758,300	\$956,380	\$804,540	-15.9%	\$835,100	3.8%	\$1,639,640

Expenditure Summary

Firemen's Pension Trust Fund							
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	\$0	\$155,800	0.0%	\$139,890	-10.2%	\$295,690
Salaries & Wages	\$26,988	\$28,620	\$29,280	2.3%	\$30,160	3.0%	\$59,440
Personnel Benefits	\$644,073	\$868,160	\$559,410	-35.6%	\$602,480	7.7%	\$1,161,890
Supplies	\$0	\$100	\$50	-50.0%	\$70	40.0%	\$120
Other Services & Charges	\$8,750	\$59,500	\$60,000	0.8%	\$62,500	4.2%	\$122,500
Intergovernmental	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Capital Outlay	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Debt Service	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
Interfund Transfers	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0
TOTAL EXPENDITURES	\$679,811	\$956,380	\$804,540	-15.9%	\$835,100	3.8%	\$1,639,640

Program Descriptions - Initiatives - Performance Measures

The Firemen's Pension Trust Fund provides for expenditures relating to retired firefighter personnel pensions and medical expenses.

TOTAL FOR ALL PROGRAMS \$1,639,640

Capital Improvement Program

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Capital Improvement Program

Capital Improvement Policy

Overview

Longview's City government is responsible for a significant investment in buildings, streets, water and sewer facilities, parks, major equipment, and other public infrastructure. The construction, preservation, and future improvement of these facilities are primary responsibilities of the City. Planning and implementing sound capital improvement policies and programs today will help the City avoid emergencies and greater costs in the future.

The projects listed in this budget for funding are consistent with this capital improvement program. As the biennium progresses, some projects become ready for construction, while others do not, depending on a variety of circumstances. If more funds become available, a mid-year budget amendment may be considered.

Capital improvement projects include:

1. New and expanded physical facilities/assets.
2. Large-scale renovation and replacement of existing facilities.
3. The acquisition of property.
4. The purchase of major pieces of equipment which are not identified in either the Equipment Rental Fund or the Office Equipment Reserve Fund, and require multi-year financing.
5. The purchase of equipment associated with newly acquired facilities.

Capital improvement expenditures must meet the following criteria:

1. Be for an item classified as a fixed asset.
2. An expenditure of \$5,000 or more (except property) for design, construction, and equipment.
3. Have a useful life of one year or more.



Criteria for Evaluating Projects

1. Preservation of public health and safety.
2. Improvements necessary because of court action (or to prevent adverse court action) or federal or state requirements.
3. Relationship to City Council goals.
4. Reduction of current operating and maintenance costs and avoidance of costly future rehabilitation.
5. Preservation of existing facilities.
6. Economic development (gaining or retaining industry and jobs).
7. Positive impacts (social, political, etc.) on city residents.
8. Grant/loan secured or leveraging of private funds.
9. Grant/loan available.
10. Readiness to proceed.

Procedures for Capital Improvement Plan

1. Initiation

Requesting Department:

1. Creates a list of capital improvement projects to be considered.
2. Verifies that the projects meet the above definition of capital improvement expenditures..
3. Prepares a Capital Improvement Request for each project.
4. Prioritizes each proposal using the CIP evaluation criteria above.
5. Submits requests to the City Manager.

2. Review

City Manager:

6. Reviews Capital Improvement Requests.
7. Prepares Capital Improvement Plan recommendations.
8. Prepares an updated Capital Improvement Plan.
9. Presents the Operating Budget and Capital Improvement Plan to the City Council.

City Council:

10. Holds a public hearing to review the recommended CIP.

Capital Improvement Program

3. Implementation

City Council:

11. Adopts the Capital Improvement Plan.

Department:

12. Responsible department prepares and submits a Capital Improvement Project Action Form for City Manager approval. Until such approval is given, no expenditures shall be incurred.
13. Upon approval, monitors capital improvement project.
14. If estimated project costs exceed appropriation, submits Project Action Form with updated project cost information and justification for increase.

City Manager:

15. Reviews and approves Project Action Forms and forwards to the Finance Director.
16. Monitors the Capital Improvement Plan and budgets and provides periodic status reports to the City Council.

Finance Director:

17. Assigns a Capital Improvement Program number and an account number to each approved project.
18. Categorizes each capital improvement project by fund and responsible department.
19. Generates a monthly Capital Improvement Project Summary Report of expenditures and fund balances for distribution to the City Manager and all Departments.

4. Closeout

Department:

20. Completes a Capital Improvement Action Form and submits to the Finance Director.

Finance Director:

21. Reconciles final appropriations and expenditures for each capital improvement project.
22. Eliminates completed capital improvement projects at year-end from monthly Capital Improvement Project Summary Report.



All Funds - Five-Year Plan			
Year	Project	Revenue	Expenditure
2014	December 31 Ending Fund Balance		
2015	Arterial Street Fund	\$7,287,390	\$7,287,390
	Public Safety	\$458,568	\$458,568
	Office Equipment Rental Fund	\$104,450	\$104,450
	Capital Projects Fund	\$208,000	\$208,000
	L.I.D. Construction Fund	\$3,350,000	\$3,350,000
	Water Fund	\$3,300,000	\$3,300,000
	Sewer Fund	\$8,115,000	\$8,115,000
	Water Filter Plant Fund	\$660,000	\$660,000
	Storm Water Fund	\$5,021,000	\$5,021,000
	Public Transit Fund	\$399,140	\$399,140
	Mint Valley Golf Fund	\$0	\$0
	Equipment Rental Reserve Fund	\$1,032,961	\$1,032,961
	Parks & Recreation Memorial Trust Fund	\$89,400	\$89,400
	Annual total	\$30,025,909	\$30,025,909
2016	Arterial Street Fund	\$504,070	\$504,070
	Public Safety	\$0	\$0
	Office Equipment Rental Fund	\$104,975	\$104,975
	Capital Projects Fund	\$245,000	\$245,000
	L.I.D. Construction Fund	\$3,350,000	\$3,350,000
	Water Fund	\$2,600,000	\$2,600,000
	Sewer Fund	\$5,351,000	\$5,351,000
	Water Filter Plant Fund	\$840,000	\$840,000
	Storm Water Fund	\$3,283,000	\$3,283,000
	Public Transit Fund	\$1,456,000	\$1,456,000
	Mint Valley Golf Fund	\$0	\$0
	Equipment Rental Reserve Fund	\$1,506,129	\$1,506,129
	Parks & Recreation Memorial Trust Fund	\$89,400	\$89,400
	Annual total	\$19,329,574	\$19,321,094
2017	Arterial Street Fund	\$40,000	\$40,000
	Public Safety	\$0	\$0
	Office Equipment Rental Fund	\$718,444	\$718,444
	Capital Projects Fund	\$209,200	\$1,243,660
	L.I.D. Construction Fund	\$350,000	\$350,000
	Water Fund	\$7,050,000	\$7,050,000
	Sewer Fund	\$10,880,000	\$10,880,000
	Water Filter Plant Fund	\$750,000	\$750,000
	Storm Water Fund	\$445,000	\$445,000
	Public Transit Fund	\$2,330,290	\$2,330,290
	Mint Valley Golf Fund	\$1,630,270	\$1,630,270
	Equipment Rental Reserve Fund	\$0	\$0
	Parks & Recreation Memorial Trust Fund	\$80,920	\$27,140
	Annual total	\$24,484,124	\$25,464,804
2018	Arterial Street Fund	\$40,000	\$40,000
	Public Safety	\$0	\$0
	Office Equipment Rental Fund	\$1,032,120	\$1,032,120
	Capital Projects Fund	\$214,400	\$242,000
	L.I.D. Construction Fund	\$350,000	\$350,000
	Water Fund	\$5,150,000	\$5,150,000
	Sewer Fund	\$1,980,000	\$1,980,000
	Water Filter Plant Fund	\$50,000	\$50,000
	Storm Water Fund	\$485,000	\$485,000
	Public Transit Fund	\$185,000	\$185,000
	Mint Valley Golf Fund	\$1,246,000	\$1,246,000
	Equipment Rental Reserve Fund	\$0	\$0
	Parks & Recreation Memorial Trust Fund	\$21,720	\$21,720
	Annual total	\$10,754,240	\$10,781,840
2019	Arterial Street Fund	\$40,000	\$40,000
	Public Safety	\$0	\$0
	Office Equipment Rental Fund	\$231,620	\$231,620
	Capital Projects Fund	\$219,600	\$322,000
	L.I.D. Construction Fund	\$350,000	\$350,000
	Water Fund	\$1,950,000	\$1,950,000
	Sewer Fund	\$2,780,000	\$2,780,000
	Water Filter Plant Fund	\$50,000	\$50,000
	Storm Water Fund	\$485,000	\$485,000
	Public Transit Fund	\$8,076,730	\$8,076,730
	Mint Valley Golf Fund	\$0	\$0
	Equipment Rental Reserve Fund	\$0	\$0
	Parks & Recreation Memorial Trust Fund	\$17,360	\$17,360
	Annual total	\$14,200,310	\$14,302,710

Capital Improvement Program

Arterial Street Fund - 2015/2016 Project Narratives

15th Avenue @ Hemlock Curb Bulb-Outs and Pedestrian Improvements	2015	\$75,000
Install curb bulb-outs and pedestrian improvements.	2016	\$200,000
15th Avenue Corridor Safety Project	2015	\$907,810
Install curb bulb-outs and pedestrian improvements along 15th Avenue from Hemlock Street to Washington Way; eliminate 3rd northbound lane for portion of the distance to provide for bulb-outs.	2016	\$0
7th Avenue/California Traffic Signal	2015	\$75,000
Install new traffic signal to accommodate increased traffic; consider roundabout depending on adjacent commercial development site layout.	2016	\$250,000
Annual Bridge Maintenance and Repairs	2015	\$20,000
Maintenance and repair to bridges.	2016	\$20,000
Annual Street Repairs	2015	\$20,000
Small repair projects, as needed, on streets throughout the city.	2016	\$20,000
Citywide Safety Improvements	2015	\$239,580
Install curb bulb-outs on Washington Way at Commerce Avenue, and install pedestrian improvements along Washington Way corridor from 8th Avenue to Commerce Avenue; additional safety improvements will be made at select locations on Hudson Street.	2016	\$0
Downtown Streetscape Improvements	2015	\$200,000
Close out construction contract for Phase 1 improvements from Broadway to Washington Way.	2016	\$0
Tennant Way LID Streetscape (Arterial Street Fund Portion)	2015	\$150,000
Fund non-stormwater eligible costs for Tennant Way low impact development streetscape project.	2016	\$0
Washington Way Bridge Replacement	2015	\$5,600,000
Replace Washington Way Bridge over Lake Sacajawea.	2016	\$14,070
	Total 2015	\$7,287,390
	Total 2016	\$504,070

Arterial Street Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
2014	December 31 Ending Fund Balance		
2015	Beginning Funds Used to Balance Expenses	\$181,160	
	1/2 Cent Motor Vehicle Fuel Tax	\$222,830	
	Grants	\$5,760,900	
	Proceeds-Sale of Fixed Assets	\$120,000	
	Loans	\$1,000,000	
	Other	\$2,500	
	Annual Street Repairs		\$20,000
	Bridge Maintenance and Repairs - Various Bridges		\$20,000
	15th Avenue @ Hemlock Curb Bulb-Outs/Pedestrian Improvements		\$75,000
	15th Avenue Corridor Safety Project		\$907,810
	7th Avenue/California Traffic Signal		\$75,000
	Citywide Safety Improvements		\$239,580
	Downtown Streetscape Improvements		\$200,000
	Tennant Way LID Streetscape (Arterial Street Fund Portion)		\$150,000
	Washington Way Bridge Replacement		\$5,600,000
	Annual total	\$7,287,390	\$7,287,390
2016	Beginning Funds Used to Balance Expenses	\$108,240	
	1/2 Cent Motor Vehicle Fuel Tax	\$222,830	
	Grants	\$173,000	
	Other	\$0	
	Annual Street Repairs		\$20,000
	Bridge Maintenance and Repairs - Various Bridges		\$20,000
	15th Avenue @ Hemlock Curb Bulb-Outs/Pedestrian Improvements		\$200,000
	7th Avenue/California Traffic Signal		\$250,000
	Washington Way Bridge Replacement		\$14,070
	Annual total	\$504,070	\$504,070
2017	1/2 Cent Motor Vehicle Fuel Tax	\$40,000	
	Misc. Revenue	\$0	
	Interest	\$0	
	Annual Street Repairs		\$20,000
	Bridge Maintenance and Repairs - Various Bridges		\$20,000
	Annual total	\$40,000	\$40,000

Capital Improvement Program

Arterial Street Fund - Five-Year Plan - continued

2018	1/2 Cent Motor Vehicle Fuel Tax	\$40,000	
	Misc. Revenue	\$0	
	Interest	\$0	
	Annual Street Repairs		\$20,000
	Bridge Maintenance and Repairs - Various Bridges		\$20,000
	Annual total	\$40,000	\$40,000
2019	1/2 Cent Motor Vehicle Fuel Tax	\$40,000	
	Misc. Revenue	\$0	
	Interest	\$0	
	Annual Street Repairs		\$20,000
	Bridge Maintenance and Repairs - Various Bridges		\$20,000
	Annual total	\$40,000	\$40,000

Public Safety Fund - 2015/2016 Project Narratives

15th and Mark Morris Traffic Signal	2015	\$327,000
Installation of new traffic signal at the intersection of 15th and Mark Morris	2016	\$0
School Zone Improvements	2015	\$131,568
School zone improvements including new signage, flashing beacons, crosswalk striping, etc.	2016	\$0
	Total 2015	\$458,568
	Total 2016	\$0

Public Safety Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2016	December 31 Ending Fund Balance		
2015	Grants	\$327,000	
	Program Fines	\$131,568	
	15th and Mark Morris Traffic Signal		\$327,000
	School Zone Improvements		\$131,568
	Annual total	\$458,568	\$458,568

Public Safety Fund - Five-Year Plan - continued

2016	No projects planned		
	Annual total	\$0	\$0
2017	No projects planned		
	Annual total	\$0	\$0
2018	No projects planned		
	Annual total	\$0	\$0
2019	No projects planned		
	Annual total	\$0	\$0

Office Equipment Reserve Fund - 2015/2016 Project Narratives

Encryption Software for Information Technology	2015	\$26,750
Software to protect transmitted information in accordance with regulatory requirements	2016	\$29,750
LaserFiche Records Management Module for Information Technology	2015	\$36,900
Records management software for managing digital content and eliminating paper records.	2016	\$6,200
Meritage Software Add-On for Community Development	2015	\$5,800
Mobile addition to the Meritage permit software.	2016	\$2,800
Performance Management Software for Finance	2015	\$0
Acquisition and development of Performance Management Software.	2016	\$46,925
Scheduling Software for Police Department	2015	\$5,000
Hosted scheduling software to replace antiquated paper system.	2016	\$2,000
Water/Sewer Wiring for Technology Equipment	2015	\$5,000
Update wiring to handle technology in the Water Department building.	2016	\$0

Continued

Capital Improvement Program

Office Equipment Reserve Fund - Five-Year Plan - continued

TRIMS Software Replacement for Parks	2015	\$25,000
Replace TRIMS tree and asset management software with Lucity.	2016	\$2,300
Trimble Unit for Parks (GPS Tree Sites)	2015	\$0
Purchase of GPS location tool for tracking trees in the urban forest.	2016	\$15,000
	Total 2015	\$104,450
	Total 2016	\$104,975

Office Equipment Reserve - Five-Year Plan			
Year	Project	Revenue	Expenditure
2014	December 31 Ending Fund Balance		
2015	Interdepartmental Charges (for Capital)	\$104,450	
	Encryption Software for Information Technology		\$26,750
	LaserFiche Records Management Module for Information Technology		\$36,900
	Meritage Software Add-On for Community Development		\$5,800
	Scheduling Software for Police Department		\$5,000
	Water/Sewer Wiring for Technology Equipment		\$5,000
	TRIMS Software Replacement for Parks		\$25,000
	Annual total	\$104,450	\$104,450
2016	Interdepartmental Charges (for Capital)	\$104,975	
	Encryption Software for Information Technology		\$29,750
	LaserFiche Records Management Module for Information Technology		\$6,200
	Meritage Software Add-On for Community Development		\$2,800
	Performance Management Software for Finance		\$46,925
	Scheduling Software for Police Department		\$2,000
	TRIMS Software Replacement for Parks		\$2,300
	Trimble Unit for Parks (GPS Tree Sites)		\$15,000
	Annual total	\$104,975	\$104,975
2017	Interdepartmental Charges (for Capital)	\$718,444	
	Encryption Software for Information Technology		\$9,400
	LaserFiche Records Management Module for Information Technology		\$6,200
	Meritage Software Add-On for Community Development		\$3,200
	Performance Management Software for Finance		\$8,000
	Scheduling Software for Police Department		\$2,000
	Pitney Bowes Postage Machine and Station Inserter for Finance		\$10,332
	2-Factor Authentication for Information Technology		\$81,500
	Acquisition of Eden Module for Self-Enrollment for Utilities/Finance		\$13,000
	Advanced Budgeting Module of Eden for Finance		\$44,010
	Dynix Replacement for Library		\$75,000
	Eden Replacement for Information Technology		\$120,000
	Eden's Fixed Asset Module Implementation for Finance		\$10,000

Continued

Office Equipment Reserve Fund - Five-Year Plan - continued

2017 cont.	LaserFiche Module: Web Portal for Information Technology		\$23,400
	NeoGov Performance Appraisal Model (hosted) for Human Resources		\$20,800
	Network Analysis and Design for Information Technology		\$24,000
	Replacement of Parking System for Police Department		\$143,000
	Single Log-Ins for Police Department		\$39,664
	Tyler (Eden) Web Extension for Human Resources		\$19,938
	CLASS Software Replacement for Recreation		\$65,000
Annual total		\$718,444	\$718,444
2018	Interdepartmental Charges (for Capital)	\$1,032,120	
	Encryption Software for Information Technology		\$9,900
	LaserFiche Records Management Module for Information Technology		\$6,200
	Meritage Software Add-On for Community Development		\$3,600
	Performance Management Software for Finance		\$8,000
	Scheduling Software for Police Department		\$2,000
	Pitney Bowes Postage Machine and Station Inserter for Finance		\$10,332
	2-Factor Authentication for Information Technology		\$7,900
	Advanced Budgeting Module of Eden for Finance		\$3,500
	Dynix Replacement for Library		\$13,000
	Eden Replacement for Information Technology		\$900,000
	LaserFiche Module: Web Portal for Information Technology		\$9,500
	NeoGov Performance Appraisal Model (hosted) for Human Resources		\$16,400
	Replacement of Parking System for Police Department		\$27,500
	Tyler (Eden) Web Extension for Human Resources		\$6,788
CLASS Software Replacement for Recreation		\$7,500	
Annual total		\$1,032,120	\$1,032,120
2019	Interdepartmental Charges (for Capital)	\$231,620	
	Encryption Software for Information Technology		\$10,700
	LaserFiche Records Management Module for Information Technology		\$6,200
	Meritage Software Add-On for Community Development		\$4,200
	Performance Management Software for Finance		\$8,000
	Scheduling Software for Police Department		\$2,000
	Pitney Bowes Postage Machine and Station Inserter for Finance		\$10,332
	2-Factor Authentication for Information Technology		\$8,500
	Advanced Budgeting Module of Eden for Finance		\$4,000
	Dynix Replacement for Library		\$14,200
	Eden Replacement for Information Technology		\$90,000
	LaserFiche Module: Web Portal for Information Technology		\$10,000
	NeoGov Performance Appraisal Model (hosted) for Human Resources		\$18,900
	Replacement of Parking System for Police Department		\$30,000
	Tyler (Eden) Web Extension for Human Resources		\$7,088
CLASS Software Replacement for Recreation		\$7,500	
Annual total		\$231,620	\$231,620

Capital Improvement Program

Capital Projects Fund - 2015/2016 Project Narratives

Sidewalk Repair Program - Capital Projects Fund Share

Supplement the Urban Forestry sidewalk repair program to repair broken curbs and sidewalks adjacent to City trees and property to reduce the City's tort liability and for the general improvement of the City's infrastructure. Provide financial assistance (up to 50% of the cost of the repair) to residential property owners to repair sidewalks identified as being hazards to the public	2015	\$15,000
	2016	\$15,000

Park Benches

Park benches installed as a result of donations	2015	\$10,000
	2016	\$10,000

Neighborhood Park Grants

Grants for neighborhood groups, sports leagues, service clubs, and other community organizations as matching funds to their contributions to develop or improve neighborhood parks	2015	\$25,000
	2016	\$25,000

Fire Station 82 Restroom/Overhead Door

Remodel a restroom at Fire Station 82 including repair of underfloor plumbing and replacement of existing flooring. Replace aging overhead door with energy-efficient door with remote door controller	2015	\$48,000
	2016	\$0

Fire Station 83 Site Plan

Update the 2011 Fire Capital Facilities Plan conceptual site plan for Station 83 to fit the recently purchased site at 2784 and 2790 Ocean Beach Highway	2015	\$0
	2016	\$25,000

Library Remodel/Modernization Design

Perform design for a modernization remodel to the Longview Public Library to upgrade and modernize its electrical/technological capabilities, as well as create flexible spaces to meet the many different needs of the community. The design will be used to estimate costs and develop a funding strategy	2015	\$0
	2016	\$50,000

Debris Grate at Lake Sacajawea Outlet

Perform engineering design and permitting for an improved debris grate at the outlet of Lake Sacajawea	2015	\$20,000
	2016	\$0

Archie Anderson Park Basketball Court Lighting

Remove existing area lighting and install new basketball court and security lighting at Archie Anderson Park	2015	\$30,000
	2016	\$0

Police Station Remodel Design

Perform design of a remodel to the Police Station to accommodate both the current organizational structure and projected growth in the next 10-20 years	2015	\$0
	2016	\$100,000

Capital Projects Fund - Five-Year Plan - continued

City Shop Generator Installation	2015	\$20,000
Fund proportionate share of installing the relocated City Hall generator at the City Shop to provide limited emergency power to Fleet Services	2016	\$0
Senior Center HVAC	2015	\$30,000
Replace the existing HVAC sytem in the Senior Center with a more efficient and better functioning system	2016	\$0
City Shop Flooring	2015	\$10,000
Replace worn out flooring on the 2nd floor of the City Shop building	2016	\$0
Parks Maintenance Boiler Replacement	2015	\$0
Replace boiler at the Parks Maintenance Building	2016	\$20,000

Capital Projects Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
2014	December 31 Ending Fund Balance		
2015	Real Estate Excise Tax	\$169,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	\$3,900	
	Interest Earnings	\$100	
	CTPA Project Loan Repayment	\$25,000	
	Donations - Benches	\$10,000	
	Annual Sidewalk Program - City Responsibility		\$15,000
	Neighborhood Park Grants		\$25,000
	Park Benches		\$10,000
	Longview Station 82 Upgrades		\$48,000
	Debris Grate at Lake Sacajawea Outlet (Design and Permitting)		\$20,000
	City Shop Generator		\$20,000
	Senior Center HVAC System		\$30,000
	City Shop Flooring-Fleet Portion		\$10,000
	Safety and Security Lights-Archie Anderson Park		\$30,000
	Annual total	\$208,000	\$208,000

Capital Improvement Program

Capital Projects - Five-Year Plan - continued

2016	Real Estate Excise Tax	\$175,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	\$3,900	
	Interest Earnings	\$100	
	CTPA Project Loan Repayment	\$25,000	
	Donations - Park Benches	\$10,000	
	Other Revenue	\$31,000	
	Annual Sidewalk Program - City Responsibility		\$15,000
	Neighborhood Park Grants		\$25,000
	Park Benches		\$10,000
	Fire Station 83 Site Plan		\$25,000
	Library Remodel/Modernization Design		\$50,000
	Police Station Remodel-Phase II Design		\$100,000
	Parks Maintenance Boiler Replacement		\$20,000
	Annual total	\$245,000	\$245,000
2017	Real Estate Excise Tax	\$180,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	\$4,100	
	Interest Earnings	\$100	
	CTPA Project Loan Repayment	\$25,000	
	Annual Sidewalk Program - City Responsibility		\$75,000
	Neighborhood Park Grants		\$25,000
	Repair and Paint Exterior of Fire Station 81		\$24,800
	Self-Contained Breathing Apparatus		\$199,260
	Resurfacing of Asphalt Cart Paths at Mint Valley Golf Course		\$20,000
	Library Carpet Replacement		\$41,000
	Library Lower Floor Linoleum Replacement		\$53,000
	Library Patron Parking Lot Expansion		\$320,000
	Purchase of Self-Checkout Units for Library		\$70,000
	Replacement of Camera Security System at Library		\$40,000
	Field Safety Improvement-Roy Morse Park		\$34,100
	Outfield Fencing - Roy Morse Sports Complex		\$6,500
	Park Overlay - Roy Morse Park		\$40,000
	Paved Trail Repair - Cloney Park		\$18,000
	Restroom Building Replacement - Roy Morse Park		\$62,000
	Resurface Tennis Courts - John Null Park		\$120,000
	Tap Main Water Line and Install Meter - Altrusa Park		\$15,000
Tap Main Water Line and Install Meter - Hoehne Park		\$15,000	
Grass-Eating Carp Re-Stock		\$10,000	
Lake Sacajawea Park Irrigation Project		\$55,000	
Annual total	\$209,200	\$1,243,660	
		<i>continued</i>	

Capital Projects Fund - Five-Year Plan - continued

2018	Real Estate Excise Tax	\$185,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	\$4,300	
	Interest Earnings	\$100	
	CTPA Project Loan Repayment	\$25,000	
	Annual Sidewalk Program - City Responsibility		\$75,000
	Neighborhood Park Grants		\$25,000
	Resurfacing of Asphalt Cart Paths at Mint Valley Golf Course		\$20,000
	Library Interior Painting		\$30,000
	Purchase of Self-Checkout Units for the Library		\$5,000
	Outfield Fencing - Roy Morse Sports Complex		\$7,000
	Lake Sacajawea Park Irrigation Project		\$80,000
	Annual total	\$214,400	\$242,000
2019	Real Estate Excise Tax	\$190,000	
	Motor Vehicle Fuel Tax (Paths and Trails)	\$4,500	
	Interest Earnings	\$100	
	CTPA Project Loan Repayment	\$25,000	
	Annual Sidewalk Program - City Responsibility		\$75,000
	Neighborhood Park Grants		\$25,000
	Resurfacing of Asphalt Cart Paths at Mint Valley Golf Course		\$20,000
	New Circulation/Information Desk for the Library		\$35,000
	Purchase of Self-Checkout Units for the Library		\$5,000
	Replace of Shelving at the Library		\$82,000
	Lake Sacajawea Park Irrigation Project		\$80,000
	Annual total	\$219,600	\$322,000

L.I.D. Construction Fund - 2015/2016 Project Narratives

Street and Alley Construction	2015	\$350,000
This provides for the construction of street and alley projects that are requested from citizens through L.I.D. petitions	2016	\$350,000
Beech Street Improvements	2015	\$3,000,000
Full street improvement from Oregon Way to California Way	2016	\$3,000,000
	Total 2015	\$3,350,000
	Total 2016	\$3,350,000

2015/2016 Budget _____

Capital Improvement Program

LID Construction Fund - Five-Year Plan - continued

L.I.D. Construction Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
2014	December 31 Ending Fund Balance		
2015	Streets & Alley L.I.D. Bonds	\$3,350,000	
	Street & Alley Construction		\$350,000
	Beech Street Improvements		\$3,000,000
	Annual total	\$3,350,000	\$3,350,000
2016	Streets & Alley L.I.D. Bonds	\$3,350,000	
	Street & Alley Construction		\$350,000
	Beech Street Improvements		\$3,000,000
	Annual total	\$3,350,000	\$3,350,000
2017	Streets & Alley L.I.D. Bonds	\$350,000	
	Street & Alley Construction		\$350,000
	Annual total	\$350,000	\$350,000
2018	Streets & Alley L.I.D. Bonds	\$350,000	
	Street & Alley Construction		\$350,000
	Annual total	\$350,000	\$350,000
2019	Streets & Alley L.I.D. Bonds	\$350,000	
	Street & Alley Construction		\$350,000
	Annual total	\$350,000	\$350,000

Water Fund - 2015/2016 Project Narratives

Annual LID Projects	2015	\$100,000
Replace deteriorated water mains prior to Local Improvement District paving projects.	2016	\$100,000
Emergency Power Upgrades	2015	\$50,000
Install connection panels for portable generators; install stationary emergency generators at select locations	2016	\$50,000
Hillcrest Pump Station Replacement	2015	\$600,000
Replace deteriorating pump station and lower pump suction elevation to fully utilize Main Reservoir storage capacity. This is a joint project with Beacon Hill Water and Sewer District.	2016	\$0

Continued

Water Fund - Five-Year Plan - continued

Main Reservoir Vents/Drain Replacement	2015	\$300,000
Replace deteriorated vent screening and roof drains at Main Reservoir to comply with EPA regulations.	2016	\$300,000
Operations Center Upgrades	2015	\$250,000
Pave bulk storage area; construct materials/equipment storage shed; demolish 1440 Industrial Way building, construct addition to existing Operations Center building.	2016	\$250,000
Reservoir Paving/Security	2015	\$150,000
Continue paving and security upgrades at reservoirs to improve access and security.	2016	\$50,000
SCADA System Additional Sites	2015	\$100,000
Install telemetry and computer controls at additional sites to remotely monitor and control potable water facilities.	2016	\$100,000
Washington Way Bridge Water Main Replacement	2015	\$150,000
Replace main on Washington Way at Lake Sacajawea as part of bridge replacement project.	2016	\$0
Water Facility Relocation for Road Replacement	2015	\$100,000
Relocate water facilities as required for road construction projects.	2016	\$200,000
Water Main Replacements	2015	\$1,500,000
Replace deteriorated mains to ensure reliability, adequate pressure and volume, and improve water quality.	2016	\$1,500,000
Water Truck Fill Stations	2015	\$0
Provide designated locations to safely fill water trucks.	2016	\$50,000
	Total 2015	\$3,300,000
	Total 2016	\$2,600,000

Capital Improvement Program

Water Fund - Five-Year Plan - continued

Water Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
2014	December 31 Ending Fund Balance		
2015	Capital Recovery Fee Revenue	\$35,000	
	Metered Sales	\$1,506,580	
	Interest	\$1,500	
	Beginning Funds Used to Balance Expenses	\$1,756,920	
	Other	\$0	
	Annual LID Projects		\$100,000
	Emergency Power Upgrades		\$50,000
	Hillcrest Pump Station Replacement		\$600,000
	Main Reservoir Vents/Drain Replacement		\$300,000
	Operations Center Upgrades		\$250,000
	Reservoir Paving/Security		\$150,000
	SCADA System Additional Sites		\$100,000
	Washington Way Bridge Water Main Replacement		\$150,000
	Water Facility Relocation for Road Replacement		\$100,000
	Water Main Replacements		\$1,500,000
	Annual Total	\$3,300,000	\$3,300,000
2016	Capital Recovery Fee Revenue	\$35,000	
	Metered Sales	\$1,535,190	
	Interest	\$1,500	
	Revenue Bonds	\$1,028,310	
	Other	\$0	
	Annual LID Projects		\$100,000
	Emergency Power Upgrades		\$50,000
	Main Reservoir Vents/Drain Replacement		\$300,000
	Operations Center Upgrades		\$250,000
	Reservoir Paving/Security		\$50,000
	SCADA System Additional Sites		\$100,000
	Water Facility Relocation for Road Replacement		\$200,000
	Water Main Replacements		\$1,500,000
	Water Truck Fill Stations		\$50,000
	Annual Total	\$2,600,000	\$2,600,000

Water Fund - Five-Year Plan - continued

2017	Capital Recovery Fee Revenue	\$35,000		
	Metered Sales	\$1,563,800		
	Interest	\$1,500		
	Revenue Bonds	\$1,449,700		
	Other	\$4,000,000		
	Annual LID Projects		\$100,000	
	Automated Metering Infrastructure (AMI)		\$4,000,000	
	Emergency Power Upgrades		\$50,000	
	Indian Creek Reservoir Capacity Addition		\$800,000	
	Reservoir Paving/Security		\$50,000	
	SCADA System Additional Sites		\$100,000	
	Water Facility Relocation for Road Replacement		\$250,000	
	Water Main Replacements		\$1,500,000	
	Water System Plan Update		\$150,000	
	Water Truck Fill Stations		\$50,000	
	Annual Total	\$7,050,000	\$7,050,000	
2018	Capital Recovery Fee Revenue	\$35,000		
	Metered Sales	\$1,592,900		
	Interest	\$1,500		
	Revenue Bonds	\$520,600		
	Other	\$3,000,000		
	Annual LID Projects		\$100,000	
	Automated Metering Infrastructure (AMI)		\$3,000,000	
	Emergency Power Upgrades		\$50,000	
	Reservoir Paving/Security		\$50,000	
	Water Facility Relocation for Road Replacement		\$300,000	
	Water Main Replacements		\$1,500,000	
	Water System Plan Update		\$150,000	
		Annual Total	\$5,150,000	\$5,150,000

Capital Improvement Program

Water Fund - Five-Year Plan - continued

2019	Capital Recovery Fee Revenue	\$35,000	
	Metered Sales	\$1,622,600	
	Interest	\$1,500	
	Revenue Bonds	\$0	
	Beginning Funds Used to Balance Expenses	\$290,900	
	Annual LID Projects		\$100,000
	Emergency Power Upgrades		\$50,000
	Water Facility Relocation for Road Replacement		\$300,000
	Water Main Replacements		\$1,500,000
	Annual Total	\$1,950,000	\$1,950,000

Sewer Fund - 2015/2016 Project Narratives

Annual LID Projects	2015	\$200,000
Replace deteriorated mains prior to Local Improvement District paving projects.	2016	\$200,000
Annual Main In-Situ Liners	2015	\$250,000
Rehabilitate the structural integrity and prevent groundwater infiltration in sewer mains.	2016	\$300,000
Demolish Oregon Way Pump Station	2015	\$125,000
Demolish abandoned pump station to reduce liability and make room for emergency generator to serve Fleet Services.	2016	\$0
Douglas Street Pump Station Replacement	2015	\$15,000
Close out contract to replace Douglas Pump Station.	2016	\$0
Emergency Power at Sanitary Sewer Pump Stations	2015	\$80,000
Install connection panels for portable generators; install stationary emergency generators at select locations.	2016	\$80,000
Hudson Pump Station Replacement	2015	\$15,000
Close out contract to replace Hudson Pump Station.	2016	\$0
Mint Farm Pump Station Odor Control	2015	\$100,000
Install odor control equipment at Mint Farm Pump Station.	2016	\$0

continued

Sewer Fund - Five-Year Plan - continued

Operations Center Upgrades	2015	\$250,000
Pave bulk storage area; construct materials/equipment storage shed;	2016	\$250,000
demolish 1440 Industrial Way building, construct addition to existing Operations Center building.		
Pump Station Rehabilitation	2015	\$6,200,000
Rehabilitate or replace deteriorated sewer pump stations.	2016	\$800,000
Pump Station Rehabilitation-1025 33rd Avenue	2015	\$15,000
Close out contract to replace pump station at 1025 33rd Avenue.	2016	\$0
Pump Station Rehabilitation-1524 33rd Avenue	2015	\$15,000
Close out contract to replace pump station at 1524 33rd Avenue.	2016	\$0
SCADA System Additional Sites	2015	\$200,000
Install telemetry and computer controls at additional sites to remotely monitor and control sewer pump stations.	2016	\$200,000
Sewer Facility Replacement for Road Construction	2015	\$200,000
Relocate sewer collection facilities as required for road construction projects.	2016	\$200,000
Sewer Main Replacement	2015	\$300,000
Replace deteriorated sewer mains.	2016	\$300,000
West Longview Lagoons Revitalization	2015	\$150,000
Plan, design, and construct improvements to use abandoned sewer treatment plant site for other purposes.	2016	\$3,021,000
	Total 2015	\$8,115,000
	Total 2016	\$5,351,000

Capital Improvement Program

Sewer Fund - Five-Year Plan - continued

Sewer Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
2014	December 31 Ending Fund Balance		
2015	Capital Recovery Fee	\$33,000	
	Interest	\$5,000	
	Revenue Bonds	\$8,077,000	
	Annual LID Projects		\$200,000
	Annual Main In-Situ Liners		\$250,000
	Demolish Oregon Way Pump Station		\$125,000
	Douglas Street Pump Station Replacement		\$15,000
	Emergency Power at Sanitary Sewer Pump Stations		\$80,000
	Hudson Pump Station Replacement		\$15,000
	Mint Farm Pump Station Odor Control		\$100,000
	Operations Center Upgrades		\$250,000
	Pump Station Rehabilitation		\$6,200,000
	Pump Station Rehabilitation-1025 33rd Avenue		\$15,000
	Pump Station Rehabilitation-1524 33rd Avenue		\$15,000
	SCADA System Additional Sites		\$200,000
	Sewer Facility Replacement for Road Construction		\$200,000
	Sewer Main Replacement		\$300,000
	West Longview Lagoons Revitalization		\$150,000
	Annual Total	\$8,115,000	\$8,115,000
2016	Capital Recovery Fee	\$33,000	
	Interest	\$5,000	
	Revenue Bonds	\$5,313,000	
	Annual LID Projects		\$200,000
	Annual Main In-Situ Liners		\$300,000
	Emergency Power at Sanitary Sewer Pump Stations		\$80,000
	Annual Main In-Situ Liners		\$250,000
	Pump Station Rehabilitation		\$800,000
	SCADA System Additional Sites		\$200,000
	Sewer Facility Replacement for Road Construction		\$200,000
	Sewer Main Replacement		\$300,000
	West Longview Lagoons Revitalization		\$3,021,000
	Annual Total	\$5,351,000	\$5,351,000

Sewer Fund - Five-Year Plan - continued

2017	Capital Recovery Fee	\$33,000	
	Interest	\$5,000	
	Revenue Bonds	\$10,842,000	
	3rd Avenue Interceptor		\$4,000,000
	Annual LID Projects		\$200,000
	Annual Main In-Situ Liners		\$300,000
	Emergency Power at Sanitary Sewer Pump Stations		\$80,000
	Pump Station Rehabilitation		\$2,700,000
	SCADA System Additional Sites		\$100,000
	Sewer Facility Replacement for Road Construction		\$200,000
	Sewer Main Replacement		\$300,000
	West Longview Lagoons Revitalization		\$3,000,000
Annual Total	\$10,880,000	\$10,880,000	
2018	Capital Recovery Fee	\$33,000	
	Interest	\$5,000	
	Revenue Bonds	\$1,942,000	
	Annual LID Projects		\$200,000
	Annual Main In-Situ Liners		\$300,000
	Emergency Power at Sanitary Sewer Pump Stations		\$80,000
	Pump Station Rehabilitation		\$900,000
	Sewer Facility Replacement for Road Construction		\$200,000
	Sewer Main Replacement		\$300,000
	Annual Total	\$1,980,000	\$1,980,000
2019	Capital Recovery Fee	\$33,000	
	Interest	\$5,000	
	Revenue Bonds	\$2,742,000	
	Annual LID Projects		\$200,000
	Annual Main In-Situ Liners		\$300,000
	Emergency Power at Sanitary Sewer Pump Stations		\$80,000
	Pump Station Rehabilitation		\$1,700,000
	Sewer Facility Replacement for Road Construction		\$200,000
	Sewer Main Replacement		\$300,000
	Annual Total	\$2,780,000	\$2,780,000

Capital Improvement Program

Water Filter Plant Fund - 2015/2016 Project Narratives

Decommissioning Fishers Lane Treatment Plant	2015	\$10,000
Salvage and demolish abandoned Fishers Lane treatment plant and prepare property for future use or sale.	2016	\$790,000
Mint Farm Regional Water Treatment Plant Construction	2015	\$500,000
Design and construct additional treatment facilities, and final closeout of original treatment plant.	2016	\$0
Miscellaneous Capital Repairs	2015	\$50,000
Unscheduled capital repair projects.	2016	\$50,000
Water Supply Review	2015	\$100,000
Complete study of drinking water supply options.	2016	\$0
	Total 2015	\$660,000
	Total 2016	\$840,000

Water Filter Plant Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
2014	December 31 Ending Fund Balance		
2015	Water Construction Fund	\$563,970	
	Beacon Hill Water & Sewer District	\$96,030	
	Decommissioning Fishers Lane Treatment Plant		\$10,000
	Mint Farm Regional Water Treatment Plant Construction		\$500,000
	Miscellaneous Capital Repairs		\$50,000
	Water Supply Review		\$100,000
	Annual Total	\$660,000	\$660,000
2016	Water Construction Fund	\$717,780	
	Beacon Hill Water & Sewer District	\$122,220	
	Decommissioning Fishers Lane Treatment Plant		\$790,000
	Miscellaneous Capital Repairs		\$50,000
	Annual Total	\$840,000	\$840,000

Water Filter Fund - Five-Year Plan - continued

2017	Water Construction Fund	\$637,500	
	Beacon Hill Water & Sewer District	\$112,500	
	Decommissioning Fishers Lane Treatment Plant		\$700,000
	Miscellaneous Capital Repairs		\$50,000
	Annual Total	\$750,000	\$750,000
2018	Water Construction Fund	\$42,750	
	Beacon Hill Water & Sewer District	\$7,250	
	Miscellaneous Capital Repairs		\$50,000
	Annual Total	\$50,000	\$50,000
2019	Water Construction Fund	\$42,750	
	Beacon Hill Water & Sewer District	\$7,250	
	Miscellaneous Capital Repairs		\$50,000
	Annual Total	\$50,000	\$50,000

Storm Water Fund - 2015/2016 Project Narratives

15th Avenue Storm Drain Repair	2015	\$50,000
Replace broken storm drain line at intersection with Delaware Street.	2016	\$0
Annual Open Drainage Improvements	2015	\$0
Improve open drainage capacity and stability at various locations in the city.	2016	\$50,000
Beech Street Box Culvert Replacement (21st to 28th)	2015	\$100,000
Replace deteriorated box culvert in street median. Incorporate open drainage greenway and low impact development streetscape feature elements of the Highlands Neighborhood Revitalization Plan, if feasible.	2016	\$2,700,000
Downtown Regional Storm Water Facilities	2015	\$80,000
Retrofit downtown parking lot and/or streetscape with low impact development features.	2016	\$0

Capital Improvement Program

Storm Water Fund - Five-Year Plan - continued

Eliminate Storm to Sanitary Connections	2015	\$0
Remove and re-route improper connections of drainage facilities from sanitary sewer facilities.	2016	\$100,000
Implement Maintenance Management System	2015	\$15,000
Implement Lucy maintenance management system.	2016	\$8,000
Lake Sacajawea Flushing	2015	\$1,800,000
Replace lake flushing system capability eliminated with decommissioning of Fishers Lane water treatment plant.	2016	\$0
Lake Sacajawea Outlet Screen Upgrade	2015	\$0
Replace outlet screen to improve safety and efficiency for removing debris from the screen.	2016	\$150,000
Leaf Disposal Beneficial Reuse Site Development	2015	\$25,000
Develop and permit new City tree leaf disposal site.	2016	\$25,000
Miscellaneous Capital Projects	2015	\$80,000
Correct drainage facilities deficiencies throughout the City's storm drainage system.	2016	\$100,000
Pervious Concrete	2015	\$140,000
Install pervious concrete at various locations in the City.	2016	\$0
SCADA System Additional Sites	2015	\$56,000
Install telemetry and computer controls at additional sites to remotely monitor and control storm water facilities.	2016	\$50,000
Storm Water Shop HVAC	2015	\$75,000
Upgrade storm water crew facilities HVAC to provide adequate heat and cooling, and provide radiant heat in the equipment building to prevent street sweepers and plow sanders from freezing.	2016	\$0
Tennant Way LID Streetscape (7th to 15th)	2015	\$2,500,000
Install low impact development features and streetscape on Tennant Way from 7th Avenue to 15th Avenue.	2016	\$0
Sidewalk Repairs/Replacements (Urban Forestry)	2015	\$100,000
Repair or replacement of city sidewalks, as needed.	2016	\$100,000
	Total 2015	\$5,021,000
	Total 2016	\$3,283,000

continued

Storm Water Fund - Five-Year Plan - continued

Storm Water Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
2012	December 31 Ending Fund Balance		
2015	Storm Water Billings	\$313,730	
	State Grants	\$294,500	
	Revenue Bond Proceeds	\$3,793,000	
	Interest	\$750	
	Other	\$17,690	
	Beginning Funds Used to Balance Expenses	\$601,330	
	15th Avenue Storm Drain Repair		\$50,000
	Beech Street Box Culvert Replacement (21st-28th)		\$100,000
	Downtown Regional Storm Water Facilities		\$80,000
	Implement Maintenance Management System		\$15,000
	Lake Sacajawea Flushing		\$1,800,000
	Leaf Disposal Beneficial Reuse Site Development		\$25,000
	Miscellaneous Capital Projects		\$80,000
	Pervious Concrete		\$140,000
	SCADA System Additional Sites		\$56,000
	Storm Water Shop HVAC		\$75,000
	Tennant Way LID Streetscape (7th-15th)		\$2,500,000
	Sidewalk Repairs/Replacements (Urban Forestry)		\$100,000
	Annual total	\$5,021,000	\$5,021,000
2016	Storm Water Billings	\$302,710	
	Revenue Bond Proceeds	\$2,696,000	
	Interest	\$750	
	Other	\$18,390	
	Beginning Funds Used to Balance Expenses	\$265,150	
	Annual Open Drainage Improvements		\$50,000
	Beech Street Box Culvert Replacement (21st-28th)		\$2,700,000
	Eliminate Storm to Sanitary Connections		\$100,000
	Implement Maintenance Management System		\$8,000
	Lake Sacajawea Outlet Screen Upgrade		\$150,000
	Leaf Disposal Beneficial Reuse Site Development		\$25,000
	Miscellaneous Capital Projects		\$100,000
	SCADA System Additional Sites		\$50,000
	Sidewalk Repairs/Replacements (Urban Forestry)		\$100,000
	Annual total	\$3,283,000	\$3,283,000

Capital Improvement Program

Storm Water Fund - Five-Year Plan - continued

2017	Storm Water Billings	\$445,000	
	Annual Open Drainage Improvements		\$50,000
	Miscellaneous Capital Projects		\$100,000
	Storm Water Pump Stations Redundant Pump		\$160,000
	Storm Water System Master Plan		\$50,000
	Sidewalk Repairs/Replacements (Urban Forestry)		\$85,000
	Annual total	\$445,000	\$445,000
2018	Storm Water Billings	\$485,000	
	Annual Open Drainage Improvements		\$50,000
	Miscellaneous Capital Projects		\$100,000
	Storm Water System Master Plan		\$250,000
	Sidewalk Repairs/Replacements (Urban Forestry)		\$85,000
	Annual total	\$485,000	\$485,000
2019	Storm Water Billings	\$485,000	
	Annual Open Drainage Improvements		\$50,000
	Miscellaneous Capital Projects		\$100,000
	Storm Water System Master Plan		\$250,000
	Sidewalk Repairs/Replacements (Urban Forestry)		\$85,000
	Annual total	\$485,000	\$485,000

Public Transit Fund - 2015/2016 Project Narratives

Automated Gates at City Shop	2015	\$54,140
Install automated gates at City Shop to improve security and reduce liability.	2016	\$0
New Transit Facilities	2015	\$0
Design and construct new facilities to provide for increased fleet size, number of drivers, and administrative staff due to expanded transit service.	2016	\$1,356,000
Paratransit Vehicle Purchases	2015	\$170,000
Purchase replacement paratransit vehicles.	2016	\$75,000

Public Transit Fund - Five-Year Plan - continued

Transit Shelters and Bus Stop Pads	2015	\$175,000
Install ADA-compliant shelters and concrete pads at various bus stops.	2016	\$25,000
	Total 2015	\$399,140
	Total 2016	\$1,456,000

Transit - Five-Year Plan			
Year	Project	Revenue	Expenditure
2014	December 31 Ending Fund Balance		
2015	Cowlitz Transit Authority	\$123,140	
	Federal Grants	\$276,000	
	Automated Gates at City Shop		\$54,140
	Paratransit Vehicle Purchases		\$170,000
	Transit Shelters and Bus Stop Pads		\$175,000
	Annual total	\$399,140	\$399,140
2016	Cowlitz Transit Authority	\$291,200	
	Federal Grants	\$1,164,800	
	New Transit Facilities		\$1,356,000
	Paratransit Vehicle Purchases		\$75,000
	Transit Shelters and Bus Stop Pads		\$25,000
	Annual total	\$1,456,000	\$1,456,000
2017	Cowlitz Transit Authority	\$466,058	
	Federal Grants	\$1,864,232	
	New Transit Facilities		\$2,305,290
	Transit Shelters and Bus Stop Pads		\$25,000
	Annual total	\$2,330,290	\$2,330,290

Capital Improvement Program

Public Transit Fund - Five-Year Plan - continued

2018	Cowlitz Transit Authority	\$37,000	
	Federal Grants	\$148,000	
	Paratransit Vehicle Purchases		\$160,000
	Transit Shelters and Bus Stop Pads		\$25,000
	Annual total	\$185,000	\$185,000
<hr/>			
2019	Cowlitz Transit Authority	\$1,615,346	
	Federal Grants	\$6,461,384	
	Fixed-Route Vehicle Purchases		\$550,000
	New Transit Facilities		\$7,501,730
	Transit Shelters and Bus Stop Pads		\$25,000
Annual total	\$8,076,730	\$8,076,730	

Mint Valley Golf - 2015/2016 Project Narratives

No projects planned	2015	\$0
	2016	\$0
	Total 2015	\$0
	Total 2016	\$0

Mint Valley Golf - Five-Year Plan

Year	Project	Revenue	Expenditure
2014	December 31 Ending Fund Balance		
<hr/>			
2015	No projects planned		
	Annual total	\$0	\$0
<hr/>			
2016	No projects planned		
	Annual total	\$0	\$0

Mint Valley Golf Fund - Five-Year Plan - continued

2017	Mint Valley Golf Fund	\$1,630,270	
	Asphalt Golf Maintenance Parking Lot		\$120,270
	Clubhouse Deck Extension		\$80,500
	Fairway Aerator		\$27,500
	Golf Course Fuel Tank Replacement		\$45,000
	Replacement of Golf Course Irrigation System		\$1,100,000
	Retaining Wall		\$257,000
	Annual total	\$1,630,270	\$1,630,270
2018	Mint Valley Golf Fund	\$1,246,000	
	Equipment Wash Station		\$82,000
	Restroom Replacement		\$64,000
	Replacement of Golf Course Irrigation System		\$1,100,000
	Annual total	\$1,246,000	\$1,246,000
2019	No projects planned		
	Annual total	\$0	\$0

Equipment Rental Reserve Fund - 2015/2016 Project Narratives

Vehicle and Equipment Purchases and Replacements	2015	\$1,032,961
Purchase new and replacement equipment and vehicles per approval and replacement schedule.	2016	\$1,506,129
	Total 2015	\$1,032,961
	Total 2016	\$1,506,129

Capital Improvement Program

Equipment Rental Reserve Fund - Five-Year Plan - continued

Equipment Rental Reserve Fund - Five-Year Plan			
Year	Project	Revenue	Expenditure
2014	December 31 Ending Fund Balance		
2015	Equipment Rental Reserve (for replacements)	\$862,961	
	Transfer In - Capital Projects (for City Shop Generator)	\$20,000	
	Transfer In - Water (for City Shop Generator)	\$20,000	
	Transfer In - Sewer (for City Shop Generator)	\$20,000	
	Transfer In - Filter (for City Shop Generator)	\$20,000	
	Transfer In - Storm Water (for new dump truck)	\$70,000	
	Transfer In - Transit (for City Shop Generator)	\$20,000	
	City Shop Equipment		\$112,000
	City Shop Vehicle		\$26,295
	Fire Vehicles (2)		\$70,515
	Police Vehicles (2)		\$78,187
	Community Development Vehicles (2)		\$49,102
	Golf Equipment (4)		\$115,230
	Parks Equipment (3)		\$87,058
	Sewer Vehicles (2)		\$62,090
	Library Vehicle (1)		\$22,629
	Filter Equipment (2)		\$35,500
	Storm Water Vehicle (1)		\$68,336
	Street Vehicle (1)		\$158,277
	Street Equipment (3)		\$147,742
	Annual total	\$1,032,961	\$1,032,961
2016	Equipment Rental Reserve (for replacements)	\$1,506,129	
	Fire Equipment (5)		\$120,368
	Police Vehicles (5)		\$138,459
	Storm Water Vehicles (3)		\$495,720
	Storm Water (Urban Forest) Vehicles (2)		\$159,320
	Golf Vehicle (1)		\$32,019
	Street Vehicle (1)		\$142,770
	Traffic Vehicles (2)		\$45,043
	Water Vehicle (1)		\$90,000
	Sewer Vehicles (3)		\$282,430
	Annual total	\$1,506,129	\$1,506,129

Equipment Rental Reserve Fund - Five-Year Plan - continued

2017	No Projects Scheduled	\$0	\$0
	Annual total	\$0	\$0
2018	No Projects Scheduled	\$0	\$0
	Annual total	\$0	\$0
2019	No Projects Scheduled	\$0	\$0
	Annual total	\$0	\$0

Park & Recreation Memorial Trust Fund - 2015/2016 Project Narratives

Park plan CIP project(s)	2015	\$21,200
Project(s) selected from those listed on Park Plan CIP	2016	\$16,960
Community sponsored project(s)	2015	\$21,200
Project(s) selected from community group proposals	2016	\$16,960
Lions Island maintenance and improvement projects	2013	\$47,000
Projects to be determined	2014	\$47,000
	Total 2013	\$89,400
	Total 2014	\$80,920

Parks & Recreation Memorial Trust Fund - Five-Year Plan

Year	Project	Revenue	Expenditure
2014	December 31 Ending Fund Balance		
2015	Interest	\$1,000	
	Beginning Resources Required to Balance	\$88,400	
	Park Plan CIP project(s)		\$21,200
	Community sponsored project(s)		\$21,200
	Lions Island maintenance and improvement projects		\$47,000
	Annual total	\$89,400	\$89,400
2016	Interest	\$1,000	
	Beginning Resources Required to Balance	\$79,920	
	Park Plan CIP project(s)		\$16,960
	Community sponsored project(s)		\$16,960
	Lions Island maintenance and improvement projects		\$47,000
	Annual total	\$80,920	\$80,920

Capital Improvement Program

Parks & Recreation Memorial Trust Fund - Five-Year Plan - continued

2017	Interest	\$500	
	Beginning Resources	\$26,640	
	Park Plan CIP project(s)		\$13,570
	Community sponsored project(s)		\$13,570
Annual total		\$27,140	\$27,140
2018	Interest	\$300	
	Beginning Resources	\$21,420	
	Park Plan CIP project(s)		\$10,860
	Community sponsored project(s)		\$10,860
Annual total		\$21,720	\$21,720
2019	Interest	\$200	
	Beginning Resources	\$17,160	
	Park Plan CIP project(s)		\$8,680
	Community sponsored project(s)		\$8,680
Annual total		\$17,360	\$17,360

Glossary

ACCOUNT: A record of the additions, deletions and balances of individual revenues and expenditures.

ACCOUNTING SYSTEM: The records and procedures used by the City to record, classify and report information relating to the financial status and operations of the City.

ACCRUAL BASIS OF ACCOUNTING: The method of accounting by which revenue is recorded when earned (even though the cash may not have been received yet) and expenditures are recorded when the goods and/or services are received (even though the cash disbursements may not have been made yet).

ADVANCE REFUNDING BONDS: Bonds which are issued to refinance an outstanding bond issue before the date at which the outstanding bonds become due.

AGENCY FUNDS: One of four types of fiduciary funds. Agency funds are used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities).

APPROPRIATION: The legal authorization by the City Council for the administration of the City to incur obligations and make expenditures. Appropriations are for fixed amounts, granted for a definite period of time and accomplished by ordinances passed in open public meetings.

ASSESSED VALUE (AV): The fair market value of both real property (land and buildings) and personal property in the City as determined by the Cowlitz County Assessor for the purpose of computing property taxes.

ASSESSMENT BONDS: Bonds issued by the City on behalf of an LID for an improvement. The bonds are secured by special assessment.

ASSETS: Resources which have monetary value held or owned by the City.

BARs: The State of Washington Budgeting, Accounting and Reporting System which must be followed by the City.

BASELINE BUDGET: Budget proposals which are sufficient to maintain the programs of service authorized by the City Council.

BASIS OF ACCOUNTING: The timing of recognition, that is, when the effects of transactions or events can be recognized for financial reporting purposes.

BEGINNING RESERVES: The excess of assets over liabilities in a fund.

BENEFITS: Employee benefits paid by the City. Examples include: social security, pension contributions, workmen's compensation, health insurance, etc.

BOND: A written promise by the City to pay a specified sum of money, called the principal, at a specified future date, called the maturity date, together with the interest. The City may use bonds to finance public improvements.

BOND ANTICIPATION NOTE (BAN): A short-term, interest-bearing note issued by the City in anticipation of a bond issue. The BAN is paid from the proceeds of the bond issue after it is sold.

BONDED INDEBTEDNESS: The portion of the City's debt represented by its outstanding bonds.

BUDGET: The financial plan containing the expenditures and the proposed means of financing them for the operation of the City's programs. A budget may also serve as a financial plan for a particular project from beginning to completion.

BUDGET CALENDAR: The schedule of key dates which the City must follow in the preparation and adoption of the budget. Our budget calendar is found in RCW 35A.34.

BUDGET DOCUMENT: The actual printed document used by the City Manager to present a comprehensive financial plan to the City Council and public.

Glossary

BUDGET MESSAGE: The general discussion of the proposed budget as presented in writing by the City Manager to the City Council and public. RCW 35A.34.090 pertains to our budget message.

BUDGETARY BASIS OF ACCOUNTING: The method used to determine when revenues and expenditures are recognized for budgeting purposes.

CAFR: The Comprehensive Annual Financial Report contains information pertaining to our financial position and activities. The CAFR is published and is a matter of public record.

CAPITAL ASSETS: Land, improvements to land, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have a useful life extending beyond a single reporting period.

CAPITAL EXPENDITURES: Expenditures which result in the acquisition of or addition to our fixed assets.

CAPITAL IMPROVEMENT BUDGET: A plan of proposed capital expenditures and the means of financing them. The capital improvement budget is based on the Capital Improvement Plan.

CAPITAL IMPROVEMENT PLAN (CIP): The plan of proposed capital projects for public improvements, with estimated costs, sources of funding and timing of work over a certain period of time. The CIP can be the basis for budget requests and bond issues.

CAPITAL PROJECTS FUND: A fund which contains the resources necessary to acquire or construct major capital facilities and improvements.

CASH: Currency, coin, checks, money orders and bankers drafts on hand or on deposit.

CASH BASIS ACCOUNTING: The method of accounting by which revenue is recorded when received in cash and expenditures are recorded when paid.

CDID #1: Consolidated Diking Improvement District #1 is the local agency responsible for the operation and maintenance of the dikes and ditches which protect portions of the City.

CHARGES FOR SERVICES: A type of revenue which results from the collection of a charge or fee for a particular City service. An example is recreation fees.

COMPONENT UNIT: A legally separate organization for which the elected officials of the primary government are financially accountable.

CONNECTION FEES: Fees charged to join or extend an existing utility system. Often referred to as tap fees or system development fees.

COST: The amount of money or other consideration exchanged for goods and services received by the City.

COUNCILMANIC BONDS: Bonds issued by the City Council and not voted on by the public. Councilmanic Bonds must not exceed one and one-half percent of the City's assessed valuation (AV).

COWLITZ TRANSIT AUTHORITY: The special purpose district which provides transit services to our area.

CWCOG: Cowlitz-Wahkiakum Council of Governments is our regional two-county planning agency.

CTED: Department of Community, Trade and Economic Development, the state agency which administers the Public Works Trust Fund Loan Program.

DEBT: An obligation resulting from the borrowing of money or from the purchase of goods and services received by the City.

DEBT SERVICE: The payment of interest and the repayment of the principal to the holders of the City's bonded indebtedness.

DEBT CAPACITY: The amount of debt which the city decides to assume given legal limits and fiscal policies.

DEBT SERVICE FUND: A fund established to provide for the payment of long-term debt principal and interest.

DEFERRED REVENUE: Resource inflows that do not yet meet the criteria for revenue recognition. Unearned amounts are always reported as deferred revenue.

DELINQUENT TAXES: Taxes remaining unpaid on or after the date at which a penalty for nonpayment is attached.

DEPARTMENT: The basic organizational unit of the City administration.

DEPARTMENT HEAD: The staff member who directs a City department.

EFFICIENCY: Term used in connection with the evaluation of internal controls and performance measurement. The degree to which an entity, program, or procedure is successful at achieving its goals and objectives with the least use of scarce resources.

EMINENT DOMAIN: The power of the City to acquire private property for public purposes.

ENDING BALANCE: The estimated amount of cash and investments that have not been appropriated, or the actual amount that has not been spent at the end of a budget period.

ENTERPRISE FUND: A fund which contains City operations financed and operated in a manner similar to a private business enterprise. Income is received from user charges. An example is the Water-Sewer Fund.

EQUIPMENT RENTAL: A self-sufficient motor and equipment pool. City departments pay for the vehicles and equipment they use through charges billed to them by the pool.

EXPENDITURES: The costs to the City for goods received or services rendered. Decreases in net financial resources under the current financial resources measurement focus.

FEES: The charges for services which are associated with providing a service or permitting an activity.

FIDUCIARY FUND: A fund established to account for assets held by the City of Longview as a trustee or agent for various individuals, private organizations and other governmental units. Longview budgets one Fiduciary Fund, the Fire Pension Fund.

FINANCIAL AUDITS: Audits designed to provide independent assurance of the fair presentation of financial information.

FINES & FORFEITURES: The revenue account which includes court, police, traffic and parking fines and forfeitures.

FISCAL BIENNIUM: The period from January 1 of each odd-numbered year through December 31 of the next succeeding even-numbered year.

FIXED ASSETS: Assets which are long-term and intended to be held or used. Examples: land, buildings, machinery and equipment.

FORECLOSURE: The seizure of property as payment for delinquent tax or special assessment obligations.

FRANCHISE: A special privilege granted by the City which permits the long-term continuing use of public property. A franchise usually involves a monopoly and is regulated by the City.

FUND: An independent fiscal entity with balanced revenues and expenditures which is segregated in the budget and is created for the purpose of attaining certain objectives.

FUND BALANCE: The difference between the assets and liabilities of a fund.

FUND ACCOUNTING: The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self balancing accounts.

GASB: The Governmental Accounting Standards Board is the ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Glossary

GENERAL FUND: The specific fund which contains most of the tax supported activities of the City. In the City's annual budget, the General Fund is divided into departments.

GENERAL OBLIGATION BONDS: Bonds for which the City pledges its tax base to repay the debt.

GIS (Geographic Information System): Computer based automated mapping of City infrastructure and land use.

GOAL: A long-term vision of the future which is a target for the City.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA): An association of public finance professionals founded in 1906 as the Municipal Finance Officers Association. The GFOA has played a major role in the development and promotion of Generally Accepted Accounting Principles (GAAP) for state and local governments since its inception.

GRANT: The contribution of cash or other resources to the City to be used for a specific purpose from another governmental unit or an organization.

GRANT ANTICIPATION NOTE (GAN): A short-term, interest-bearing note issued by the City in anticipation of a grant. The GAN is repaid from the proceeds of the grant.

HOME FUND: The fund required by the provisions of the National Affordable Housing Act of 1990 in order to receive federal funds for housing programs for low and moderate income persons.

I & I (Inflow & Infiltration): The introduction of storm or ground water into the sanitary sewer system through direct connection or broken lines.

IMPACT FEES: Fees charged to developers of property to cover, in whole or in part, the anticipated costs to the City of their developments.

IMPROVEMENT: An addition made to, or change made in, a capital asset, other than maintenance, to prolong its life or to increase its efficiency or capacity.

INFRASTRUCTURE: Facilities upon which the community depends for growth and continuence. Examples: streets, water/sewer lines, etc.

INTERFUND LOANS: Amounts provided between funds with a requirement for repayment.

INTERFUND TRANSFERS: Flows of assets between funds without equivalent flows of assets in return and without a requirement for repayment.

INTERGOVERNMENTAL REVENUE: Revenue received by the City from other units of government.

INTERNAL SERVICE FUND: A fund used to account for the provision of goods and services by one department of the City to another department, or to another unit of government. An example is the Equipment Rental Fund.

INVESTMENT: Securities purchased by the City and held for the production of income from interest, dividends or payments.

LEOFF: The Law Enforcement Officers and Firefighters Retirement System established by the State of Washington.

LEVY: The imposition of taxes, special assessments or service charges for the support of City activities.

LIABILITIES: Debt or other legal obligations which must be liquidated, renewed, or refunded at a later date.

LICENSES & PERMITS: Revenue received from the issuance of licenses and permits to businesses and occupations which transact business within the City.

LID: A Local Improvement District is a special assessment made against certain properties to defray part or all of the cost of a specific improvement which benefits primarily the properties that pay the assessment.

LTGO BONDS: Limited Tax General Obligation Bonds are non-voted bonds which are secured by the full faith and credit of the City and subject to an annual tax levy.

MAINTENANCE: The process involved in keeping capital assets in a state of good repair.

MISCELLANEOUS REVENUE: Revenue sources which are not provided for in other revenue categories. An example is the income received from interest earned from our investments.

MISSION STATEMENT: Objectives which tie to our goals.

MODIFIED ACCRUAL BASIS OF ACCOUNTING: The method of accounting by which the revenue is recorded when available and measurable, and the expenditures are recorded when the liability is incurred.

NON REVENUE: Cash receipts which are not revenues.

NOTE: A written promise by the City to pay a certain sum of money on demand or at a fixed time. Notes are for longer periods of time than Bonds and are more formal.

ORDINANCE: A formal legislative act by the City Council which has the full force and effect of law within the City Limits.

OTHER REVENUE: Proceeds from general long-term debt.

OTHER SERVICES & CHARGES: Expenditures for services provided by a governmental entity or a private company. Examples include consulting services and insurance costs.

P.E.R.S.: Public Employees Retirement System established by the State of Washington.

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. Longview's only Permanent Fund is titled the Library Memorial Trust Fund.

PRELIMINARY BUDGET: The recommended, but unapproved, budget for the ensuing fiscal biennium submitted by the City Manager to the City Council and public.

PROPERTY TAX LEVY - REGULAR: The amount of property tax allowable under law which we may levy without approval by the voters.

PROPERTY TAX LEVY - SPECIAL: The amount of property tax in excess of the "regular levy" and which is voted upon by the voters.

P.U.D.: Cowlitz County Public Utility District, the county-wide electric utility.

PROGRAM: A specific and distinguishable unit of work or a service performed by the City.

PUBLIC WORKS TRUST FUND: A statewide program of low interest loans for public improvements established by the state legislature.

R.C.W.: The Revised Code of Washington (state statutes).

REAL ESTATE EXCISE TAX: The excise tax imposed on the sale of real property.

REFUNDING: The issuance of new debt whose proceeds are used to repay previously issued debt.

RESERVED FUND BALANCE: The portion of a governmental funds's net assets that is not available for appropriation.

RESOLUTION: A special or temporary order of the City Council which is less formal than an ordinance.

RESOURCES: Total dollars available for appropriation.

Glossary

REVENUE: The income received by the City to support its program of services to the public.

REVENUE BONDS: Bonds whose principal and interest are paid from the earnings of an Enterprise Fund. An example is Water-Sewer Bonds.

SECURITIES: Bonds, notes, mortgages, or other forms of investment instruments.

SHARED REVENUE: Revenue collected by one government unit and shared on a pre-determined basis with another governmental unit. An example is the State of Washington Motor Vehicle Fuel Tax which is shared with the City on a per capita basis.

SPECIAL REVENUE FUND: A fund used to provide for the proceeds of specific revenue which is legally restricted to specific expenditures. An example is the Arterial Street Fund.

STRATEGIC PLANNING: The process by which we envision the future of the City and develop the procedures and programs necessary to achieve that future.

SUPPLEMENTAL APPROPRIATION: An appropriation approved by the City Council after the budget has been adopted.

SYSTEM DEVELOPMENT FEES: Fees charged by the City to pay for the extension of its existing utility system.

TAXES: The compulsory charges levied by government for the purpose of financing public services provided by the government.

TAX ANTICIPATION NOTE (TAN): A short-term, interest-bearing note issued by the City in anticipation of the collection of taxes. The TAN is repaid from the proceeds of the tax.

TRANSFERS OUT: The transfer of resources from one fund to another.

TRUST AND AGENCY FUND: A fund which accounts for funds held by the City acting in the role of a trustee for individuals and/or organizations. An example is the Library Memorial Trust Fund.

U.T.G.O. BONDS: Unlimited Tax General Obligation Bonds are voted bonds which are secured.

Appendix

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Appendix

City Personnel

The following pages provide tables of information regarding City of Longview employees including:

- 1) Description of the five types of City employees;
- 2) Comparison of total employees for 2014 versus 2015/2016;
- 3) Five-year history of the total number of full-time employees; and
- 4) Listing of Regular "A" and "B" budgeted positions for 2015/2016.

Employee Types

Regular Full Time (Type "A") - A regular full-time employee is an employee who is employed 40 hours per week in a classified Council-approved and budgeted position. This employee is paid based on a monthly rate. They are eligible for holiday, vacation, and sick leave accrual, and eligible to participate in the City's medical/dental/life plan.

Regular Full Time/Part Time (Type "B") - A regular full-time/part-time employee is a percentage employee in a classified Council-approved and budgeted position. Type "B" employees are assigned regularly scheduled shifts on a year-round basis. This employee is paid a monthly rate of the position's wage classification based on a percentage of the number of hours scheduled to work. They are eligible for holiday, vacation, and sick leave accrual and eligible to participate in the City's medical/dental/life plan. (The benefits they are eligible for are pro-rated based on the number of hours they are scheduled to work.)

Part Time (Type "P") - A part-time employee is an employee who is employed less than 40 hours per week and is assigned work on a year round basis. This employee is paid an hourly rate for hours worked. They are not eligible for benefits other than state and federal mandated benefits (including PERS if the position they have been selected to fill has been determined to be a PERS eligible position).

Seasonal/Temporary (Type "S") - A seasonal/temporary employee may work part time or full time for unspecified hours on irregular shifts. Seasonal/temporary employees are on a stand by/on call basis or are needed seasonally. This employee is paid an hourly rate for hours worked. They are not eligible for benefits other than state and federal mandated benefits (including PERS if the position they have been selected to fill has been determined to be a PERS eligible position).

2014 vs. 2015/2016 Employee Count

Department	2014 FTE's				2015 FTE's						2016 FTE's				2013/14 Seas./Temp \$\$	2015/2016 \$\$	Variance	
	A	B	P.T.	Total	A	B	P.T.	Total			A	B	P.T.	Total				
Legislative	0.75			0.75	0.75			0.75	-			0.75	0.75			-		
Exec/Legal	4.925			4.93	4.925			4.93	-			4.925	4.93			-		
Finance	10.25	0.8		11.05	10.25	0.8		11.05	-			10.25	0.8	11.05	5,640	5,820	180	
Human Resources	3.30			3.30	3.30			3.30	-			3.30	3.30			-		
Info. Technology	8.50	1.55		10.05	9.00	1.80		10.80	0.75			9.00	1.80	10.80			-	
Police	67.00	0.50		67.50	69.35	0.50		69.85	2.35			69.35	0.50	69.85			-	
Fire	49.00			49.00	49.00			49.00	-			49.00	49.00	10,290	15,740	5,450		
Traffic	5.00			5.00	6.00			6.00	1.00			6.00	6.00	12,630	12,370	(260)		
Street	5.75			5.75	6.50			6.50	0.75			6.50	6.50	11,370	10,790	(580)		
Engineering	8.30	0.9		9.20	9.30	0.9		10.20	1.00			9.30	0.9	10.20		4,000	4,000	
Comm & Econ. Dev.	6.75			6.75	6.75			6.75	-			6.75	6.75			-		
Library	17.00		2.85	19.85	17.00		3.15	20.15	0.30			17.00		3.15	20.15		-	
Recreation	5.800		7.35	13.15	5.900		7.40	13.30	0.15			5.900		7.40	13.30		-	
Parks	11.960			11.960	11.298			11.30	(0.66)			11.298		11.30	30,390	58,600	28,210	
Water	15.962			15.96	17.429			17.43	1.47			17.429		17.43	28,880	41,270	12,390	
Sewer	15.952			15.95	15.078			15.08	(0.87)			15.078		15.08	31,020	38,270	7,250	
Filter Plant	2.765			2.77	3.569			3.57	0.80			3.569		3.57	5,260	5,000	(260)	
Sanitary/Recycling	3.825			3.83	3.825			3.83	-			3.825		3.83			-	
Stormwater Utility	15.061			15.06	16.076			16.08	1.02			16.576		16.58	5,680	12,500	6,820	
Transit	15.15			15.15	25.175			25.18	10.03			25.175		25.18	76,140	141,880	65,740	
Golf	3.00			3.00	2.00			2.00	(1.00)			2.00		2.00	60,610	57,050	(3,560)	
Equip. Rental	6.00			6.00	6.40			6.40	0.40			6.40		6.40			-	
Facility Maint.	3.15			3.15	3.65			3.65	0.50			3.65		3.65		5,000	5,000	
Fire Pension	0.50			0.50	0.50			0.50	-			0.50		0.50			-	
Insurance Res.	2.25			2.25	2.45			2.45	0.20			2.45		2.45			-	
Econ Dev Fund	0.25			0.25	1.25			1.25	1.00			1.25		1.25			-	
Public Safety Fund	1.00			1.00	0.65			0.65	(0.35)			0.65		0.65			-	
Totals	289.15	3.75	10.20	303.10	307.38	4.00	10.55	321.93	18.83			307.88	4.00	10.55	322.43	277,910	408,290	130,380

A = Regular Full-Time (Type "A") budgeted positions
 B = Regular Full-Time/Part-Time (Type "B") budgeted positions
 P.T. = Part-Time Hourly (Type "P") converted to full-time equivalent (FTE's) based on 2080 annual hours

Appendix

Five -year Regular/Full-Time Employee History

	2011	2012	2013	2014	2015	2016
Legislative	0.75	0.75	0.75	0.75	0.75	0.75
Exec/Legal	5.25	4.925	4.925	4.925	4.925	4.925
Finance	11.25	11.25	11.05	11.05	11.05	11.05
Human Resources	3.75	3.75	3.30	3.30	3.30	3.30
Info. Technology	8.50	8.50	10.05	10.05	10.80	10.80
Police	68.00	68.00	67.50	67.50	69.85	69.85
Fire	45.00	45.00	49.00	49.00	49.00	49.00
Traffic	5.00	5.00	5.00	5.00	6.00	6.00
Street	5.75	5.75	5.75	5.75	6.50	6.50
Engineering	8.30	8.30	9.20	9.20	10.20	10.20
Comm & Econ. Dev	7.75	7.75	6.75	6.75	6.75	6.75
Library	18.00	18.00	17.00	17.00	17.00	17.00
Recreation	6.850	6.800	5.800	5.800	5.900	5.900
Parks	14.950	14.625	11.960	11.960	11.298	11.298
Water	12.684	12.622	15.962	15.962	17.429	17.429
Sewer	16.684	16.622	15.952	15.952	15.078	15.078
Filter Plant	5.766	5.766	2.765	2.765	3.569	3.569
Sanitary/Recycling	3.325	3.325	3.825	3.825	3.825	3.825
Stormwater Utility	11.241	11.216	15.061	15.061	16.076	16.576
Transit	13.15	13.15	15.15	15.15	25.175	25.175
Golf	2.00	2.00	3.00	3.00	2.00	2.00
Equip. Rental	6.00	6.00	6.00	6.00	6.40	6.40
Facility Maint.	3.20	3.150	3.15	3.15	3.65	3.65
Fire Pension	0.50	0.50	0.50	0.50	0.50	0.50
Insurance Res.	2.00	2.00	2.25	2.25	2.45	2.45
Econ Dev Fund	0.35	0.25	0.25	0.25	1.25	1.25
Public Safety	0.00	0.00	1.00	1.00	0.65	0.65
Totals	286.00	285.00	292.90	292.90	311.38	311.88

Prior Years Employee History (Full-Time Positions Only)

1968-219	1975-277	1982-310	1989-277	1996-269
1969-232	1976-289	1983-297	1990-279	1997-270
1970-245	1977-312	1984-299	1991-257	1998-281
1971-258	1978-305	1985-303	1992-258	1999-304
1972-274	1979-312	1986-299	1993-255	2000-294
1973-269	1980-333	1987-289	1994-258	2001-295
1974-267	1981-308	1988-277	1995-263	2002-291
2003-290	2004-288	2005-286	2006-288	2007-300
2008-300	2009-302	2010-300	2011-286	2012-285
2013-293	2014-293	2015-311	2016-312	

Regular "A" & "B" Positions Budgeted for 2015/2016

Position Title	2015	2016	Classification
Legislative			
Executive Assistant	0.50	0.50	12
Office Assistant	0.25	0.25	33
<i>Total Legislative</i>	0.75	0.75	
Executive			
City Manager	0.175	0.175	91
Executive Assistant	0.50	0.50	12
Office Assistant	0.25	0.25	33
<i>Total Executive/Legal</i>	0.925	0.925	
Finance			
Finance Director	1	1	3
Fiscal Manager	1	1	8
Fiscal Analyst	1.8	1.8	12
City Clerk	0.25	0.25	14
Fiscal/Utility Support Assistant	2	2	44
Fiscal/Utility Support Technician	2	2	44
Fiscal/Utility Support Specialist	1	1	42
Administrative Assistant	1	1	44
Lead Utility Systems Operator	1	1	52
<i>Total Finance</i>	11.05	11.05	
Human Resources			
Human Resources Director	0.8	0.8	3
Human Resources Specialist	1.5	1.5	13
Human Resources Technician	1	1	33
<i>Total Human Resources</i>	3.3	3.3	
Legal			
City Attorney	1	1	2
Attorney	1	1	10
Senior Attorney	1	1	8
Legal Technician	1	1	34
<i>Total Legal</i>	4	4	
Information Technology			
IT Director	1	1	3
IT Analyst	6.5	6.5	10
IT Specialist	2	2	50
IT Specialist	0.5	0.5	50
Administrative Assistant	0.8	0.8	44
<i>Total Information Technology</i>	10.8	10.8	

Appendix

Position Title	2015	2016	Classification
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Position Title	2015	2016	Classification
Police			
Chief	1	1	2
Captain	2	2	4
Sergeant	7	7	81
Police Officer	44	44	85
Corporal	5	5	87
Administrative Manager	0.85	0.85	10
Fiscal Analyst	0.5	0.5	12
Administrative Assistant	1	1	a33
Office Assistant	3	3	a34
Civilian Investigator	1	1	a11
Information Technology Specialist	1	1	a11
Police Services Technician	1	1	a54
Police Services Technician	2	2	a33
Police Services Assistant	0.5	0.5	a36
<i>Total Police</i>	69.85	69.85	
Fire			
Chief	1	1	2
Battalion Chief	3	3	22
Fire Marshal	1	1	21
Fire Captain	1	1	75
Fire Lieutenant	9	9	73
Firefighter	25	25	71
Paramedic Firefighter	8	8	71
Administrative Assistant	1	1	33
<i>Total Fire</i>	49	49	
Traffic			
Traffic Maintenance Supervisor	1	1	8
Traffic Maintenance Specialist	2	2	51
Traffic Maintenance Specialist	1	1	53
Traffic Maintenance Technician	1	1	55
Traffic Engineer	1	1	6
<i>Total Traffic</i>	6	6	
Street Maintenance			
Street Maintenance Supervisor	0.5	0.5	11
Lead Street Maintenance Technician	2	2	53
Street Maintenance Technician II	1	1	55
Street Maintenance Technician III	3	3	57
<i>Total Street Maintenance</i>	6.5	6.5	

Position Title		2015	2016	Classification
Engineering				
	Public Works Director	0.15	0.15	2
	Engineering Manager	1	1	4
	Engineer	1	1	8
	Administrative Manager	1	1	10
	Engineering Specialist Supervisor	1	1	11
	Engineer	2.9	2.9	7
	Engineering Specialist	2	2	52
	Administrative Assistant	1.15	1.15	43
	<i>Total Engineering</i>	10.2	10.2	
Community & Economic Development				
	Community & Economic Development Director	0.75	0.75	3
	Planning Manager	1	1	7
	Inspector	1.5	1.5	10
	Inspector	0.5	0.5	11
	Program Coordination Specialist	1	1	11
	Community Development Specialist	1	1	13
	Planner	1	1	12
	<i>Total Community & Economic Development</i>	6.75	6.75	
Library				
	Library Director	1	1	5
	Librarian	3	3	10
	Library Specialist	1	1	52
	Library Specialist	2	2	13
	Administrative Assistant	1	1	43
	Library Technician	1	1	43
	Library Technician I	4	4	43
	Library Technician II	4	4	44
	<i>Total Library</i>	17	17	
Recreation				
	Administrative Assistant	0.65	0.65	43
	Recreation Manager	1	1	8
	Recreation Coordinator	2	2	12
	Recreation Specialist	1	1	57
	Recreation Specialist	1	1	43
	Assistant City Manager	0.25	0.25	1
	<i>Total Recreation</i>	5.9	5.9	

Appendix

Position Title	2015	2016	Classification
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Position Title	2015	2016	Classification
Parks Maintenance			
Parks Maintenance Supervisor	0.7	0.7	11
Lead Parks Maintenance Technician	0.2	0.2	53
Parks Maintenance Technician II	2.5	2.5	55
Parks Maintenance Technician III	7.0	7.0	57
Administrative Assistant	0.14	0.14	43
Office Assistant	0.633	0.633	45
Assistant City Manager	0.125	0.125	1
<i>Total Parks Maintenance</i>	11.298	11.298	
Water			
City Manager	0.25	0.25	91
Assistant City Manager	0.188	0.188	1
Public Works Director	0.2	0.2	2
Utility Systems Manager	0.334	0.334	7
Utility Systems Supervisor	1.5	1.5	11
Lead Utility Systems Operator	3	3	52
Utility Systems Operator II	3.334	3.334	54
Utility Systems Operator III	5.5	5.5	56
Water Quality Specialist	1.02	1.02	51
Administrative Assistant	0.15	0.15	43
Office Assistant	1	1	44
IT Specialist	0.167	0.167	50
Inspector	0.17	0.17	10
IT Analyst	0.45	0.45	10
Engineer	0.166	0.166	7
<i>Total Water</i>	17.429	17.429	
Sewer			
City Manager	0.25	0.25	91
Assistant City Manager	0.188	0.188	1
Public Works Director	0.2	0.2	2
Utility Systems Manager	0.333	0.333	7
Utility Systems Supervisor	1.17	1.17	11
Electrician	1	1	50
Lead Utility Systems Operator	3	3	52
Utility Systems Operator II	3.333	3.333	54
Utility Systems Operator III	3	3	56
Administrative Assistant	0.15	0.15	43
Office Assistant	1	1	44
IT Specialist	0.167	0.167	50
Inspector	0.17	0.17	10
Engineer	0.667	0.667	7
IT Analyst	0.45	0.45	10
<i>Total Sewer</i>	15.078	15.078	

Position Title		2015	2016	Classification
Filter Plant				
	Public Works Director	0.1	0.1	2
	Engineer	0.166	0.166	7
	Inspector	0.16	0.16	10
	Utility Systems Manager	0.333	0.333	7
	Utility Systems Supervisor	0.33	0.33	11
	Utility Systems Operator III	0.5	0.5	56
	Water Quality Specialist	1.98	1.98	51
	<i>Total Filter Plant</i>	3.569	3.569	
Sanitary/Recycling				
	City Manager	0.075	0.075	91
	Community Development Director	0.25	0.25	3
	Community Development Coordinator	1	1	8
	Inspector	0.5	0.5	11
	Inspector	1	1	12
	Fiscal/Utility Support Assistant	1	1	44
	<i>Total Sanitary/Recycling</i>	3.825	3.825	
Storm Water Utility				
	Public Works Director	0.2	0.2	2
	Engineering Coordinator	1	1	7
	Inspector	1	1.5	11
	Street Maintenance Supervisor	0.5	0.5	11
	Lead Street Maintenance Technician	4	4	53
	Street Maintenance Technician II	3	3	55
	Street Maintenance Technician III	1	1	57
	Utility Systems Operator	0.333	0.333	54
	Parks Maintenance Supervisor	0.3	0.3	11
	Lead Parks Maintenance Technician	1.8	1.8	53
	Parks Office Assistant	0.217	0.217	44
	Parks & Rec. Admin. Assistant	0.21	0.21	43
	Parks Maintenance Tech II	0.5	0.5	55
	Parks Maintenance Tech III	1	1	57
	Administrative Assistant	0.55	0.55	43
	IT Analyst	0.1	0.1	10
	IT Specialist	0.166	0.166	50
	Assistant City Manager	0.2	0.2	1
	<i>Total Stormwater Utility</i>	16.076	16.576	

Appendix

Position Title	2013	2014	Classification
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Position Title	2013	2014	Classification
Public Transit			
Public Works Director	0.15	0.15	2
Transit Manager	1	1	8
Transit Supervisor	2	2	11
Transit Operator	16.625	16.625	60
Facilities Maintenance Tech	1	1	57
Administrative Assistant	1	1	43
Transit Dispatcher	2.4	2.4	32
Office Assistant	1	1	45
<i>Total Transit</i>	25.175	25.175	
Mint Valley Golf Course			
Golf Maintenance Manager	1	1	8
Golf Maintenance Specialist	1	1	55
<i>Total Mint Valley Golf Course</i>	2	2	
Equipment Rental			
Fleet/Facility Maintenance Manager	0.5	0.5	7
Fleet Maintenance Mechanic	3	3	52
Lead Fleet Maintenance Mechanic	1	1	50
Fleet Maintenance Assistant	1	1	57
Fleet Maintenance Specialist	0.9	0.9	32
<i>Total Equipment Rental</i>	6.4	6.4	
Facility Maintenance			
Fleet/Facility Maintenance Manager	0.5	0.5	7
Fleet Maintenance Assistant	0.1	0.1	32
Assistant City Manager	0.05	0.05	1
Facility Management Technician I	1	1	52
Lead Facility Management Technician	1	1	51
Facility Management Assistant	1	1	57
<i>Total Facility Maintenance</i>	3.65	3.65	
Fire Pension			
City Clerk	0.5	0.5	14
<i>Total Fire Pension</i>	0.50	0.50	
Insurance Reserve			
Safety/Risk Manager	1	1	10
City Clerk	0.25	0.25	14
HR Specialist	0.5	0.5	13
Administrative Assistant	0.50	0.50	33
HR Director	0.20	0.20	3
<i>Total Insurance Reserve</i>	2.45	2.45	

Position Title		2015	2016	Classification
Economic Development Fund				
	Economic Development Coordinator	1	1	5
	City Manager	0.25	0.25	91
	<i>Total HUD</i>	1.25	1.25	
Public Safety Fund				
	Administrative Manager	0.15	0.15	10
	Police Services Assistant	0.5	0.5	a36
	<i>Total Public Safety</i>	0.65	0.65	

GRAND TOTAL ALL DEPARTMENTS	311.375	311.875
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Appendix

Longview at a Glance



Ideally situated between Seattle and Portland, Oregon, Longview offers residents a comfortable, rural lifestyle with opportunities for year-round recreation. Residents are removed from urban congestion and problems, yet are within an easy drive of urban amenities. Longview is 45 minutes north of Portland and two hours south of the Seattle metropolitan area.

Longview, Washington is ideally located for industry and recreation. Situated on the mighty Columbia River, Longview has excellent port facilities which allow for trade in lumber and other goods. Only one hour separates Longview from the Pacific coast beaches, from Mt. St. Helens and other scenic areas. Visit the city's website at <http://www.mylongview.com> to learn more about Longview.

Economy

Major Longview Employers (in City Limits)

- St. John Medical Center/PeaceHealth
- JH Kelly
- Longview School District
- Lower Columbia College
- Safeway
- City of Longview
- Community Home Health & Hospice
- Wal-Mart
- Kaiser Permanente
- PNE Corporation
- Fred Meyer

Other Major Employers

- Cowlitz County
- Foster Farms
- Longview Fibre Company
- NORPAC
- Weyerhaeuser
- RSG Forest Products

Government

Incorporated	1924
Form of Government	Council-Manager
Legal Status	Non-charter Code City
Congressional District	Washington's 3rd
State Legislative Districts	19th
Voter Precincts	27
Number of Registered Voters	19,001

Longview's Demographics

Land Area/Ranking

Land Area: 15.75 Square Miles
 Rank in Size / State of Washington 28/281

Land Use (by area, per 2006 Comprehensive Plan)

Residential
 Single Family 35%
 Multifamily 4%
 Manufacturing/Industrial 5%
 Commercial 9%
 Public and quasi-public 10%
 Transportation/communication/utilities 7%
 Undeveloped/vacant land 30%

Assessed Valuation (AV)

2013 AV \$2,532,716,797

Property Tax Per \$1,000 of AV

City of Longview \$3.41
 Cowlitz County \$1.94
 Port Longview \$0.22
 Longview School District \$4.93
 State School Levy \$2.45

Climate

Average Annual Precipitation: 48 inches
 30 Year Mean Annual Temperature 51.9° F

Population

1960 23,349
 1970 28,373
 1980 31,052
 1990 31,499
 2000 (Census) 34,660
 2002 35,310
 2004 35,340
 2006 35,570
 2008 35,880
 2010 (Census) 36,648
 2011 36,730
 2012 36,910
 2013 36,940

Age Distribution (Census 2000)

Under 5 7.0%
 5-9 6.5%
 10-19 12.4%
 20-34 19.0%
 35-44 11.2%
 45-54 13.4%
 55-64 12.9%
 65-84 14.0%
 85+ 3.6%

Racial Composition (Census 2010)

One race 95.8%
 Two or more races 4.2%
 White 86.0%
 Black or African American 0.9%
 American Indian and Alaska Native 1.7%
 Asian 2.2%
 Native Hawaiian & Other
 Pacific Islander 0.3%
 Some other race 4.7%

Appendix

City of Longview Service Statistics

Police

Sworn Officers Authorized 56
 Calls for Service 38,867
 One Station plus Highlands Satellite Office
 Two K-9 Units

Fire

Uniformed Personnel Authorized 48
 Fire Calls for Service 1,100
 Medical Calls for Service (unit responses) 3,266
 Two Stations

Human & Neighborhood Resources

Acres of Parks 451
 Columbia Theatre for the Performing Arts
 Elks Building
 Highlands Trail
 Longview Public Library
 McClelland Center
 Mint Valley Golf Course
 Mint Valley Racquet & Fitness Complex
 Senior Citizens Center
 Woman's Club Building

Utilities

Water:

Comparable household rate per month \$24.31

Regional Water Treatment Plant Capacity:

Weber Avenue Plant 17.0 mgd**
 Reservoir Capacities 19.35 mgd**
 Water Services (meters) for Residential,
 Commercial & Industrial 14,922
 2014 Average Daily Consumption 5.68 mgd**
 2014 Longview Consumption 4.94 mgd**
 2014 Beacon Hill Consumption 0.74 mgd**
 2014 Water Mains 213 miles

Sewer:

Comparable household rate per month \$60.57

Regional Sewer Treatment Plant:

Plant Capacity 26.0 mgd**
 2014 Annual Flow 8.5 mgd**
 2014 Sanitary Sewer Mains 152 miles

Storm Water:

Average household rate per month \$7.97

**mgd = million gallons a day

Solid Waste/Recycling:

Average household rate per month \$17.78

Services Provided by Other Governmental Units

Education:

Longview School District #122

Elementary Schools 8
 Middle Schools 3
 High Schools 2

Post Secondary Education:

Lower Columbia College, including in-demand degree programs from:
 City University of Seattle
 Concordia University
 Eastern Washington University
 Warner Pacific College
 Washington State University

Public Transit:

RiverCities Transit

Public Health:

Cowlitz County Health Department

Flood Protection:

Consolidated Diking District #1

Public Housing:

Longview Housing Authority

Emergency Dispatch/Jail:

Cowlitz County

Medical Facilities:

Peace Health/St. John Medical Center
 Kaiser Permanente'

Private Vocational-Technical Schools:

Stylemasters College

Animal Control:

Humane Society of Cowlitz County

Municipal Court:

Cowlitz County District Court